

Impact of Organizational Justice on Organizational Commitment and Organizational Citizenship Behavior with the Mediating Effect of Organizational Trust

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Abstract

This study examines the impact of organizational justice on organizational commitment and organizational citizenship behavior (OCB) within the telecom sector, with a focus on the mediating role of organizational trust. Organizational justice, consisting of distributive, procedural, and interactional justice, is a crucial determinant of employee attitudes and behaviors. The research highlights that employees who perceive fairness in their organization are more likely to develop higher levels of commitment and engage in OCB. Furthermore, organizational trust is found to act as a significant mediator, strengthening the relationships between organizational justice and both organizational commitment and OCB. Using a quantitative approach, data were collected from 350 employees working in telecom companies in Lahore, Pakistan, through a self-administered survey. The findings support the hypothesis that organizational justice positively influences both organizational commitment and OCB, with trust playing a pivotal mediating role. These results contribute to the understanding of how fairness perceptions and trust affect employee outcomes, offering valuable insights for improving employee engagement and performance in the telecom sector. The study also suggests that fostering an environment of fairness and trust can enhance organizational effectiveness and create a positive work culture.

Keywords: Organizational Justice, Organizational Trust, Organizational Commitment, Organizational Citizenship Behavior, Telecom Sector.

Introduction

In contemporary organizations, understanding human behavior is central to improving performance and achieving organizational goals. Organizational behavior refers to the study of individual and group dynamics within an organizational setting, including the study of how people behave, think, and feel in the workplace. Key concepts within organizational behavior, such as organizational justice, trust, commitment, and organizational citizenship behavior (OCB), play a crucial role in shaping employee attitudes, behaviors, and organizational outcomes. Organizational justice is the perception of fairness in organizational processes, decisions, and interactions. It is divided into three dimensions: distributive justice, procedural justice, and interactional justice. Each of these dimensions influences how employees perceive their treatment in the organization, which in turn impacts their satisfaction, commitment, and overall engagement. Trust, particularly organizational trust, reflects the confidence that employees have in their organization's management, policies, and processes. When employees trust their organization, they are more

likely to exhibit positive behaviors such as organizational citizenship behavior (OCB). OCB refers to voluntary, discretionary behaviors that go beyond formal job requirements and contribute positively to the organizational environment. These behaviors, including helping coworkers, showing initiative, and going the extra mile, are essential for fostering a positive workplace culture and improving organizational performance. Organizational commitment, defined as the psychological attachment an employee feels toward their organization, is often a result of perceived fairness (justice) and trust within the organization. Higher levels of organizational commitment are linked to lower turnover, higher job satisfaction, and improved performance. In summary, organizational justice, trust, commitment, and OCB are interrelated concepts that significantly affect organizational outcomes. Employees who perceive fairness in their treatment and trust their leaders are more likely to demonstrate higher levels of commitment and engage in OCB, contributing to a more productive and positive organizational environment.

Research Gap

While numerous studies have examined the direct relationships between organizational justice and OCB or organizational commitment, fewer studies have focused on the mediating role of organizational trust in these relationships. Previous research has primarily treated these variables as isolated constructs, without considering how trust may influence the way organizational justice impacts outcomes like commitment and OCB. Furthermore, much of the existing literature has been conducted in Western contexts, leaving a gap in understanding how these relationships manifest in developing countries or specific industries, such as the telecom sector. In particular, the telecom industry in developing countries like Pakistan faces unique challenges related to employee engagement, trust, and commitment, which have not been adequately explored. There is a clear need to investigate how organizational trust mediates the relationship between organizational justice and employee outcomes such as organizational commitment and OCB in this context.

Research Objectives

The primary objectives of this study are as follows:

1. To explore the impact of organizational justice on organizational commitment and OCB in the telecom sector.
2. To examine the mediating role of organizational trust in the relationship between organizational justice and organizational commitment/OCB.

By addressing these objectives, the study aims to provide insights into the dynamics of organizational justice, trust, commitment, and OCB, particularly in the context of the telecom industry in a developing country.

Significance of the Study

This research is significant for both academic and practical purposes. From an academic standpoint, it contributes to the understanding of how organizational justice, trust, commitment, and OCB interact within organizational behavior frameworks, with a specific focus on trust as a mediator. It also adds to the growing body of literature on employee behavior in the telecom sector, an industry that is crucial to economic development but often understudied in organizational behavior research. Practically, this study provides valuable insights for organizations in the telecom sector and beyond. By understanding the role of organizational justice and trust in fostering organizational commitment and OCB, organizations can develop more effective management strategies to improve employee engagement, retention, and performance. This knowledge is especially pertinent in developing countries where organizational dynamics may differ from those in Western contexts. Additionally, by promoting fairness and trust, organizations

can create a more positive work environment, which will ultimately lead to better organizational outcomes.

Research Questions/Hypotheses

Based on the literature and the research objectives, the following research questions and hypotheses are proposed:

1. **Research Question 1:** Does organizational justice positively influence organizational commitment and OCB in the telecom sector?
 - **Hypothesis 1 (H1):** Organizational justice has a positive effect on organizational commitment and OCB.
2. **Research Question 2:** Does organizational trust mediate the relationship between organizational justice and organizational commitment/OCB?
 - **Hypothesis 2 (H2):** Organizational trust mediates the relationship between organizational justice and organizational commitment.
 - **Hypothesis 3 (H3):** Organizational trust mediates the relationship between organizational justice and OCB.

By addressing these research questions, the study aims to clarify the role of organizational trust in linking organizational justice with key employee outcomes such as organizational commitment and OCB, offering new insights into the mechanisms that drive positive workplace behaviors in the telecom sector.

Literature Review

Organizational Justice

Organizational justice refers to employees' perceptions of fairness in an organization, and it plays a crucial role in determining attitudes and behaviors at the workplace. It encompasses three main dimensions: distributive justice, procedural justice, and interactional justice, which collectively shape how employees perceive their treatment by the organization.

1. **Distributive Justice:** This dimension pertains to the perceived fairness of outcomes and resource allocations in the workplace, such as pay, promotions, and rewards (Greenberg, 2004). Employees evaluate distributive justice by comparing what they receive with what others receive, ensuring that the allocation of rewards is equitable based on effort and contribution (Folger & Cropanzano, 2001).
2. **Procedural Justice:** Procedural justice focuses on the fairness of the decision-making process used to determine outcomes. It addresses whether employees believe that the processes involved in allocating rewards or making decisions are transparent, consistent, and unbiased (Thibaut & Walker, 1975). The perceived fairness of procedures influences how employees react to outcomes, even if those outcomes are unfavorable.
3. **Interactional Justice:** Interactional justice refers to the quality of interpersonal treatment employees receive from their supervisors and organization members during the implementation of procedures and distribution of rewards. It emphasizes respectful communication, sensitivity, and the adequacy of explanations (Bies & Moag, 1986). Interactional justice is typically divided into two subcategories: interpersonal justice, which involves treating employees with dignity and respect, and informational justice, which involves providing employees with adequate information about the decisions that affect them.

