

**IMPACT OF ORGANIZATIONAL JUSTICE & COMMITMENT AT PAKISTANI  
POLICE OFFICER. A MEDIATING MODEL OF JOB SATISFACTION**

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**Abstract**

With an emphasis on mediating function of work satisfaction, this study investigates effects of organizational justice on organizational commitment of group of police officers from Pakistan. Examining the effects of organizational justice and commitment using mediating model is primary goal of research. The research methodology involves data collection from police stations in various cities in Pakistan, utilizing a convenience sampling technique. The sample consists of 225 police officers and data analysis includes CFA and structural modelling. The results validate the hypotheses by showing a positive correlation between satisfaction, organizational commitment, and organizational justice. Additionally, job satisfaction partially mediates the relationship between organizational justice and organizational commitment. Furthermore, the study underscores the need for a more nuanced understanding of the dynamics within the police force and calls for future research to address limitations such as sample representativeness and cross-sectional design.

**Keywords:** *Job Satisfaction, Justice, Commitment, Police Officers, Procedural*

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**Introduction**

Police officers' organizational commitment is linked to several critical concerns, including officer stress (Jain & Qureshi, 2022), decision-making (Ponomarenko, et al., 2022), absenteeism and possibly officer turnover (Gomes et al., 2022). Gaining a greater knowledge of the elements that influence police officers' OC is critical for shaping management decisions, improving officer performance, and advancing police-community interactions. Individuals dedicated to the firm are more effective officers.

So, police officers' OC slows down the passing of time (Lambert et al., 2021). Hilal and Litsey (2020) say that early experiences with the job make police officers lose interest in the organization. This lack of commitment to the group can have a domino effect, especially since veteran officers often affect how recruits feel and what they do while they are getting to know each other. Even so, even though organizational commitment is very important to police officers, not much is known about the things or processes that make it happen, such as how officers think about organizational justice. A lot of research in organizational psychology has looked at how workers feel about organizational justice and how that affects different aspects of the business (Al-Douri, 2020; Estreder et al., 2020), but not many studies in policing have looked at how important it is in managing an organization. So, earlier research found a strong connection between job happiness and other factors, but not many looked into job satisfaction as a link between different organizational factors (Siswanto et al., 2022). The aim of this research is to complement previous literature by investigating relations between OJ and OC. Specifically, we would use SEM for identify any potential indirect relationship involving these constructs. As well as adding to what's already been written, this study tries to show how job satisfaction affects the relationship between two organizational factors among Pakistani police officers.

## **Literature Review**

### **Organizational Justice**

A crucial aspect of procedural justice is its impact on distributive justice, according to (Campbell et al., 2020). "Fair procedures are valued because they ultimately result in favorable outcomes." The prior study suggests that fairness perceptions and faith that influence members' commitment (Rehman et al., 2021). Organizational justice is composed of three components. One of these components is interactional justice, which was proposed by Donglong et al., (2020). Interactional justice refers to how a corporation treats its employees on a personal level, while procedural justice focuses on the fairness of the mechanisms used to resolve problems and distribute outcomes. Interactional justice refers to the behaviour of those in positions of power who are responsible for allocating resources and rewards (Ruder & Woods, 2020). Outcomes (distribution) and procedures of a business must be treated with respect and dignity by employees, including colleagues and supervisors. Employee job satisfaction is substantially affected by this

notion of interaction (Wang et al., 2020). According to Wang et al. (2020), OJ (distributive, procedural, and interpersonal) impacts job satisfaction daily. The study found a favourable correlation between interpersonal justice and everyday employee work satisfaction, distributive and procedural justice. Research of OJ has demonstrated existence of relationships among three types of justice: procedural, interactional and distributive (Ruder & Woods, 2020). Through the assessment of procedural and interactional justice, individuals can ascertain the fairness of the distribution of outcomes (Wang et al., 2020; Rehman et al., 2021).

