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THE MEDIATING EFFECT OF AFFECTIVE COMMITMENT BETWEEN
ORGANIZATIONAL JUSTICE, PERCEIVED ORGANIZATION SUPPORT
AND EMPLOYEE ENGAGEMENT

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ABSTRACT

This research explores the variables that mediate association between job corporate sponsorship and employee participation and justice in the company. In particular, there is an affective commitment between corporate justice, POS and employee engagement. To perform their performance, workers require a high degree of loyalty, which could be accomplished with the requisite organizational resources and fairness. Data have been obtained by a self-reported survey tool. A random group of 140 nurses in the healthcare sector of Baghdad obtained a questionnaire. Additional, research was necessary with 119 questionnaires. PLS (SEM) would be used for mediation model statistical research. OJ has an important impact on employee retention. The impact of POS on the commitment of employees is insignificant. Effective commitment between POS and employee engagement was found to mediate completely. Further, organization support theory explains the whole theoretical framework the effect of organization justice, POS on employee engagement through the mediating effect of affective commitment in addition, Affective commitment was observed to mediate between the presumed support of the company and the job.

INTRODUCTION

Motivation, morality and treatment of caregivers have arisen as important concerns for healthcare professionals and policy-makers (Khatri et al. 2006). Day-to-day nursing activities are physically and mentally difficult (Demerouti et al. 2004), depending not so much on uniform guidelines as on conditions. Hyde et al. (2013) stated that the essence of the job of service-intensive health

care organizations includes nurses who are closely interested in their profession who freely go outside their customs, the determination, vigor and absorption define the engagement (Xanthopoulou et al. 2009).

The question of fairness in the workplace has dominated literature. Several studies have shown that an improved sense of fairness among workers may have a beneficial effect on different facets of corporate behavior: happiness with the workplace (McCainetal et al. 2010), corporate loyalty (Suliman and Kathairi, 2013), corporate confidence (McLean 2009). Therefore, an important challenge is to consider how people judge justice in their institutions and how they react to perceived justice or injustice, especially to gain deeper overview of organizational conduct (Maleki and Taheri, 2012).

Rhoades and Eisenberger (2002) show those workers' expectations and beliefs of their services and contributions contribute to good attitudes as well as behaviors. Eisenberger et al. (1986) described the perceived POS structure as the employee's 'global perception that the company recognizes its efforts and cares for its well-being'. Although in the management literature (Agarwal 2014) the ties between POS and commitment are known, those attempts are restricted in the healthcare sense (Brunetto et al. 2013). The current study examined the effect of organizational justice, perceived organization support on employee engagement through the mediating effect of affective commitment.

LITERATURE REVIEW

Further, organization support theory explains the whole theoretical framework the effect of organization justice, POS on employee engagement through the mediating effect of affective commitment

Organization Support Theory

OST takes into account POS growth, nature and results (Rhoades and Eisenberger 2002). In principle, workers build POS to meet their social and emotional concerns and are prepared to reward enhanced contributions on their behalf. The idea is that mutual interaction theory is applied to the employer-employee relationships. As such, OST insists that based on the reciprocity principle, employees' trade initiative and loyalty to their company for concrete rewards such as compensation and socio-emotional benefits such as respect, recognition and treatment are considered (Eisenberger et al. 1986).

The first commentary on academic studies on the OST suggests the interaction between POS and related constructs. Rhoades and Eisenberger find that POS has three major categories of background: justice, organizational reward and work conditions (which cover factors such as preparation, autonomy, and task stressors) and assistance from supervisors. Though additional history (demographics and behavioral characteristics) was analyzed, these associations with POS were found to be quite limited. Figure 1 further describes the role of employee discretionary care attributions focused on the idea that workers trust services better if they are offered willingly than coerced (Blau 1964). For supervisor assistance, POS is to the degree that the supervisor is known as an individual or delegate working on behalf of the company.