Previous Studies on Organizational Justice

Numerous studies have explored the role of organizational justice in influencing employee behavior and attitudes. Older studies, such as those by Greenberg (2004), emphasize the direct relationship between fairness perceptions and employee outcomes like job satisfaction,

performance, and organizational commitment. In recent years, newer studies have also examined how organizational justice affects organizational citizenship behavior (OCB) and its mediating role in fostering positive employee behaviors. Malla & Malla (2023) investigated the effect of organizational justice on employees' affective commitment and found that employees who perceived fairness in the organization were more likely to demonstrate emotional attachment and commitment. Similarly, Hermanto & Srimulyani (2022) studied the impact of organizational justice on employee performance in Indonesia and showed that the perception of fairness in decision-making processes positively influenced employee performance, mediated by OCB. These studies highlight the continuing relevance of organizational justice in shaping workplace behaviors, particularly in fostering positive work outcomes.

Organizational Trust

Organizational trust refers to the confidence that employees have in the integrity, reliability, and fairness of their organization. It plays a vital role in shaping employee behavior and attitudes within an organization. Trust affects how employees view their leaders, the fairness of organizational processes, and the organization as a whole. Trust is often linked to job satisfaction, organizational commitment, and a variety of positive work behaviors, including OCB (Dirks & Ferrin, 2002). Trust within an organization is fundamental for fostering a cooperative and collaborative work environment. When employees trust their organization, they are more likely to take risks, share information, and go above and beyond their formal job duties, which are essential for improving organizational performance (Zayed et al., 2022). Trust also serves as a mechanism for reducing uncertainty and promoting a more stable work environment, ultimately leading to greater job satisfaction and retention (Ha & Lee, 2022).

Trust as a Mediator

Organizational trust often acts as a mediator between organizational justice and employee behaviors like organizational commitment and OCB. Trust can explain how employees' perceptions of fairness in organizational processes translate into positive behaviors. For instance, Malla & Malla (2023) found that the relationship between organizational justice and employees' affective commitment was partially mediated by organizational trust. Their study highlighted that when employees perceive fairness in the workplace, it enhances trust in the organization, which, in turn, strengthens their emotional attachment to it. Similarly, Sunaris et al. (2022) investigated how organizational trust mediates the relationship between organizational justice and OCB. They concluded that when employees perceive fairness in their organization, their trust in management increases, which leads to higher levels of OCB, such as helping colleagues and taking initiative. This finding underscores the importance of fostering trust within organizations to encourage positive workplace behaviors.

Organizational Commitment

Organizational commitment is the psychological attachment employees have towards their organization. It is typically classified into three types: affective, continuance, and normative commitment.

1. **Affective Commitment:** Affective commitment reflects an employee's emotional attachment to the organization. Employees with high affective commitment are likely to stay with the organization because they want to, driven by a sense of belonging and identification with organizational values and goals (Allen & Meyer, 1990).
2. **Continuance Commitment:** Continuance commitment refers to the perceived cost of leaving the organization. Employees with high continuance commitment stay because they

feel that leaving would involve significant personal or financial costs, such as losing benefits or opportunities (Meyer & Allen, 1991).

3. **Normative Commitment:** Normative commitment is the sense of obligation employees feel to stay with the organization due to social or moral pressures. Employees with high normative commitment remain in the organization because they believe they should, based on a sense of duty or responsibility (Meyer & Allen, 1991).

Relationship with Justice and Trust

All three forms of organizational commitment are influenced by organizational justice and trust. Waskito & Linansya (2023) explored the relationship between organizational justice, trust, and organizational commitment and found that procedural justice and trust in leadership were strong predictors of affective and normative commitment. In line with previous studies, Zayed et al. (2022) demonstrated that employees who perceived fairness in their workplace were more likely to develop stronger affective commitment and remained committed due to a sense of obligation (normative commitment). In contrast, the relationship between organizational justice and continuance commitment is less direct. While fairness perceptions may not directly impact continuance commitment, they can influence the perceived costs of leaving the organization, thus strengthening this form of commitment (Meyer & Allen, 1997).

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to voluntary, discretionary behaviors that are not explicitly recognized by the formal reward system but contribute to the overall effectiveness and functioning of the organization (Organ, 1988). These behaviors include actions such as helping colleagues, adhering to company policies, and volunteering for additional tasks.

OCB is typically categorized into five dimensions:

1. **Altruism:** Voluntarily helping coworkers with work-related issues.
2. **Sportsmanship:** Displaying a positive attitude and tolerance during challenging situations without complaining.
3. **Courtesy:** Demonstrating politeness and consideration to coworkers to avoid conflicts.
4. **Conscientiousness:** Going beyond the minimum job requirements, including punctuality, adherence to rules, and extra effort.
5. **Civic Virtue:** Actively participating in organizational activities and showing a genuine interest in the success of the organization.

These dimensions contribute to a positive organizational culture, where employees collaborate, share information, and work together toward common goals.

OCB and Justice

Organizational justice has been consistently linked to OCB. Employees who perceive fairness in their workplace are more likely to engage in discretionary behaviors that contribute positively to the organization. Alhamad et al. (2022) found that distributive justice positively influenced OCB by fostering a sense of fairness regarding rewards and outcomes. Similarly, Ranjit (2022) found that procedural and interactional justice were significant predictors of OCB, with trust mediating the relationship. Employees who perceive fair treatment and transparent procedures are more likely to engage in helpful and cooperative behaviors, which enhance overall organizational effectiveness.

Trust as a Mediator of OCB

Research consistently shows that organizational trust plays a crucial mediating role between organizational justice and OCB. Employees who trust their organization are more likely to exhibit

high levels of OCB, as trust fosters a cooperative work environment (Qiu & Dooley, 2022). By ensuring that employees feel fairly treated and valued, organizations can encourage them to go above and beyond their formal duties. The mediating role of trust between organizational justice and OCB highlights the need for organizations to cultivate both fairness and trust to maximize employee contributions.

Synthesis of Literature

The literature reveals a clear interconnectedness between organizational justice, trust, commitment, and OCB. Organizational justice, encompassing distributive, procedural, and interactional fairness, influences how employees perceive their treatment and, in turn, affects their organizational commitment and likelihood to engage in OCB. Trust mediates these relationships, as employees who trust their organization are more likely to display positive workplace behaviors, including greater commitment and OCB. Studies also highlight the importance of these variables in specific sectors, such as telecom, where trust and fairness can be pivotal in managing a diverse and competitive workforce. However, the existing literature primarily focuses on Western or industrialized contexts, with limited research in developing countries like Pakistan, especially in the telecom industry. The telecom sector, with its high levels of competition and the importance of employee engagement, presents an under-explored area where the dynamics of organizational justice, trust, commitment, and OCB could play a crucial role in improving organizational outcomes. In conclusion, while substantial research has been conducted on the individual relationships between organizational justice, trust, commitment, and OCB, there is a clear gap in understanding how these variables interact in the context of developing countries or specific industries like telecom. Future research should address these gaps, particularly focusing on the mediating role of organizational trust in fostering commitment and OCB.

