

COMPARATIVE STUDY OF JUSTICE IN ORGANIZATION AND ITS IMPACT ON EMPLOYEE COMMITMENT

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ABSTRACT

The intention of this study was to observe the position/occurrence and effect of justice on employees' commitment in three different areas namely multinational, local private and government organizations. The study found the impacts of distributive, procedural, informational and interpersonal type of justice on commitment. Further the paper compared the results and tried to explain the reasons for variations.

Pretested questionnaire, based on five likert scale, was distributed by stratified random sampling technique. Interviews were arranged especially for qualitative and exploratory part of the paper. Mean value, correlation, Alpha, Beta, R, R-Squire, ANOVA and T-test results which found through SPSS.

In multinational organizations reasonable justice and commitment was observed while the results were inverse in local private organizations. In government sector justice was not perceived but a questionable commitment was detected. In multinational and local private organizations the study found the impact of justice on commitment but in government sector the study explored the reasons for no relation between justice and commitment. Organizational commitment was found more sensitive to procedural justice.

Multinational organizations are valued more than local private organization in Pakistan. Some of the government organizations are going downward even with good resources. This study showed the backside of the picture by providing reasons.

Sample size was small. In government sector some factors were exposed which were disturbing the relation of justice and commitment. More exploratory work is required in this area.

The study suggests that the owners and managers of organizations should provide exemplary justice which will enhance commitment and will clear the road to the peak.

Key Words: Organizational Justice, Employee Commitment, Local Private Organization, Multinational Organization, Government Organization, Pakistan

INTRODUCTION

Bagdadli and Paoletti (2001) stated that when employee perceive just they will be motivated, committed to organization, and would like to stay in organization for long time. To them procedural justice is more important than any other type of justice. In 1999 Stephens and Cobb stated in their paper that the visibility of justice some time become more important than justice itself. Justice is more important for successful

change in organization then intervention technology. The primary question is about justice in the process of organizational development.

This research paper considers the existence of justice and commitment, relationship between these two factors and comparison of multinational, local private and government organization regarding justice and commitment. Four features of justice have been used in this paper namely; informational, interpersonal, distributive and procedural justice. This research was started in the government sector of Pakistan. The target group was lower middle level employees. In pilot study the results seem to divert from literature. So some open ended questions were added to the questionnaire and focus on the qualitative side of the paper was made to find the reason. A new categorical variables, "sector" was introduced. It was a three level categorical variable which include multinational, local private and government organizations. In this way the sector wise comparison becomes the objective of the study. The culture is different in each sector of our interest. Therefore, the comparison of the result in three different sectors will help in generalizing the finding of this paper. It is proved in literature review that employee commitment enhance efficiency and productivity. This paper explains the role of justice in improving the commitments which is the need of the day.

LITERATURE REVIEW:

Klendauer and Deller (2009) stated that procedural & distributive justices are confidently interrelated with dedication and loyalty. They learn fairness and loyalty in the perspective of business fusion and uncovered a distinctive and a lofty collision of interactional justice over valuable commitment. In 2008 Eberlin and Tatum found out that, if superiors, managers, leaders and organizations concentrate on issues of justice, they will be helpful for superior and productive workplace environment.

When organizational justice will be the center of attention it will guaranty long-term performance and companies' bright future. Forret and Love (2007) state that perceptions of individual regarding justice (distributive, interactional justice and procedural), are linked to their coworker's perception. The colleague spirits for works and organization relate to the treatment of supervisors. In 2007 Ansari, Hung and Aafaqi affirmed that loyalty, affect, contribution and professional admiration has optimistic impact over distributive justice which has a straight encouraging impact over commitment (continuance, normative, and effective) and then this commitment has a depressing impact on turnover intention. Chiaburu (2006) confirmed that organizational justice enhance the relationship between leaders & organizational trust and employee role enlargement. Those leaders were considered successful who were polite, gave dignity to employee and never used improper words to their subordinate. The author recommended to monitor the procedural and distributive justices policy for high involvement of employees. In 2007 Nabatchi, Bingham and Good acknowledged in their study that it is highly important what the employees feel about the generational justice and their feeling can affect the work life. They stress on informational justice.

Eberlin and Tatum (2005) stated in their study that when a manager unintentionally makes subjective decision that leads to unfavorable result, the followers might observe the act as an inequitable and unjust, even if unfairness was not planned. If the higher authorities desire to stay away from unwelcome situations such as high turnover, poor morale, low performance, then it should take decision with responsibility. If any sort of injustice, intentional or unintentional, was observed by subordinates, it will be very harmful to organization. According to Eberlin and Tatum, (2005), the rational decision making can minimize the number of problems in organization. They advised that individuals, leader or manager should be accountable for the effect of his/her assessment, decision, action, output and how it was perceived by subordinate. As we already cited that justice and visibility of justice are equally important.