### **Organizational Commitment**

A person's emotional investment in company provides common understanding of organizational commitment. Many things, like being loyal to the group, believing in its goals, and committing oneself to those goals (Loan, 2020; Lee & Kim, 2023), can show that someone is attached to it. Private sector researchers have looked into several factors, both personal and organizational, that are linked to the level of dedication to an organization. This is because inspiration is a very important part of management. For example, Silva et al. (2023) found four types of factors that affect commitment to a group. Characteristics of the person (like age, gender, and level of education), Characteristics of the role (like tenure, rank/position, role conflict, and promotion opportunities), Characteristics of the organization (like size, scope of control, union presence, and centralized authority), and Characteristics of the work experience (like group attitude, recognition, and support from peers).

Organizational commitment is hard to measure because the idea is so complicated (Bashir & Gani, 2020). Nevertheless, prior studies have demonstrated a correlation between strong organizational commitment and favorable attitudes and behaviors towards work. These include increased job satisfaction (Al-Douri, 2020) and improved job performance (Redondo et al., 2021). Conversely, turnover and other unfavorable work-related attitudes and behaviors were associated with low levels of commitment.

### **Job Satisfaction (Mediator)**

Researchers in the field of psychology have known for a long time that job satisfaction is a crucial factor in determining how effectively an organization function (Bashir & Gani, 2020). Job

satisfaction described as "the extent to which people like their jobs" is one way to convey work satisfaction (Wahyono & Riyanto, 2020, p. 286). According to Ayari & AlHamaqi (2021), job satisfaction develops more quickly than organizational commitment and is less stable. This is even though the two notions are tied to one another. Despite this, job satisfaction is believed to be the most fundamental component that leads to OCB. These behaviors include acts such as assisting employees with their odd jobs even organization does not demand it, which in turn affects efficiency (Wahyono & Riyanto, 2020).

Few revisions have investigated job satisfaction as a mediator, particularly in police-related research. This is even though the literature indicates a substantial association between job satisfaction and alternative behaviours. The study by Sudibjo and Suwarl (2020) looked into how job satisfaction affects the link between work assignment and experience how police work, how time is spent, and what information is given. Despite the fact the paucity of research that investigates job satisfaction is as a mediator in justice literature, there is evidence that JS would operate mediating variable within the organizational & psychological literature. Using empirical analysis, Ruder & Woods (2020), for instance, discovered that there was substantial evidence to support the hypothesis that JS was a precursor to OC. In addition, Lambert et al., (2021) conducted empirical research on OC and found work satisfaction did affect the association between numerous organizational characteristics and organizational commitment. Siswanto et al. (2022) conducted a more current study utilizing SEM demonstrated that job satisfaction acts mediator between OJ and OC.

### **Theory and Research Objective**

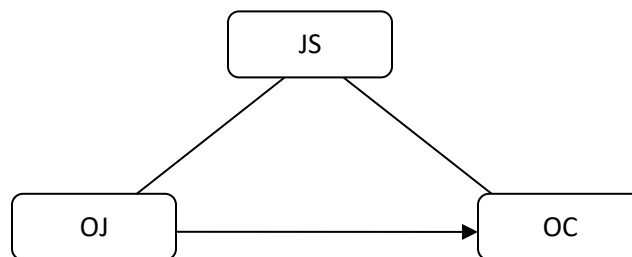
Studies conducted in the past have demonstrated a considerable linear connection between OJ, JS, and OC (Chasanah et al., 2021; Chegini et al., 2019); few studies that have investigated the impact that the view of organizational justice held by police officers has on the factors that are associated with the organization. In addition, previous research has produced contradictory findings about influence of JS. Furthermore, the job satisfaction as the mediator between OJ and OC has not been thoroughly investigated (Chasanah et al., 2021). Additionally, previous research has conceptualized all organizational justice characteristics as having independent effects on work satisfaction or OC.

The current study makes use of structural models to identify more complicated correlations between these elements, in contrast to prior studies that focused on the direct and linear relationship that exists between these factors. Therefore, there is evidence that job happiness affects organizational commitment among practitioners in the criminal justice field; however, research in the field of criminal justice has not yet investigated the potential moderating function that job satisfaction plays in relations. The gap in the literature on justice might be partially attributable to the fact that previous studies relied on ordinary least squares regression analysis. Modelling these interactions in a more complicated manner is made possible through the use of structural equation modelling. From both theory and previous research, it appears that there are several connections that have not yet been investigated within the realm of criminal justice.