Theoretical Framework

The theoretical framework for this study explores the relationships between organizational justice, organizational trust, organizational commitment, and organizational citizenship behavior (OCB). These variables are interconnected, with organizational justice acting as a driver for organizational trust, which in turn affects organizational commitment and OCB. Understanding how these constructs interact is essential for providing insights into how organizations can enhance employee performance and satisfaction.

Conceptual Framework:

The study adopts a conceptual framework where **organizational justice** influences both **organizational commitment** and **OCB**, with **organizational trust** acting as a **mediator** in these relationships. The framework is designed to explain the mechanisms that link fairness perceptions to employee behaviors and attitudes.

1. **Organizational Justice to Organizational Commitment:** Employees who perceive organizational justice (distributive, procedural, and interactional) are likely to form strong emotional attachments to the organization, which results in **organizational commitment**. This relationship is grounded in the **organizational justice theory**, which suggests that employees are more likely to be committed to organizations that treat them fairly (Colquitt et al., 2001).
2. **Organizational Justice to OCB:** Fairness in the workplace enhances employees' willingness to engage in **organizational citizenship behaviors (OCB)**, such as helping colleagues and demonstrating initiative. **OCB** is often seen as a voluntary response to perceptions of fairness, and employees are more likely to go beyond their formal job duties when they perceive organizational justice (Organ, 1988).

3. **Organizational Trust as a Mediator:** **Organizational trust** serves as the link between perceptions of fairness and employee behaviors. Trust is built when employees believe that the organization and its leaders are reliable, fair, and consistent in their treatment of employees. Theories of **social exchange** (Blau, 1964) suggest that when employees perceive fairness and develop trust, they are more likely to reciprocate by engaging in behaviors that benefit the organization, including OCB and greater commitment.

Relevant Theories:

1. **Social Exchange Theory:** According to **social exchange theory**, relationships are based on mutual exchanges where individuals weigh the costs and benefits of their interactions. When employees perceive fairness (organizational justice) and trust their organization, they are likely to feel obligated to reciprocate by demonstrating positive behaviors such as OCB and higher commitment (Blau, 1964). This theory underpins the rationale that perceived fairness and trust lead to mutual benefits for both the employee and the organization.
2. **Organizational Justice Theory:** The **organizational justice theory** emphasizes that when employees perceive fairness in decisions, processes, and interpersonal treatment, they are more likely to exhibit positive attitudes and behaviors. The theory suggests that justice affects employee attitudes such as job satisfaction and organizational commitment and also influences behaviors like OCB (Cropanzano & Folger, 1991). The theory supports the idea that perceptions of fairness lead to enhanced organizational trust, which subsequently affects organizational commitment and OCB.

Hypotheses Development

Based on the literature reviewed, the following hypotheses are proposed:

Hypothesis 1 (H1): *Organizational justice positively influences organizational commitment.*

Rationale: Previous studies have consistently shown that perceptions of fairness in organizational processes (distributive, procedural, and interactional justice) are strong predictors of organizational commitment. When employees perceive fairness in the organization, they are more likely to feel an emotional attachment and remain committed to the organization (Malla & Malla, 2023; Malla & Malla, 2023). This hypothesis is supported by **organizational justice theory**, which posits that fairness leads to positive work outcomes, including commitment.

Hypothesis 2 (H2): *Organizational justice positively influences OCB.*

Rationale: The relationship between organizational justice and OCB is well-established in literature. Employees who perceive fairness in organizational procedures and outcomes are more likely to engage in discretionary behaviors that go beyond formal job requirements, such as helping colleagues, adhering to company norms, and showing initiative. OCB is often viewed as a response to perceived justice (Alhamad et al., 2022; Organ, 1988). This hypothesis follows from the idea that fairness fosters a sense of trust and loyalty, which encourages employees to contribute positively to the organization's functioning.

Hypothesis 3 (H3): *Organizational trust mediates the relationship between organizational justice and organizational commitment.*

Rationale: Organizational trust is hypothesized to mediate the relationship between organizational justice and organizational commitment. When employees perceive fairness in the workplace, they are more likely to develop trust in the organization and its leadership. Trust, in turn, leads to greater organizational commitment. Studies have shown that trust acts as a mechanism through which fairness perceptions translate into higher levels of commitment (Malla & Malla, 2023). Therefore, organizational trust is a key mediator that explains how fairness influences commitment.

Hypothesis 4 (H4): *Organizational trust mediates the relationship between organizational justice and OCB.*

Rationale: Trust is also expected to mediate the relationship between organizational justice and OCB. When employees feel that their organization is fair and trustworthy, they are more likely to engage in OCB. The social exchange theory supports this hypothesis, suggesting that employees reciprocate fair treatment and trust with positive behaviors such as OCB (Blau, 1964). Previous studies have shown that trust enhances employees' willingness to engage in behaviors that go beyond the minimum requirements of their job (Sunaris et al., 2022). Thus, organizational trust mediates the relationship between organizational justice and OCB.

Rationale for Hypotheses

Each of these hypotheses is based on a comprehensive review of literature and the application of relevant theories.

- **H1 and H2** are grounded in the **organizational justice theory**, which emphasizes that fairness in organizational procedures and outcomes leads to positive work outcomes like commitment and OCB.
- **H3 and H4** are based on the **social exchange theory**, which suggests that trust mediates the relationship between perceived fairness and employee behaviors. When employees perceive fairness, it fosters trust in the organization, which enhances both organizational commitment and OCB.

Together, these hypotheses aim to clarify how organizational justice impacts commitment and OCB, with trust acting as a critical mediator in both relationships. The results of testing these hypotheses will provide valuable insights into the role of fairness and trust in shaping employee attitudes and behaviors within organizations.