The key implications of POS also include engagement, success, citizenship, avoidance behaviour, employment-related effects and stress. OST defines three processes which underlie the POS relationship with its implications. Next, workers who earn corporate sponsorship feel compelled to reciprocate with the company depending on the reciprocity principle. Second, POS promotes social and emotional needs such as needs for respect, acceptance and association, contributing to the membership of the organisation, the job position and the social identification of the employee and helps minimize workload and strengthen employee wellbeing (Rhoades and Eisenberger 2002). Finally, POS aims to establish how ready the company is to reward its efforts (Rhoades and Eisenberger 2002). POS continues to be higher whether the boss or superior employer cares for the job experience and does all he or she can to express respect for the work he or she does. Organizational incentives and working environments play an important part in the perceived support of organisations. Extrinsic encouragement may also imply more to an individual than inherent motivation, since perceived gratitude has the potential to transform a bitter worker into a content worker. Eisenberger and Rhoades explore how managers should express their workers respect and recompense. The POS will be beneficial if support and consideration between the boss and the employee is mutually reciprocal. If the reciprocation happens and the employee feels valued and praised for the job, he/she does, the POS is increased (Lynch, M., & Armeli, 1999). Where gratitude and admiration are either inadequate or not properly communicated, the employee can begin to believe that the organizational cynicity can increase. Such POS will enhance the workers' commitment to help them achieve their goals, raise their identity with the organization, and add to their anticipation of better success. POS behavioral effects will involve higher success in and beyond roles, improved corporate engagement and lower avoidance habits, such as non-relationalism and attrition.

Employee Engagement

Schaufeli, et al, (2002) argued that in the academic domain, engagement is most commonly described as 'an optimistic, fulfilled and work-related mindset marked by vigour, commitment and absorption'. The Work Demands-Resources (JD-R) Hypothesis suggested an engagement-motivating direction from employment resources (e.g., self-reliance, job input, employer support) and personal resources (self-efficacies, determination, resilience). For example, in the support of the hypothesis, meta-analytical evidence showed that task autonomy, job reviews, supervisor support and self-efficacy are strongly linked to commitment and commitment strongly linked to AC and intention to change over (Christian et al., 2011). The 'Three Part Model' (TCM) of Meyer and Allen (1991) is the most often quoted and studied model of engagement. Due to continuous discussions on the relevance of continuity and regulatory elements (Solinger, van Olffen, & Roe, 2008), affective involvement has been commonly used as the most useful indices of the relational connection of employees to their organizations (Meyer & Herscovitch, 2001). Affective engagement relates to an employee's emotional contribution, identity and participation in the company. Meta-analytical data also is shown that the dedication closely linked to work autonomy, job reviews, supervisory encouragement and self-efficacy and turnover commitment.

Albrecht et al., (2015) have called for study that further incorporates motivation and engagement as main measures of the psychological link of employees to their jobs. While research on commitment and involvement is mostly progressing independently (Albrecht & Dineen, 2016), the commitment to work has shown an effect on organizational performance and an influence on commitment from employment opportunities (Saks, 2006). Biswas and Bhatnagar (2013) claimed that workers involved felt obliged to be associated socio-emotionally with their organizations. Successful dedication, as previously stated, has repeatedly affected sales intentions directly (Albrecht & Andreetta, 2011). Turnover is a critical result, since it is widely established that substantial recruiting and preparation costs associated with real turnover are associated with it (Griffeth, Hom, & Gaertner, 2000). Researchers also concluded that, considering its functional relevance in the corporate sense, JD-R may be expanded to incorporate attitudinal results such as loyalty and turnover intention (Xanthopoulou, & Winefield, 2014).

Researchers used POS as an indicator of jobs (Rhoades & Eisenberger, 2002). One survey of 102 workers in a range of organisations concluded that higher POS employees are more likely to operate (Saks, 2006). The findings of this analysis culminated in supportive and important interactions between POS and function. POS has a greater connection with the dedication to function. It led to a major special variation in the prediction of employment (Saks, 2006). These results show that POS is maybe a greater contributor to increasing employee involvement at work.

Another survey that used POS to forecast job participation involved 130 workers in the ITES industry with an average of 27 years of age and 42.5 per cent women (Dabke & Patole, 2014). The findings culminated in strong and meaningful associations between POS and job dedication. This suggests that although increased POS will contribute to higher levels of employment, PSS could be a more significant factor.

In addition to gratitude and respect, workers often want justice at work. According to Cropanzano & Mitchell (2005) researchers, employees are often strongly involved in their jobs when they feel they have fairness in the business. Moreover, the understanding of justice in the workplace greatly affects employee perceptions and practices such as better employee participation (Biswas et al., 2013). Likewise, when employees acquire a high sense of justice in the business, they are more likely to demonstrate greater involvement (Saks, 2006). Theoretically, the principle of organizational support argued that fairness at work not only helps the organizations achieve their objectives, but also influences the participation of workers (Champion, 2015).