Koh and Boo (2004) pointed out that the support of top management in favor of ethical behavior and its association with career achievement inside the organization has positive impacts on work satisfaction which ultimately effect organizational commitment. Further they suggest that organizational ethics can be used as resources to achieve the desire results. Career success, work satisfaction and employee's commitment are the endings of good ethics in organizations and higher authorities can effect and are responsible to create such situation. McDowall and Fletcher (2004) show the importance of communication and interpersonal characteristics for career development in their paper. They discovered that work satisfaction has positive effect on interpersonal success and regular justice. Cole and Flint (2004) in their study talk about the self-interest model that benefit plans should be flexible, in result the employees will feel relaxed and procedural justice will be perceived while in traditional way it does not happen but employees are required to provide the true information.

Hoy and Tarter (2004) approved that justice in organization turned into a benchmark in organization for good results. Trust and justice are that much important to one another that one cannot even exist in absence of other. The fundamental aspect of trust are openness, honesty, competence, reliability and benevolence while the elements of justice which links to trust elements are consistency, dignity ,equity, fairness, voice and equality. They further discuss Levanthal, Greenberg and Lind's ten main beliefs of justice, which underline the idea of distributive justice and procedural justice.

- i. Equity principle: The proportionality of individual and the organization outcome..
- ii. Perception principle: Justice should be perceived fair.
- iii. Voice principle: To what extent it is possible the employees should be the part of decision makers to confirm the fairness of justice.
- iv. Interpersonal justice: The things should discuss and happen very politely.
- v. Consistency principle: There should be consistency in activities to provoke discrimination.
- vi. Egalitarian principle: The decision maker should be aware that every individual talent, interest and demand are different from every other individual

- but organizational interest will be the central and basic interest.
- vii. Correction: The wrong decision should be corrected and re-corrected as it creates problems.
 - viii. Accuracy principle: The data and information used in decision making should confirm to be correct before decision making.
 - ix. Representative principle: Interest and parties should be visible in decisions.
 - x. Ethical principle: Behaviors are the results of ethics.

HYPOTHESES AND THEORETICAL FRAMEWORK

Variables Used in Model:

The following five basic variables are used in this paper.

Organizational Commitment:

It is the workers mental and emotional involvement with works and organization. It is the feeling of oneness with organization (Schraeder, 2003). The turnover rate is very low where the employees are committed.

Distributive Justice:

It is the fairness and equality of administrative decisions qualifying the outcome's distributions such as promotion and other compensation. The problems like wages dispute arise as a result when there is no distributive justice (Nabatchi, Bingham and Good 2007). Cremer, Dijke and Bos (2004) stated that perception of workers regarding fair and unfair of personal's outcomes is called distributive justice.

Procedural Justice:

It is the equality and justice of the path or course of action or the process of justice (Nabatchi, Bingham and Good 2007). A tool for building follower's trust usually used by leaders is procedural justice (Cremer, Dijke and Bos, 2004). Procedural justice is more important than other form of justice for the purpose to committing, motivated and long term employees (Bagdadli and Paoletti, 2001)

Informational Justice:

According to Nabatchi, Bingham and Good (2007), It deals with information regarding distributive justice and procedural type of justice e.g. why some goods, results or outcome were circulated, why some specific course of actions were taken in certain cases. Information regarding the overall justice is informational justice.

Interpersonal Justice:

The respect, dignity and the politeness of the managers for their work force without any discrimination is interpersonal justice as discussed by Nabatchi, Bingham and Good, (2007). The literature discussed and studied for this paper reveals commitment has no lodge in absence of justice. This paper tends to re-confirm the bonds between justice and commitment and compare this relationship in three different sectors of Pakistan.

HYPOTHESES

There are four hypotheses in our study. The requirement of the study is to check these hypotheses for each population separately and then to compare them accordingly.

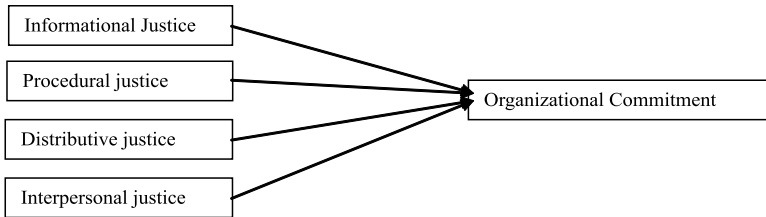
H1: Distributive justice enhances employee commitment for organization.