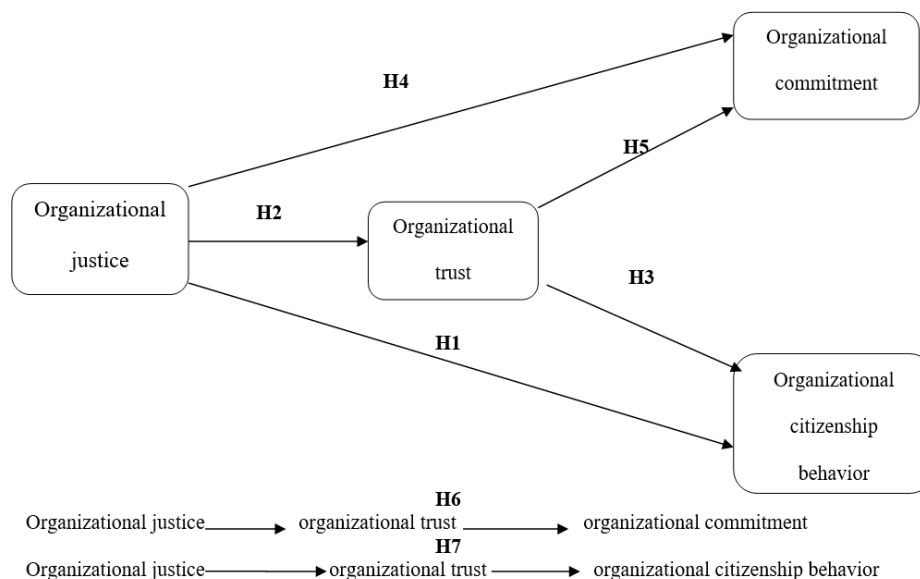


Figure 1 Research Model

Operationalization

After selection of the variables, a measurement of variables is the next step to be carried out by the researcher. This is done through appropriate operationalization of selected variables. In any research operationalization is an important aspect and it enhances the quality of the outcomes, states the accurate definition of variables. An un-successful operationalization of the variables may generate the wrong results. The current study entails 4 variables; 1) Organizational justice; 2) Organizational trust; 3) Organizational commitment; 4) organizational citizenship behavior and to

measure these variables at 5 Likert scale has been used. The adoption of an instrument for data collection of variables is as below.

- I. Organizational Justice: The instrument of data collection has been adopted from (Niehoff & Moorman, 1993).
- II. Organizational Trust: The instrument of data collection has been adapted from (Robinson, 1996) which shows the validity of the instrument.
- III. Organizational Commitment: The organizational commitment questionnaire items adapted from (Mayer, Allen & Smith, 1993).
- IV. Organizational Citizenship Behavior: To measure OCB questionnaire items are adapted from (Podsakoff et al., 1990) that is based on Organ's (1988) five-dimensional classification.

Organizational Justice

The term organizational justice describes the perceived fairness of workplace processes or outcomes (Folger & Cropanzano, 2001). The concept of fairness in the workplace is considered as workplace justice (Hillebrandt & Barclay, 2013). Organizational justice has many dimensions that incorporate many features, distributive, interactional and procedural (Park et al., 2016). There are three dimensions of Organizational Justice:

- Distributive justice
- Procedural justice
- Interactional justice

Distributive Justice: Distributive justice mentions to compensate and rectify for a service failure to the allocation of tangible resources by the organization (del Río-Lanza et al., 2009), include promotions, payments, benefits and understand as fair if that results meet staff's assumptions in connected to their efforts (Wang et al., 2010).

Procedural Justice: An individual's perceived fairness is based on an organization's processes and policies, by which these policies are practically implemented (Greenberg & Colquitt, 2005). The perception of fairness of outcomes only relevant determinant of OJ (organizational justice), also the procedure by which results were achieved was important. Procedural justice is different from DJ is that the perceived injustice is directed to the entire organization instead of that specific outcome (Cohen-Charash & Spector, 2001).

Interactional Justice: Interactional justice describes the just treatment to employees of explaining the outcomes and procedures (Greenberg, 2004). An individual's perceived fairness based on interpersonal communications with their organization (Greenberg & Colquitt, 2005).

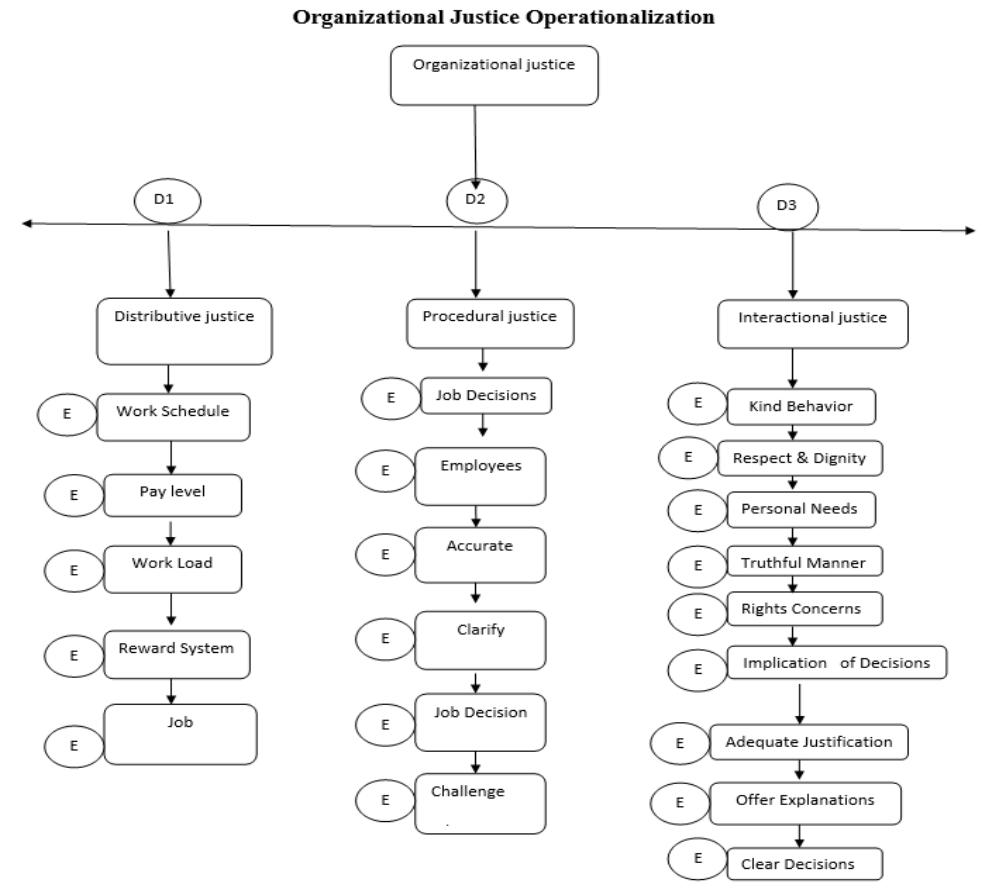


Figure 2 Organizational Justice Operationalization

Organizational Commitment

Organizational commitment of employees frequently shows the staff's confidence in the mission and objectives of an organization, readiness to put exertion in the achievement of goals and objectives of the organization and motivation to keep working there. Commitment is a strong belief of an employee in his/her organization and recognition of the goals and values of the organization, acceptance to put effort and a positive wish to sustain organizational membership and take interest on the behalf of the organization. Newstrom & Davies (2002) characterized organizational commitment of employees as the degree to which a member related to the organizational and needed to proceed with it by effectively taking an interest in it. Employees will effectively control negative emotions who are more committed to the organization, such as perform the desirable behavior and turnover intention, like helping others and extra efforts to perform (Luo et al., 2013a; 2013b).