Affective Commitment

Affective commitment (AC), as identified as emotional connection, is sometimes addressed as an entity, also known as organizational commitment (Solinger et al., 2008). A substantial amount of study has centered on a world view of the organizations' affective commitment, which thinks 'organizational participation' is the aggregate of our commitment to all of an organization's

potential constituencies, which, in fact, motivates the actions of staff (Morin et al., 2011).

Analysis performed by Morin, et al, (2009) found that employees might contribute affectively to a minimum of eight separate job-related targets: organization, profession, co-workers, managers, duties, occupations, clients, and work. In the healthcare system the perception of employee behavior, this more complex conceptualization of engagement objectives should be strengthened. While a significant amount of study has been carried out in recent decades, including the philosophy of loyalty, there is not much research that assesses how dedication evolves and expresses as behavior. There is a restricted definition of the perceptual, emotional and behavioral aspects of engagement, represented as goal behaviors (Solinger et al., 2008). Further, Vandenberghe & Bentein (2009) found that in a study of nurse staff employed in Quebec, Canada, the dedication contributed negatively to retirement behaviors, in particular turnover. A survey of nurses employed in Japan found that affective dedication has a positive impact on the purpose of nursing (Satoh, Watanabe, & Asakura, 2017).

Organizational Justice

Organizational justice is defined as how leaders use equal processes to decide the result (Colquitt et al., 2001). It is just about equal approaches to handle workers (Randeree, 2014). In reality, several scholars have been mainly interested in organizational justice. The explanation is that organizational judges have shown to be strongly linked to several variables. Previous research indicates that corporate justice plays a key role to explain certain behavioral effects in a business (Imran, 2015). Organizational justice has proven to be one of the key factors which explain the reaction of employees to unequal performance, practices and ties (Alsalem and Alhaiani, 2007). Researchers vary in the amount of aspects of organizational justice. Some scholars have modeled three-dimensional organizational justice (Bakhshi et al., 2009); others have conceptualized justice to be four-dimensional (Duffy et al., 2013). This study will however conceptualize corporate justice in terms of three dimensions: distributive justice (DJ), procedural justice (PJ) and interactional justice (IJ), since they are commonly utilized. PJ discusses the interpretation of the fairness principles and procedures controlling an operation. The presence of this kind of justice results in the process being satisfied (Fatima et al., 2015). DJ tackles workers' views of the legitimacy of the reward scheme. Compared to others, an individual must believe that the benefits are allocated equally, i.e., due to their commitment and initiative (Alsalem and Alhaiani, 2007). IJ applies to the perception of equity in treating individuals. It concerns the perception of kindness and consideration earned by people in justifying their decision and looking for details (Bies and Moag, 1986). The available research on industrial psychology has found that corporate fairness has a positive effect on a variety of outcomes. They provide happiness (Bakhshi et al., 2009); contribution to citizenship (Ali and Saifullah, 2014); (Jafari and Bidarian, 2012). The result of concern today, however, is ER. The above explanation shows that there are enough grounds to regard proceedings, distribution and IJ as direct variables

affecting ER in the study model and therefore the following assumptions are taken into account.

According to the principle of social interaction (Cropanzano and Mitchell, 2005), workers anticipate their bosses to be handled equally, they reciprocate with affective commitment in equal care, and attempt to conduct themselves favorably with the organization (Colquitt, et al, 2001). OJ is seen as a more effective indicator of affective loyalty than of consistency and ethical commitment, as the latter are the product of potential economic advantages for the subordinate or the spiritual constraint of the partnership, and the perceptible organizational justice has the largest effect on the emotional bond of workers (Meyer et al., 2002). In addition to the impact on affective engagement of the aspects of corporate fairness, previous results are somewhat contradictory. Li, Castano, and Li (2018), for instance, noted that any aspect of corporate justice impacted affective commitment, while organizational justice effect on AC.

Research Hypothesis

- H1: positive effect of affective commitment on employee engagement
- H2: positive effect of organization justice on affective commitment
- H3: positive effect of organization justice on employee engagement
- H4: positive effect of perceived organization support on affective commitment
- H5: positive effect of perceived organization support on employee engagement
- H6: mediating effect of affective commitment between organization justice and employee engagement
- H7: mediating effect of affective commitment between perceived organization support and employee engagement.

