

RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL JUSTICE AND
COMMITMENT AMONG MANAGERS IN ELECTRONIC MEDIA: CASE
STUDY OF A PRIVATE TELEVISION NETWORK IN PAKISTAN

By

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ABSTRACT

The concept of organizational justice in the western countries has been extensively explored for over several decades. However in developing nations the research work in this context is yet to be established, particularly in Pakistan. In Pakistani electronic media, specifically private television news channels are treated as a force to fight for justice and freedom. They have played a tremendous role for the freedom of judiciary and democracy in the country and the employees of these organizations are extensively exposed to campaigns of justice and freedom. In such an environment an employee's perception of justice for their own organization plays a crucial role in developing and maintaining commitment with the organization.

The purpose of the present study was to analyze the nature of relationship between perceived organizational justice and commitment in terms of its impact and predictability among managers in a private television network of Pakistan. It was hypothesized that there would be a significant relationship between perceived organizational justice and commitment and that perceived organizational justice would predict organizational commitment.

The present study employed quantitative research method and used cross sectional survey design. In order to test the hypotheses The Three Component Model (TCM) Employee Commitment Survey (2004) based on the Allen and Meyer (1991, 1997) three component model of commitment have been utilized. Organizational Justice Measure (2001) was used to measure organizational justice based on Colquitt's four-factor model of justice. A demographic form was administered indicating participant's gender, designation, tenure and qualification.

The sample included 143 full time managerial level employees from a private television news channel of Pakistan with their head office in Karachi. Each participant had a minimum of 1 year tenure with their present organization, while minimum qualification criterion was of intermediate (undergraduate), both males, females, married and single employees were included in the sample. Pearson product moment correlation and regression analysis was applied to test the statistical significance of the relationship of the two variables.

Findings of the study indicated significant relationship between perception of justice and employee commitment at $p < 0.05$ level of significance. Predictive value of the independent variable of perceived organizational justice for dependent variable of employee commitment was also found significant at $p < 0.05$ level of significance

The present study makes significant contribution with important theoretical and practical implications highlighting the cultural idiosyncrasies involved in the subject. Recommendations for future research have been discussed focusing on the methodology and techniques that can be used to probe into the latent aspects of perceived organizational justice and attitude of commitment. Moreover limitations of the study which can be valuable to overcome highlight the sample size and cross sectional nature of data obtained in the present study.

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