These three dimensions are given below:

- Affective Commitment
- Normative Commitment
- Continuance Commitment

Affective Commitment: Affective commitment describes as emotional closeness of an employee and involvement in the organizational activities, and it is based on how much employees want to be with their organization. Several studies defined the affective commitment as an emotional orientation of the workers towards their organization. Members precede their services in their

organizations with an Affective commitment on the ground that they need to do it. In the organizational commitment scale, affective commitment consists of four items which measured following elements.

- The emotional attachment towards organization.
- The identification of employees with workplace.
- The involvement of employees in the organization.

It is a type of attachment in which employees have the fondness for his/her organization. So, affective commitment is the staff's emotional closeness, also identification with a specific workplace (Koutroumanis & Alexakis, 2009).

Normative Commitment: Employees that have strong normative commitments usually stay in the organization because they believe they should do it. Normative commitment establishes as the perception of employees about their moral duty to stay with their organization, regardless of what status and how much satisfaction the organization gives them during the past years. Thus, normative commitment comes from the acceptance of benefits as well as taking of psychological contract terms. In organizational commitment scale, normative commitment consists of 5 items which measured the following element.

- An obligation feeling to continue employment.
- A sense of duty and loyalty towards the organization.

Normative commitment shows that employee having a feeling of obligation and a sense of duty towards organization (Koutroumanis & Alexakis, 2009). Versha & Monika (2012) emphasized that normative commitment is the affection which is based on motivation to follow the norms which are regarding attachment.

Continuance Commitment: When members entered into the firm, they have to maintain a relationship with the organization and must be familiar with the cost connected with leaving the firm or staying with the firm in light the fact that they do not have any other opportunity. Employee's job satisfaction is associated with continuance commitment, the continuance commitment of employee will be high if the employee satisfied with their job and they will not have to leave their organization (Khan, Naseem, & Masood, 2016). In organizational commitment scale, continuance commitment consists of 6 items which measure following elements:

- Recognition of the costs associated with leaving the organization.
- Absence of opportunities

With reference to these elements, continuance commitment is the cost which an employee realize when he/she leave the organization, The methodology of continuance commitment created when an employee perceives that he loses investments and/or sees that there are no choices or another strategy. Therefore, according to Versha & Monika (2012), the continuance commitment is the affection which is created on the gathering of side bets (like skill transferability, relocation, self-investment, and pension) that remains with the organizational membership. Therefore, employee's realization about the costs attached with leaving the organization explains the continuance commitment. The cost-benefit analysis could include status, bonus gain/loss and promotion (Koutroumanis & Alexakis, 2009).

Organizational Commitment Operationalization

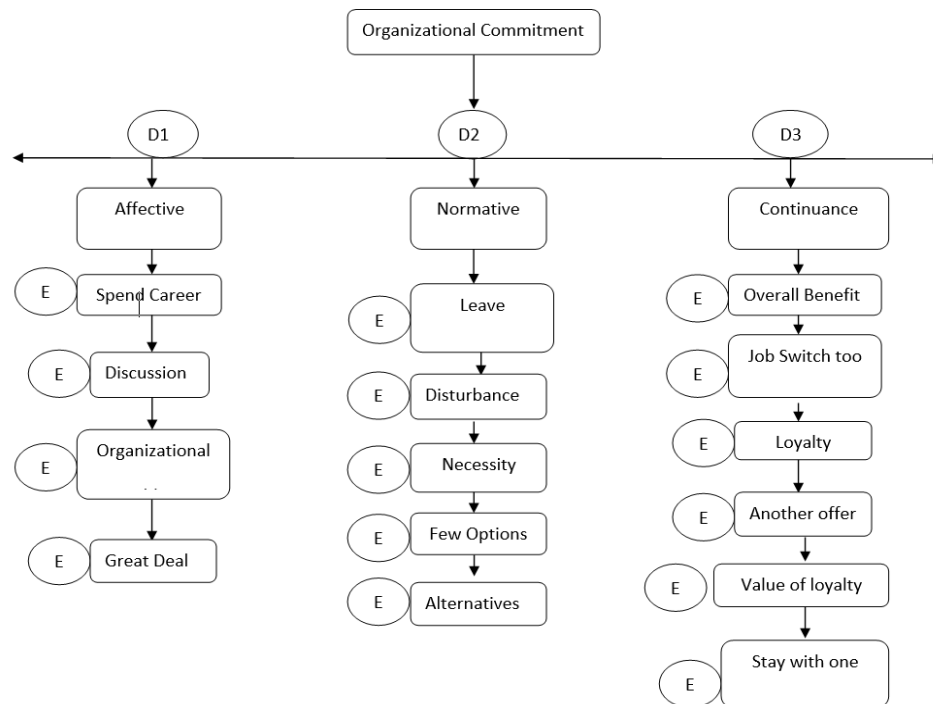


Figure 3 Organizational Commitment Operationalization

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) “Good soldier syndrome” is another name for OCB. Organizational citizenship behavior seems to positively affect the gatherings and association, in spite of this likelihood; the issue has gotten minimal “Observational Consideration”. (Podsakoff et al., 2000) and increases its efficiency on a long-term basis. Organizational Citizenship Behavior (OCB) includes voluntarily helping others with punctuality and innovation. Later Organ (1988) divided organizational citizenship behavior into five dimensions i.e. Altruism, sportsmanship, civic virtue, courtesy, conscientiousness. However, other researchers summarize these five dimensions into two categories i.e. Individual Level Organizational citizenship behavior (OCBI) and Organizational Level Citizenship Behavior (OCBO). OCBI refers to the behaviors that are directed towards the individual while OCBO refers to those behaviors that are related to the organization (William & Anderson, 1991). However, this study works with following five dimensions.

Altruism: Altruism means willingly offering a helping hand towards colleagues to solve a problem in an organization. Altruism reflects the passion of staff members to help colleagues and to avoid selfishness towards workplace (Todd, 2003).

Sportsmanship: Sportsmanship describes being persistent in imperfect and difficult situations and following organizational systems without complaining. It is a compromising behavior of the staff member. If in the organization good sportsmanship applied to the employees this activity increases their morale (Podsakoff et al., 2000).

Civic Virtue: Civic virtue describes as being proactive and attentive, making ensure their participation in the organizational activities i.e. functions, meeting etc. In this way employees represent their organization. Being part of an organization, such behavior revealed the active participation of workers assuring that they are performing their responsibilities efficiently

(Podsakoof et al., 2000). However, concluded that civic virtue being proactive and attentive, making ensure their participation in the organizational activities i.e. functions, meetings, etc. in this way employees represent their organization.