H: 1 Organizational justice is positively linked OC.

H: 2 JS positively linked OC.

H: 3 JS mediated relation involving OJ and OC.



**Figure 1: Conceptual Framework**

## **Methodology**

The study of conducted at police stations in different cities, such as Islamabad, Lahore, Faisalabad, and Rawalpindi. Initial approval was received through senior staff. The subjects filled out the surveys on their own, and they were told that their answers would be kept secret. Self-administration helps the researcher make sure that the people who are taking part are giving their answers only after they have fully understood what is being asked of them. The convenience selection method was used in this study. There were 318 surveys sent out, and 230 were returned. Some of the questionnaires that were sent back were only partly filled out or had more than one

answer. These were thrown away. Because of this, only 225 (71% of the total) were used for the final study. Urdu was used for the polls because that's what is taught, and English was translated into Urdu by experts. The interviewees were told what the goals and aims were. Respondents chose not to take part, and they were told that their information would be kept private. Five thousand bootstrapped samples were used to examine the data, which was then run through AMOS. Preacher and Hayes (2013) did a hypothesis check. A five-point Likert scale was used to rate each measure, with 1 meaning "strongly disagree" and 5 meaning "strongly agree." There were 72.5% men in the group and 27.5% women. 65% of the people who answered were married, while 35% were single. 53% were younger than 35, 20% were younger than 25, 17% were between the ages of 36 and 50, and only 10% were older than 50.

## **Measures**

### **JS**

Hackman and Oldham's (1974) scale were utilized to measure job satisfaction. There are five items on this list. "In general, I am very satisfied with this job" is an example of one of the items. That is, 0.70 represented Cronbach's alpha amount for this variable.

### **OC**

Meyer and Herscovitch (2001) gave us the corporate commitment questionnaire. There were five things on the scale. The phrase "I would be happy to work at my organization until I retire" was an example. This variable was given a Cronbach's alpha value of 0.77.

### **OJ**

Procedural justice from Moorman's (1991) study was used to measure how people felt about organizational justice. There were 7 things on the scale. The sample items said, "Fairly rewarded for the amount of work you put in." It was said that this variable had a Cronbach's alpha value of 0.76.

**Table 1: Step 1-CFA**

Items	CMIN/DF	RMSEA	CFI	TLI
1. JS	2.83	0.03	0.94	0.94
2. OC	2.55	0.07	0.92	0.92
3. OJ	2.40	0.04	0.95	.96
Model fit index	1.75	0.05	0.94	0.95

**Table 2: Descriptive Analysis**

	M	S.D	JS	OC	OJ
JS	3.15	1.12	(.84 )		
OC	3.10	1.21	.46	(.74 )	
OJ	3.25	1.23	.54	.48	(.72 )

### **Findings**

To determine whether or not the measures are valid, CFA was carried out. The findings of the investigation are presented in Figure 1. Estimates of the model's parameters that are standardized are reported below. Based on the findings, it was clear that the initial hypothesis was correct. `Firstly, our findings provide valuable insights into the levels of organizational commitment and perceived justice among Pakistani police officers. The results indicate that a significant proportion of officers in our sample exhibited high levels of commitment towards their

organization. This finding is consistent with previous research (Bashir & Gani, 2020) that suggests a positive relationship between OJ and OC in the law enforcement sector. Hypothesis 2 revealed that JS is positively related to OC. Moreover, our study revealed that perceived justice plays a crucial role in shaping organizational commitment among Pakistani police officers. So, Officers who perceived fairness in the distribution of rewards and resources, also in decision-making processes, exhibited higher levels of commitment. This finding aligns with previous studies (Ayari & AlHamaqi, 2021) that highlight justice significance perceptions in fostering employee commitment. The indirect effect, JS, was .080. Bootstrapping was performed and 5000 samples with 95% confidence interval was created. However, JS as a mediator on OC and OJ was significantly significant. Therefore, the effects of OJ and OC were partially mediated by job satisfaction.