RESEARCH METHODOLOGY

The current study is quantitative with a cross-sectional approach. Data were collected from the private sectors of Baghdad. This study uses the 140 nurses in healthcare sectors as a population for many reasons. In healthcare sectors, employees have more low engagement level rather than in public sectors (Nawaz, 2016). In the current study 140 nurses in healthcare sectors were used as a sample size. Simple random sampling technique was used to collect the data.

Measurement

Two experts at Utara University in Malaysia performed face validity in each scale; one from public universities in Baghdad and two experts from private universities in Baghdad. The scale of employee engagement was developed with 09 items. The scale of POS was developed with 08 items. The scale of organizational justice was developed with 06 items. The scale of affective commitment was developed with 8 items.

DATA ANALYSIS

Measurement Model Assessment

Hair, et al., (1998) stated that the value of factor loadings must be >0.5 and below 0.05 should be erased. The value of alpha > 0.9 is excellent, 0.8 is good and < 0.7 is acceptable". The CR must be >0.7 (George & Mallery, 2003). Furthermore, the value of convergent validity (CV), and AVE should also be equal or >0.5 that leads to the internal consistency. Additional, Fig. 1 demonstrates the values of the model MMA. Table 2 demonstrates the results of MMA. Factor loading, Cronbach alpha and CR are also >0.7 . The factor loading items which have less than 0.7 values were deleted. In addition, AVE is >0.5 that leads to convergent validity.

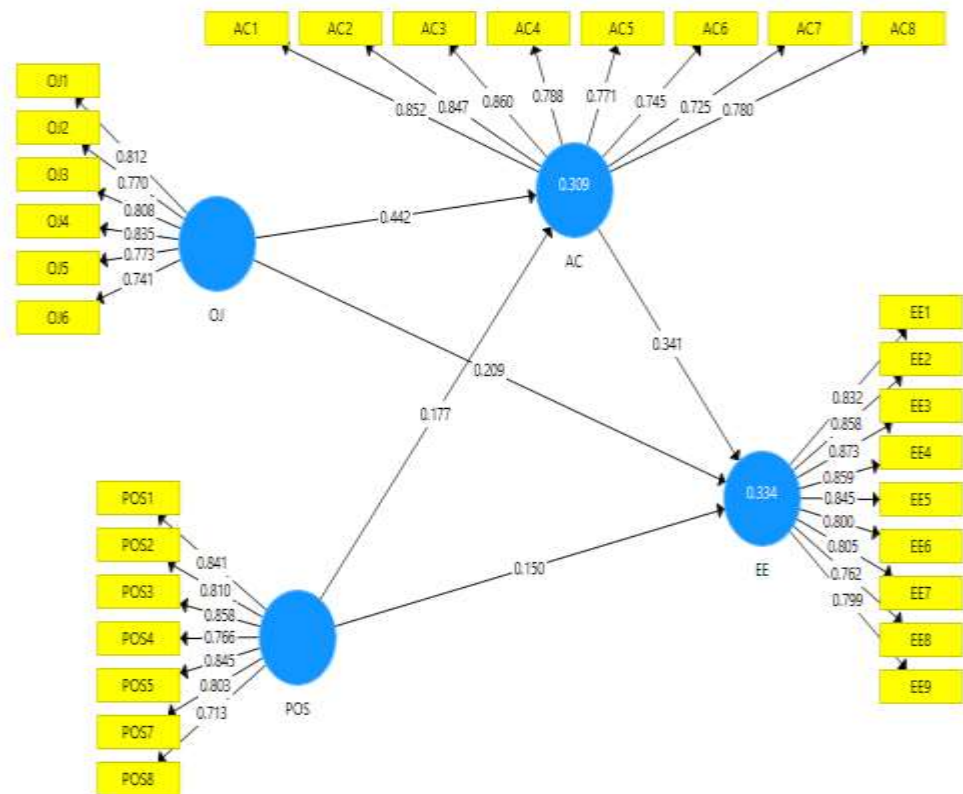


Figure 1. Measurement Model

Table 1. Internal Consistency

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
AC	0.918	0.921	0.933	0.636
EE	0.942	0.945	0.951	0.683
OJ	0.88	0.883	0.909	0.625
POS	0.911	0.924	0.929	0.651