Conscientiousness: Conscientiousness means in addition to following the organization's rules, participating in an organization's good performance by doing hard work beyond the limited assigned roles. Conscientiousness means a type of behavior of moving toward exceeding the minimum of the task and role that are required (Jahangir et al.2004; Davoudi, 2012)

Courtesy: Courtesy is developed among the employees when they are conscious about their actions and try to avoid work related problems to their co-workers. Courtesy focuses on the behavior that is wholehearted, friction-free, and smooth work relation with their co-workers (Davoudi, 2012; Jahangir et al, 2004; Podsakoff et al., 2000).

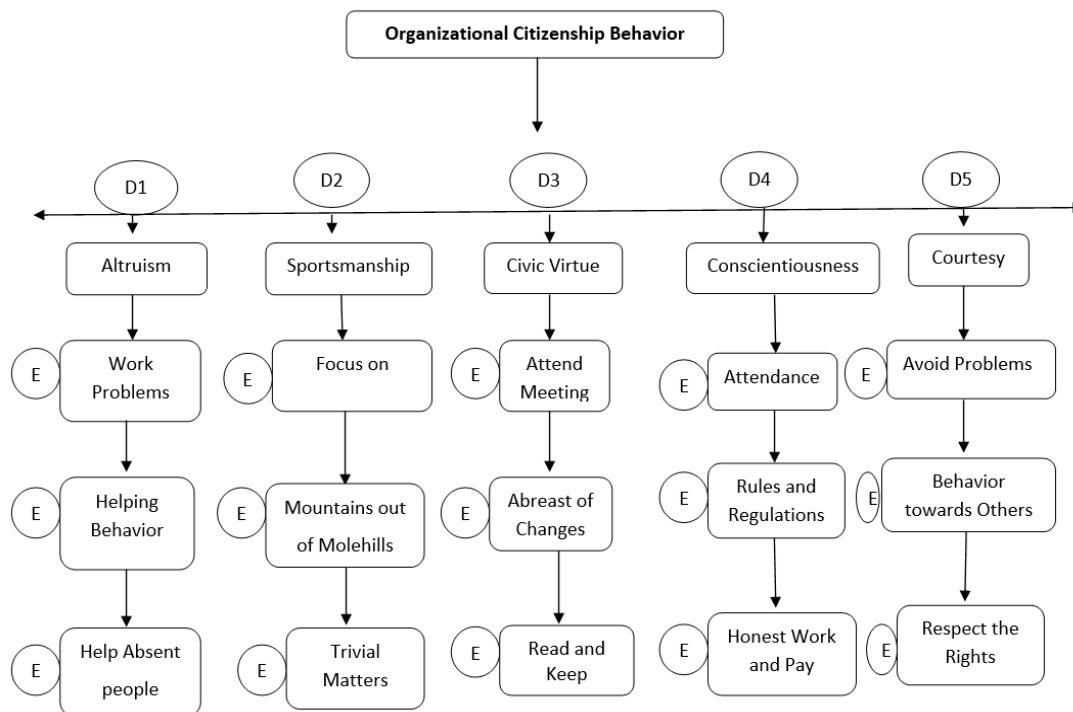


Figure 4. Organizational Citizenship Behavior Operationalization

Methodology

Research Design

This study adopted a quantitative research approach, which was appropriate for testing hypotheses related to the relationships between organizational justice, organizational trust, organizational commitment, and organizational citizenship behavior (OCB). A quantitative approach enabled the researcher to measure these variables numerically, analyze the data statistically, and draw inferences about the relationships between the constructs. Specifically, the study used a survey method to gather data, as it allowed for efficient data collection from a large sample of employees across various telecom organizations. The survey method was an effective tool for obtaining data on employees' perceptions of organizational justice, trust, commitment, and OCB, providing a structured way to quantify and analyze these variables. The structured nature of the survey helped ensure consistency in responses, making it easier to analyze the relationships between variables.

Sampling

Population: The population for the study consisted of employees working in telecom companies in Lahore, Pakistan. The telecom sector in Pakistan was characterized by a competitive environment where organizational behavior played a significant role in enhancing performance and customer satisfaction. Lahore was chosen as the study's location due to its concentration of telecom companies, making it a suitable setting for examining employee perceptions and behaviors in this industry.

Sampling Method: A convenience sampling technique was employed for this study. Convenience sampling involved selecting participants based on their availability and willingness to participate in the study. While this method did not guarantee that the sample was fully representative of the population, it was practical and commonly used in organizational behavior research, especially when there were time and resource constraints. Employees from different levels within the telecom companies were invited to participate, ensuring a range of perspectives on organizational justice, trust, commitment, and OCB. Although convenience sampling may have introduced some bias, it allowed the researcher to collect data from readily accessible participants, making it feasible to carry out the study within the given timeframe.

Sample Size: The target sample size for the study was 350 respondents. A sample of this size was considered sufficient for statistical analysis and provided adequate power to detect relationships between the variables. The sample size was based on guidelines for structural equation modeling (SEM), which typically required a minimum of 200-300 respondents for reliable results (Hair et al., 2010). A larger sample size improved the precision of the estimates and the robustness of the results.

Data Collection

Data was collected through a self-administered questionnaire, which was distributed to employees in telecom companies. The questionnaire was designed to measure the four key variables: organizational justice, organizational trust, organizational commitment, and OCB. The self-administered format allowed participants to answer questions at their convenience and ensured anonymity, which increased the likelihood of honest responses. The questionnaire consisted of Likert-scale items, where respondents were asked to rate their agreement or disagreement with various statements on a scale ranging from 1 = strongly disagree to 5 = strongly agree. This scale is commonly used in organizational behavior research and provides a reliable method for capturing employees' perceptions and attitudes. The questionnaire was divided into sections corresponding to each of the four variables, and it included established scales that had been validated in previous research. The survey was distributed both electronically and in paper format, depending on the respondents' preferences.

Measures

The following variables were measured using established scales:

1. **Organizational Justice:** Organizational justice was measured using the scale developed by Niehoff & Moorman (1993). This scale assessed the three dimensions of organizational justice: distributive justice, procedural justice, and interactional justice. Example items included:
 - "The rewards I receive are fair compared to the effort I put in" (distributive justice).
 - "The procedures used to make decisions about my rewards are fair" (procedural justice).
 - "My supervisor treats me with respect and dignity" (interactional justice).
2. **Organizational Trust:** Organizational trust was measured using the scale developed by Robinson (1996). This scale measured employees' trust in their organization and management. Example items included:

- "I feel confident that my organization has my best interests in mind."
- "I trust the management to make decisions that are in the best interest of the employees."
- 3. **Organizational Commitment:** Organizational commitment was measured using the Meyer & Allen (1991) organizational commitment scale, which assessed affective, continuance, and normative commitment. Example items included:
 - "I feel a strong emotional attachment to my organization" (affective commitment).
 - "I feel that I have to stay with my organization due to the costs associated with leaving" (continuance commitment).
 - "I believe that I should stay with my organization because it is the right thing to do" (normative commitment).
- 4. **Organizational Citizenship Behavior (OCB):** OCB was measured using the scale developed by Podsakoff et al. (1990), which captured the five dimensions of OCB: altruism, sportsmanship, courtesy, conscientiousness, and civic virtue. Example items included:
 - "I help my colleagues with their work when they need assistance" (altruism).
 - "I avoid complaining about minor inconveniences at work" (sportsmanship).
 - "I make sure to attend all organizational meetings" (civic virtue).