**Table 3 CR, AVE & Factor Loadings**

Construct	items	F.L	$\alpha$	CR	AVE
JS	JS1-JS5	.06-.07	.91	0.92	0.83
OC	OC-1-OC-5	.07-.08	.97	.97	0.94
OJ	OJ1-OJ7	.08-.09	.96	.95	0.95

**Table 4 Direct & Indirect Effects**

Hypothesis	Paths	$\beta$	$t$	Results
Direct Effect				
	OJ-OC	.42	11.47	***
	JS-OC	.46	7.54	***



**Table 5**

Indirect Effects	$\beta$	lower	upper
OJ-JS-OC	.80	0.055	.108

**Discussion**

The current study investigates the extent to which work satisfaction acts as a mediator in the link between these two organizational characteristics. SEM models, which solve several of the weaknesses of classic regression models that were used in the past to analyze organizational commitment, are estimated by researchers to better investigate the complicated relationship that exists among the variables. Numerous significant advances to the existing body of literature on organizational commitment.

First, the scope of examination into organizational justice was broadened to include police officers, more especially officers in Pakistan. The purpose of this study was to determine whether or not officers' attitudes towards organizational justice affect the degree to which they are committed. The current study findings confirm the positive relationship between OJ and OC among the officers, which supports the first hypothesis, consistent with the findings of previous studies (Ruder & Woods, 2020).

Secondly, JS and OC held by police officers can significantly contribute to the overall safety and perception of law enforcement in the community. When officers take the time to understand and respect the cultural backgrounds and needs of JS individuals, it fosters a sense of trust and cooperation. This can lead to increased compliance with the law, as well as a reduction in recidivism rates. By using restorative justice approaches, officers can build positive relationships with JS individuals, ultimately creating a safer and more inclusive community, hence H2 supported, consistent with findings of previous studies (Gomes et al., 2022).

Last but not least, the findings provide credence to the third hypothesis, that job satisfaction is a partial mediator among OJ and OC. This finding is in line with the research conducted by (Sudibjo & Suwarli, 2020). The significance of job satisfaction is demonstrated by the fact that it serves not only as a predictor or outcome variable but also as a mediator variable, which has a significant influence on the link between various organizational aspects. When officers feel satisfied in their roles and believe they are being treated fairly by their organization, they are more likely to demonstrate a strong commitment to their work and the community. This commitment can translate into improved performance and a greater willingness to engage in community outreach efforts. Ultimately, job satisfaction can contribute to a positive feedback loop, where officers feel supported and motivated to continue building trust and cooperation with JS individuals, leading to a safer and more inclusive community.

### **Limitations and Directions for Future Study**

Numerous limitations have addressed in this research. First, the sample is not representative of Pakistani police officers, so generalizability may be limited. For instance, if the study predominantly includes officers from urban areas or specific ranks, the results may not apply to the entire police force. Secondly, research is cross section, capturing data at a single point. So, longitudinal studies could provide a more comprehensive understanding of dynamics over time. Thirdly, the study may not fully account for diverse cultural factors influencing organizational justice perceptions and job satisfaction among Pakistani police officers. Fourthly, the measurement of job satisfaction may lack specificity. Using a more comprehensive and culturally validated instrument tailored to the context of Pakistani police work would enhance accuracy and reliability.

Future studies suggest overcoming limitations. First, complementing quantitative data with qualitative methods, such as interviews or focus groups, could provide richer insights into the lived experiences of Pakistani police officers. This approach could uncover nuanced aspects of organizational justice and commitment. Second, conducting longitudinal studies to track changes over time would allow researchers to identify trends and causation more effectively. This approach could capture the dynamics of organizational justice, job satisfaction, and commitment throughout officers' careers. Thirdly, expanding research to include a comparative analysis with police forces from other countries, especially those with similar socio-cultural contexts, could validate findings

and offer a broader understanding of the issues at hand. Lastly, exploring the integration of technology and innovative practices within police organizations to enhance transparency, communication, and fairness. Assessing how technological interventions impact the variables under study could be a relevant avenue for future research.

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