H2: Procedural justice enhances employee commitment for organization.

H3: Informational justice enhances employee commitment for organization.

H4: Interpersonal justice enhances employee commitment for organization.

THEORETICAL FRAMEWORK



RESEARCH METHODOLOGY

Sampling Strategy and Data Collection Process:

Nabatchi, Bingham & Good (2007) and Koh & Boo's (2004) prepared questionnaire was used in this study for collection of primary data. The questionnaire was pretested and five likert scales was used where "strongly disagree" = 1 and "strongly agree" = 5. In this paper the target group was lower middle level of government employees. Random sampling technique was used in the pilot study but the abysmal results change the direction of this paper. Open ended question were added in the questionnaire for the qualitative part of the study. Qualitative part was for the purpose to explain the factors and determinants. A categorical variable was added and stratified random sampling technique was adopted. There were three stratum in our study, namely government employees, employees from the local private organization and multinational organization's employees. In model 2, 3 and 4 each stratum was considered as a population by filtering option in SPSS. The questionnaires were distributed by email and personal visits randomly in all the stratum (Table: 1). Out of 330 questionnaires, 295 were responded. The response rate was 89.39 percent. The detail is available in table below.

The data was found valid, reliable and normal. SPSS software was used for statistical analysis of the data and Alpha, Beta, R, R-Square, Mean Value, T-test and F-test were especially focused in this regard.

Table 1: Distribution of Sample Size

Sectors	Number of Organizations	Questionnaires Distributed in Each Organization	Total Distributed Questionnaires	Questionnaires Received
Multinational	11	10	110	102
Local private	11	10	110	106
Government	11	10	110	87
Total	33		330	295

Data Analysis and Discussion

The statistical results of this paper were based on the response of our questionnaire. So it is very important that our questionnaire should be valid and internally consistent. Although we adopted the questionnaire of Nabatchi, Bingham & Good (2007) and Koh & Boo (2004) but for more chariness we recheck the internal consistency with Cronbach's alpha which was found very high (Table: 2) for every model while acceptable value is 0.60 (Janz & Prasamphanich, 2003).

The significant values of Adjusted R-Square in Table: 2 indicate that the models are well explaining the phenomena.

Table 2: Model Summary

Model	Cronbach's		Adjusted R			
	Alpha	R	R Square	Square	F	Sig.
1	.974	.848 ^a	.719	.715	185.322	.000 ^a
2	.891	.754 ^a	.568	.550	31.915	.000 ^a
3	.984	.973 ^a	.947	.945	449.964	.000 ^a
4	.887	.439 ^a	.193	.154	4.905	.001 ^a

a. Predictors: (Constant), Interpersonal -Justice, Informational -Justice, Distributive-Justice, Procedural-Justice

Note:

Model: 1 = Population is Multinational, Local private and Government Organizations.

Model: 2 = Population is Multinational Organization.

Model: 3 = Population is Local private Organization.

Model: 4 = Population is Government Organization.

There are four independent and one dependent variable in our study. To check the consequence of independent individual variable on dependent variable or to check the hypothesis we required a Beta value. As discussed in the first part of research methodology that we collected the data from three different sectors and as discussed in

objective/purpose of the paper that it is the study to compare the results in three different sectors. There are three Beta values for each hypothesis. Before the justification of Beta value let us check the similarity of the mean values of all the variables among groups to confirm that we have three population and their ideologies are different.

The ANOVA values are significant for each variable at 0.000 levels (Table: 4) so it is the evidence that the mean values of all the three population are not the same. The enormous variation in mean values among the three populations observed in Table: 3 and Table: 4 clearly indicate that their ideologies are different for the factors under surveillance.