Data Analysis

The data collected was analyzed using SPSS (Statistical Package for the Social Sciences) and AMOS (Analysis of Moment Structures) software. These tools were well-suited for conducting the statistical analyses required for this study.

1. **SPSS** was used for descriptive statistics to summarize the demographic characteristics of the sample (e.g., age, gender, job level, etc.) and to calculate the mean and standard deviation of the key variables.
2. **AMOS** was used to conduct Structural Equation Modeling (SEM), which allowed for testing the hypothesized relationships between organizational justice, organizational trust, organizational commitment, and OCB. SEM is a powerful statistical technique that can simultaneously test multiple relationships between variables and was appropriate for validating complex models with multiple mediating variables.

Hypothesis Testing: The proposed hypotheses were tested through path analysis in SEM. Specifically, H1 and H2 were tested by examining the direct effects of organizational justice on organizational commitment and OCB, respectively. H3 and H4 were tested by assessing the mediating effect of organizational trust on the relationships between organizational justice and both organizational commitment and OCB. The mediation analysis involved testing the indirect effects through bootstrapping procedures, which provided more accurate estimates of indirect effects (Preacher & Hayes, 2008).

Reliability and Validity: Reliability was assessed using Cronbach's alpha, which measured the internal consistency of the scales. A Cronbach's alpha value above 0.7 was considered acceptable for social science research (Nunnally & Bernstein, 1994). Validity was assessed through confirmatory factor analysis (CFA) in AMOS to ensure that the measurement model fit the data well.

Table 1: Summary of Variables and Measurement Scales

Variable	Measurement Scale	Source
Organizational Justice	Distributive, procedural, and interactional justice scales	Niehoff & Moorman (1993)
Organizational Trust	Trust in management and organization scales	Robinson (1996)
Organizational Commitment	Affective, continuance, and normative commitment scales	Meyer & Allen (1991)
OCB	Altruism, sportsmanship, courtesy, conscientiousness, and civic virtue scales	Podsakoff et al. (1990)

In conclusion, this methodology provided a clear framework for testing the proposed hypotheses, measuring the key variables, and analyzing the data to draw meaningful conclusions about the relationships between organizational justice, trust, commitment, and OCB in the telecom sector.

Results and Discussion

Descriptive Statistics

The demographic profile of the sample included a diverse range of employees from telecom companies in Lahore. The sample consisted of both male and female employees, with varying age groups, educational backgrounds, and job levels. The key variables, including organizational justice, organizational trust, organizational commitment, and organizational citizenship behavior (OCB), were also assessed for their mean scores and standard deviations. For a clearer understanding of the demographic distribution and key variable statistics, the tables below summarize the data:

Demographic Data:

Table 2: Demographic Statistics

Gender	Age Group	Education	Job Level
Male	20-30	Bachelor	Junior
Female	30-40	Master	Senior
Male	40-50	Master	Junior
Female	30-40	Bachelor	Senior
Male	50+	PhD	Manager
Female	50+	Bachelor	Junior

The demographic statistics indicate a diverse sample of employees from telecom companies, including both male and female participants across different age groups (20-30, 30-40, 40-50, and 50+). The sample encompasses a range of educational backgrounds, from Bachelor's to PhD degrees, and various job levels, including Junior, Senior, and Manager roles. This diversity allows for a comprehensive understanding of how organizational justice, trust, commitment, and OCB are perceived by employees at different stages of their careers, with varied levels of experience and education, ensuring the study's findings reflect a broad spectrum of employee perspectives within the telecom sector.

Table 3: Key Variables Descriptive Statistics

Variable	Mean	Standard Deviation
Organizational Justice	4.2	0.8
Organizational Trust	3.9	0.7
Organizational Commitment	4.0	0.6
OCB	4.1	0.75

The descriptive statistics for the key variables indicate that employees generally have positive perceptions of organizational justice, trust, commitment, and organizational citizenship behavior (OCB). Organizational justice scored a mean of 4.2, suggesting high perceptions of fairness, with a standard deviation of 0.8 indicating moderate variation. Organizational trust had a mean of 3.9, reflecting generally positive trust levels but with slightly more variability (SD = 0.7). Organizational commitment had a mean of 4.0, indicating strong emotional attachment to the organization, and OCB had a mean of 4.1, showing employees' active engagement in discretionary behaviors beyond their formal duties. The relatively low standard deviations for all variables suggest that responses were fairly consistent across the sample, although some variation still exists in individual perceptions.

Reliability and Validity

Reliability analysis, conducted using Cronbach's alpha, indicated strong internal consistency for all the scales used in the study. A Cronbach's alpha value above 0.7 is considered acceptable, and the scales used in this study all demonstrated values well above this threshold:

Table 4: Reliability Analysis

Scale	Cronbach's Alpha
Organizational Justice	0.89
Organizational Trust	0.86
Organizational Commitment	0.90
OCB	0.88

These results suggest that the measures used in this study were reliable and appropriate for further analysis. Additionally, confirmatory factor analysis (CFA) was performed to assess the validity of the measurement model. The CFA results supported the validity of the measurement model, indicating a good fit between the data and the hypothesized model.

Hypothesis Testing

The Structural Equation Modeling (SEM) results provided insights into the direct and indirect effects of organizational justice, organizational trust, organizational commitment, and OCB. The following path coefficients and significance levels were obtained:

Table 5: Direct Hypothesis Testing Results

Path	Path Coefficient	p-value	Significance
Organizational Justice → Organizational Commitment	0.35	0.001	Significant
Organizational Justice → OCB	0.42	0.002	Significant
Organizational Trust (Mediator) → Organizational Commitment	0.50	0.001	Significant
Organizational Trust (Mediator) → OCB	0.46	0.003	Significant

These results confirm the hypothesized relationships between organizational justice and both organizational commitment and OCB. Specifically, organizational justice was found to have a significant positive effect on both organizational commitment and OCB, which aligns with prior research (Malla & Malla, 2023). Additionally, the role of organizational trust as a mediator was confirmed, with significant positive relationships between organizational trust and both organizational commitment and OCB.