In addition, the validity of the constructs is measured through convergent validity (CV) and discriminant validity (DV). Results find shown in table 4.1 that the values of AVE for all the latent constructs are greater than 0.50 as stated by (Chin, 1998). Duarte and Raposo (2010) argued that discriminant validity (DV) indicates that how much latent constructs is distinctive from others. The current study measures the discriminant validity (DV) through the method of Fornell and Larcker (1981) by taking the square root of Average Variance Extracted of all the latent constructs as shown in Table 2 with the bold value in the correlation matrix diagonal. The study results in Table 2 show that the square roots of Average Variance Extracted are greater.

Table 2. Discriminate Validity

Constructs	AC	EE	OJ	POS
AC	0.797			
EE	0.514	0.826		
OJ	0.535	0.471	0.791	
POS	0.41	0.40	0.529	0.807

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Direct hypotheses for accepting or rejecting were measured as shown in Table 3. All the relationships with t-value greater than 1.96 and P value is less than 0.05 would be accepted. Thus, H1, H2, H3 and H4 are accepted. However, H5 is rejected. The relationship of affective commitment and employee engagement is accepted with the β -value is 0.341, t value is 4.582>1.96 and p value is 0<0.05. The relationship of organizational justice and affective commitment is accepted with the β -value is 0.442, t value is 5.516>1.96 and p value is 0<0.05. The relationship of organizational justice and employee engagement is accepted with the β -value is 0.209, t value is 2.321>1.96 and p value is 0.02<0.05. The relationship of POS and affective commitment is accepted with the β -value is 0.177, t value is 2.522>1.96 and p value is 0.012<0.05. The relationship of POS and employee engagement is accepted with the β -value is 0.150, t value is 1.944>1.96 and p value is 0.052<0.05.

Table 3. Direct Relationship

Hypothesis		Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
H1	AC -> EE	0.341	0.074	4.582	0	Accepted
H2	OJ -> AC	0.442	0.08	5.516	0	Accepted
H3	OJ -> EE	0.209	0.09	2.321	0.02	Accepted
H4	POS -> AC	0.177	0.07	2.522	0.012	Accepted
H5	POS -> EE	0.150	0.077	1.944	0.052	Rejected