Table 3: Descriptive Statistic

		N	Mean	Std. Deviation	Std. Error
Organizational commitment	Multinational	102	4.0490	.32632	.03231
	Local Pvt.	106	1.7075	.51579	.05010
	Govt.	87	3.9195	.55444	.05944
	Total	295	3.1695	1.19455	.06955
Distributive justice	Multinational	102	4.0784	.43796	.04336
	Local Pvt.	106	1.6792	.48887	.04748
	Govt.	87	2.6782	.92125	.09877
	Total	295	2.8034	1.19323	.06947
Procedural justice	Multinational	102	4.0686	.37915	.03754
	Local Pvt.	106	1.6887	.52305	.05080
	Govt.	87	2.8391	.74512	.07988
	Total	295	2.8508	1.14499	.06666
Informational justice	Multinational	102	4.0686	.40443	.04004
	Local Pvt.	106	1.7075	.51579	.05010
	Govt.	87	2.5517	.88605	.09499
	Total	295	2.7729	1.17772	.06857
Interpersonal justice	Multinational	102	4.0980	.38563	.03818
	Local Pvt.	106	1.6698	.51124	.04966
	Govt.	87	2.6782	.93379	.10011
	Total	295	2.8068	1.20372	.07008

Table 4: ANOVA

		Sum of		Mean		
		Squares	Df	Square	F	Sig.
Organizational commitment	Between Groups	354.400	2	177.200	794.501	.000
	Within Groups	65.126	292	.223		
	Total	419.525	294			
Distributive Justice	Between Groups	301.141	2	150.571	374.326	.000
	Within Groups	117.455	292	.402		
	Total	418.597	294			
Procedural justice	Between Groups	294.444	2	147.222	472.440	.000
	Within Groups	90.993	292	.312		
	Total	385.437	294			
Informational Justice	Between Groups	295.812	2	147.906	385.713	.000
	Within Groups	111.971	292	.383		
	Total	407.783	294			
Interpersonal Justice	Between Groups	308.535	2	154.267	383.529	.000
	Within Groups	117.452	292	.402		
	Total	425.986	294			

Hinton, Brownlow, McMurray & Cozens, (2005) advised Beta value to find the effect of individual independent variable on depended variable and the significant value of T-test approve the result of Beta value. In model: 2 our population is Multinational organization's employees. The Standardized Coefficients Beta value for Distributive Justice is 0.234 (Table. 5) and significant value is 0.012 (Table. 5). It means that if there is one unit change in Distributive justice the Organization Commitment will change 23%. So H1 is accepted.

The Standardized Coefficients Beta value for Procedural justice is 0.638 (Table. 5) at 0.000 significant level. S H2 is accepted. The high value of Beta (0.638) for H2 indicate that the multinational organization's employees are highly concern to procedural just regarding commitment and 64% change will be observed in commitment with one unit change in procedural justice. The standardized coefficient betas for informational justice (0.279) and interpersonal just (0.213) are significant at 0.018 and 0.023 level respectively (the values are given in Table: 5). Therefore we can say that H2 and H3 are accepted where the population is multinational organization.

Table 5: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
2	(Constant)	1.280	.263		4.872	.000
	Distributive-Justice	.174	.068	.234	2.562	.012
	Procedural-Justice	.549	.106	.638	5.201	.000
	Informational-Justice	.225	.094	.279	2.407	.018
	Interpersonal-Justice	.181	.078	.213	2.316	.023

a. Dependent Variable: Organizational commitment

In Model: 3 our population is Local private organization's employees. In table: 6 all the four standardized coefficient values are significant. Distributive, procedural, informational and interpersonal justice has positive effects on organizational commitment. Hypothesis 1, 2, 3 and 4 are accepted. The high beta value (0.714) of procedural justice in table: 6 show that local private organization's employees are more sensitive to procedural justice like multinational organization's employees.

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
3	(Constant)	.068	.043		1.568	.120
	Distributive-Justice	.173	.078	.164	2.209	.029
	Procedural-Justice	.704	.090	.714	7.825	.000
	Informational-Justice	.209	.065	.209	3.204	.002
	Interpersonal-Justice	.230	.065	.228	3.523	.001

a. Dependent Variable: Organizational commitment

In model: 4 the population of the study is government organization's employees. The Beta value (-0.434) for distributive justice is negative and insignificant (0.066) in table: 7. The insignificant value demonstrates that H1 is rejected and H10 is accepted. In other words no relation was found between Distributive justice and organizational commitment. Beta values for procedural, informational and interpersonal justice are insignificant (Table: 7). H2, H3 and H4 are rejected. According to this study when the population is government organization's employees, there is no relationship between the four type of justice discussed as independent variable variables and organizational commitment (dependent variable).

Table 7: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
4	(Constant)	3.132	.234		13.390	.000
	Distributive- Justice	-.261	.140	-.434	-1.864	.066
	Procedural- Justice	.247	.192	.332	1.287	.202
	Informational- Justice	.130	.094	.208	1.394	.167
	Interpersonal- Justice	.169	.171	.284	.989	.325

a. Dependent Variable: Organizational commitment

In pilot study the data was collected from the government organizations and the objective was to find out the impact of justice on employee commitment. The results were that much shocking and contrast to literature that it became mandatory to find the reasons. Open ended questions were added in questionnaire in this regard. Especially the formal and informal interview made me able to find the reasons. Then multinational and local private organizations were included as a population to compare the results.