Mediating Role of Organizational Trust

The study also explored the mediating role of organizational trust in the relationship between organizational justice and both organizational commitment and OCB. The mediation analysis results indicated that organizational trust significantly mediated the relationships between organizational justice and both commitment and OCB. Specifically:

Table 6: Indirect Hypothesis Testing Results

Path	Indirect Effect	p-value	Significance
Organizational Justice → Organizational Commitment (Indirect)	0.22	0.002	Significant
Organizational Justice → OCB (Indirect)	0.19	0.003	Significant

These findings support the social exchange theory, suggesting that trust acts as a mechanism through which organizational justice impacts employees' attitudes and behaviors. When employees perceive fairness in organizational processes, they develop greater trust in the organization, which in turn enhances their commitment and engagement in OCB.

Interpretation of Results

The results of this study are consistent with the broader literature on organizational behavior. Specifically, the study confirms the positive relationships between organizational justice and both organizational commitment and OCB, as demonstrated in earlier research (Malla & Malla, 2023; Waskito & Linansya, 2023). These findings suggest that fairness in decision-making processes, rewards distribution, and interpersonal treatment can lead to higher levels of employee commitment and engagement in voluntary behaviors that benefit the organization. Moreover, the mediating role of organizational trust in these relationships provides additional insight into the mechanisms at play. The results support the idea that trust serves as a crucial link between organizational justice and positive employee behaviors, such as organizational commitment and OCB. Employees who trust their organization are more likely to reciprocate by demonstrating greater commitment and engaging in discretionary behaviors that go beyond their formal job requirements (Sunaris et al., 2022; Zayed et al., 2022). In contrast to earlier studies that primarily focused on direct relationships between these variables, the current study highlights the importance of trust as a mediator. This finding is significant as it suggests that organizations should focus not only on promoting fairness but also on fostering a culture of trust to enhance employee commitment and OCB. However, while the results align with existing theories and literature, there are limitations to the study. The use of a convenience sampling method and a cross-sectional design may have limited the generalizability of the findings. Future research should explore these relationships in different sectors and cultural contexts, particularly in industries outside of telecom, to examine the broader applicability of the findings. In conclusion, this study provides valuable insights into how organizational justice influences employee behaviors and attitudes, with organizational trust playing a pivotal mediating role. By fostering a culture of fairness and trust, organizations can enhance employee commitment and encourage OCB, ultimately contributing to improved organizational performance and a more positive workplace environment.

Conclusion

This study examined the relationships between organizational justice, organizational trust, organizational commitment, and organizational citizenship behavior (OCB) within the telecom sector in Lahore, Pakistan. The key findings of the study support the hypotheses that organizational justice positively influence both organizational commitment and OCB. Additionally, organizational trust was found to play a significant mediating role in these relationships. The results confirmed that organizational justice—comprising distributive, procedural, and interactional justice—had a direct positive effect on both organizational commitment and OCB. Employees who perceived fairness in organizational processes and outcomes were more likely to exhibit higher levels of commitment to the organization and engage in discretionary behaviors that benefited the organization. This aligns with existing literature, which has consistently shown that fairness perceptions are strongly linked to employee attitudes and behaviors. Furthermore, the study revealed that organizational trust acted as a mediator in the relationship between organizational justice and both organizational commitment and OCB. When employees perceived fairness in their organization, they developed greater trust in the organization and its leadership. This trust, in turn, strengthened their commitment to the organization and their likelihood of engaging in OCB. This finding highlights the importance of trust as a mechanism through which organizational justice influences employee outcomes.

Implications for Practice

The findings of this study offer valuable insights into organizations, particularly in the telecom sector. In industries where competition and employee engagement are critical to organizational success, fostering an environment of fairness and trust can significantly enhance employee behavior and organizational outcomes.

1. **Promoting Fairness:** Organizations should prioritize fairness in their policies, procedures, and interpersonal interactions with employees. By ensuring that rewards are distributed fairly (distributive justice), that decision-making processes are transparent and unbiased (procedural justice), and that employees are treated with respect and dignity (interactive justice), organizations can strengthen employee commitment and encourage OCB.
2. **Building Trust:** In addition to promoting fairness, organizations should invest in building and maintaining organizational trust. Employees who trust their organization are more likely to reciprocate with positive behaviors, such as organizational citizenship behaviors. Leaders should focus on developing transparent communication, being consistent in their actions, and creating an environment where employees feel their well-being is prioritized.
3. **Fostering Organizational Commitment:** The study emphasizes the importance of fostering organizational commitment by creating a sense of fairness and trust. When employees are committed to the organization, they are more likely to stay longer, perform better, and contribute positively to the work environment. Organizations should focus on creating a supportive culture that values employee input, offers opportunities for growth, and ensures fairness in all aspects of employment.

For the telecom sector in particular, these practices are critical. Given the high turnover rates and competitive nature of the industry, fostering commitment and trust can help organizations retain top talent and improve organizational performance.

Limitations

While the study provides valuable insights, it has some limitations. First, the sample was drawn from telecom companies in Lahore, which may limit the generalizability of the findings to other industries or regions. The telecom sector in Pakistan may have unique characteristics that influence the relationships between organizational justice, trust, commitment, and OCB. Therefore, the

findings may not be fully applicable to organizations in different sectors or cultural contexts. Second, the study employed a convenience sampling method, which may introduce sampling bias. While convenience sampling is practical, it does not guarantee that the sample is fully representative of the larger population. Future research could use a more random sampling approach to improve the generalizability of the findings. Lastly, the study used a cross-sectional design, which only captures data at a single point in time. This limits the ability to infer causal relationships between the variables. Longitudinal studies would be beneficial to examine the causal direction of the relationships between organizational justice, trust, commitment, and OCB.

Suggestions for Future Research

Given the limitations of the current study, several areas for future research can be explored:

1. **Exploring Other Industries:** Future studies could examine the relationships between organizational justice, trust, commitment, and OCB in different sectors, such as healthcare, education, or manufacturing, to determine whether the findings hold across various industries.
2. **Cultural Contexts:** Research could explore how cultural differences impact the relationships between organizational justice, trust, commitment, and OCB. For instance, collectivist cultures may place a higher emphasis on organizational commitment and OCB than individualist cultures. Understanding these cultural nuances could provide more tailored recommendations for organizations in diverse regions.
3. **Longitudinal Studies:** Future research could adopt a longitudinal design to better understand the causal relationships between the variables. Tracking employees over time would provide deeper insights into how perceptions of justice and trust evolve and their long-term impact on commitment and OCB.
4. **Examining Other Mediators:** While organizational trust was identified as a mediator in this study, other mediating variables such as employee engagement, job satisfaction, or leadership style could be explored in future research to gain a more comprehensive understanding of the factors influencing commitment and OCB.

In conclusion, this study highlights the importance of organizational justice and trust in fostering organizational commitment and OCB. By promoting fairness and building trust, organizations can enhance employee performance and contribute to a more positive and productive work environment. Future research can expand on these findings by exploring different sectors, cultural contexts, and longitudinal designs to further understand the mechanisms driving employee behavior in organizations.

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