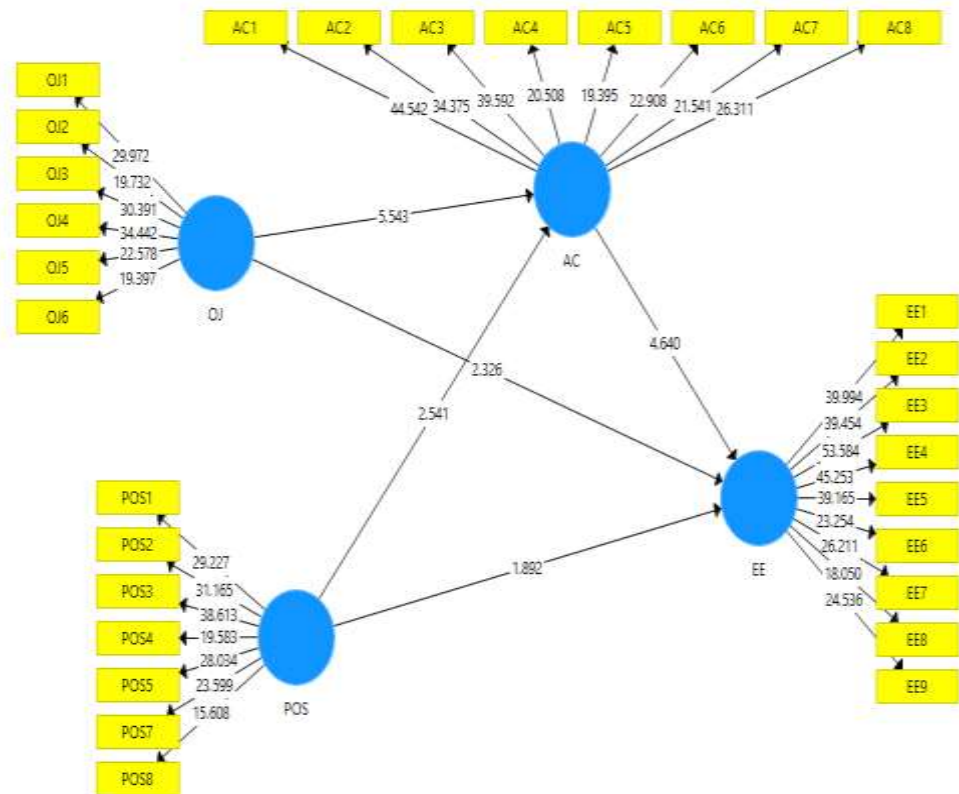


Figure 2. Structure Equation Model

In the table 4, the results show that the mediating effect of affective commitment between organizational justice and employee engagement as the t-value 3.351 greater than 1.96, p value 0.001 less than 0.05 and β value 0.15 is significant. Thus, H6 is accepted. Similarly, the results show that the mediating effect of AC between POS and employee engagement as the t-value 2.234 greater than 1.96, p value 0.026 less than 0.05 and β value 0.06 is significant. Thus, H7 is accepted.

Table 4. Indirect Relationship

Hypothesis	Relationship	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
H6	OJ -> AC -> EE	0.15	0.045	3.351	0.001	Accepted
H7	POS -> AC -> EE	0.06	0.027	2.234	0.026	Accepted

The value of Q^2 of Affective commitment is 0.18 >0 and employee engagement are 0.209 >0 in Table 5.

Table 5. Predictive Provenance

	Constructs	SSO	SSE	$Q^2 (=1-SSE/SSO)$
	AC	2,064.00	1,693.29	0.18
	EE	2,322.00	1,837.51	0.209
	OJ	1,548.00	1,548.00	
	POS	1,806.00	1,806.00	

DISCUSSIONS

The current study examined the effect of organizational justice, perceived organization support on employee engagement through the mediating effect of affective commitment. Further, organization support theory explains the whole theoretical framework the effect of organization justice, POS on employee engagement through the mediating effect of affective commitment.

All the relationships with t-value greater than 1.96 and P value is less than 0.05 would be accepted. Thus, H1, H2, H3 and H4 are accepted. However, H5 is rejected. The relationship of affective commitment and employee engagement is accepted with the β -value is 0.341, t value is 4.582>1.96 and p value is 0<0.05. The relationship of organizational justice and affective commitment is accepted with the β -value is 0.442, t value is 5.516>1.96 and p value is 0<0.05.

The relationship of organizational justice and employee engagement is accepted with the β -value is 0.209, t value is 2.321>1.96 and p value is 0.02<0.05. The relationship of POS and affective commitment is accepted with the β -value is 0.177, t value is 2.522>1.96 and p value is 0.012<0.05. The relationship of POS and employee engagement is accepted with the β -value is 0.150, t value is 1.944>1.96 and p value is 0.052<0.05. The method of bootstrapping analyses using 95 percent bias corrected and accelerated confidence intervals (CIs) was employed over other methods of mediation testing (Preacher & Hayes, 2008). The results show that the mediating effect of affective commitment between organizational justice and employee engagement as the t-value 3.351 greater than 1.96, p value 0.001 less than 0.05 and β value 0.15 is significant. Thus, H6 is accepted. Similarly, the results show that the mediating effect of affective commitment between POS and employee engagement as the t-value 2.234

greater than 1.96, p value 0.026 less than 0.05 and β value 0.06 is significant. Thus, H7 is accepted.

CONCLUSION

This research offers a greater awareness of the significance of the corporate environment in affecting attitudes and behaviors of employees. Two important approaches to philosophy and experience are made in the analysis. First, the analysis shows that the impact of POS on employee outcomes (engagement) is carried out by affective engagement. Second, while the direct interaction between corporate fairness and the participation of employees is thoroughly studied, the mediating role of affective commitment in the health care industry has greatly influenced employee engagement.

Limitations and Future Research

While this research adds significantly to philosophy and experience, it is subject to some limitations. First, causal inferences of the variables are constrained by the cross-sectional nature of the analysis. The implications are that the associations cannot be viewed as causal relationships but as correlations that only reflect a certain causal order and that must be verified in potential longitudinal studies. Second, though methodological and statistical checks have been carried out to ensure common system variances, the findings can also be skewed by this, given that all data have been gathered from self-reports. In subsequent studies can also preferably reproduce the effects of this study by utilizing approaches rather than self-reporting.

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