Table: 8 is the summery of Table: 5, 6 and 7 where we observe and differentiate the beta values of multinational and local private organizations. Distributive and informational justices are a bit more sensitive to employee or organizational commitment when we deal in multinational organization (0.234, 0.279) as compare to Local private organization (0.164, 0.209) while procedural and interpersonal justice are more perceptive to commitment in local private organizations (0.714, 0.228) than multinational organization (0.638, 0.213). All the betas are insignificant (Table: 8) and H1, H2, H3 and H4 are rejected where our population is government. So the study

cannot compare the results obtained from government sectors and other two sectors.

The mean values of our dependent and independent variables in government sector are important to observe for further explanation. The mean values in table: 3 are, distributive justice = 2.6728, procedural justice = 2.8391, informational justice = 2.5517 and in case of interpersonal justice it is 2.8068 which tends to disagree or neutral (five likert scale) while the mean value of organizational commitment (3.9195) leans to agree. In other words the employees of the government sector are committed even in absence of justice. Here it becomes important to observe the statement comes in open ended questions or discussion during interview.

Table 8: Standardized Coefficients

	Beta (Multinational)	Beta (Local Pvt.)	Beta (Gvt.)
Distributive-Justice	.234 (.012)	.164 (.029)	-.434 (.066)
Procedural-Justice	.638 (.000)	.714 (.000)	.332 (.202)
Informational-Justice	.279 (.018)	.209 (.002)	.208 (.167)
Interpersonal-Justice	.213 (.023)	.228 (.001)	.284 (.325)

Dependent Variable: Organizational commitment

The response in open ended questions or discussion during interview comes from the government sector was important to discuss. The employees were not reluctant to write anything like name etc on questionnaire through which they could be traced. There were some dissimilarity between employees' written statements and direct interviews. Regarding overall justice it was found honesty, hard work, job enrichment, job enlargement, efficiency, correctness, attachment, similarity of education to job, mind quickness, sickness to the rules and regulation are not favor the employees. There were some other scales which were in goodwill of employees for good positions and other advantages and remuneration. Relation with top level managers and politicians were important in this regard.

In this study we define that a committed employee is a person who never leaves his/her organization even he/she has some better opportunity, like slight increase in pay and status etc. He/she has a sort of emotional attachment with organization. During interview it was found that they were not committed in real sense. There emotion was not attached with organization but with their own selves. It was difficult or even impossible to make them agree to leave the government organization and join the private organization. They feared to switch the organization. To change the organization with in

government sectors was acceptable but still there were some conditions to some interviewees. The job security in government organization was a big obstacle for the employees to leave the organization. Beside job security there were some other reasons as well like life insurance, advantage for the government servants, health policy, leave policy, society response and advantage after retirement.

CONCLUSION AND RECOMMENDATIONS

The basic intention of this study was to observe and find, on field true site of justice and commitment. In multinational organizations we found that employees were satisfied from justice and they were committed as well with their organizations. In local private organizations the study did not found any sort of justice and in response the employees were not attached emotionally. In government organization there was no justice but the numerical data provide positive results about the presence of commitment.

The second objective was to find the relationship of independent and dependant variables. The four hypotheses were checked for each sector/population. In analyzing the multinational and local private organizations the study came to the point that organizational justices enhance organizational commitment but more sensitive to distributive justice as compare to other form of justice. The results were not much different than literature, in multinational and local private organizations. But very unique results were found in case of government organizations where commitment exists without any justice, which were rejected and rectified by qualitative data as discussed in detail in discussion phase. In fact the reason for commitment was not the justice of organizations.

The third objective was to compare the relationship of justice's impacts on commitment in multinational, local private and government organization. The results in multinational and local private organizations were found almost same.

The minor variation observed that in multinational organizations employees focus more on distributive and informational justice for enhancement of commitment than employees of the local private organization. On the other hand commitment was found more sensitive to procedural and interpersonal justice in local private organizations as compare to multinational organizations. In government sector no relation was found in between dependent and independents variables so here it was out of race.

Employees' commitments to organization were always found important for employee productivity and organizational growth as discussed in literature review. So the study recommends to every small and large, multinational, local and government organizations to provide justice to their employees and ultimately they will do the same to organization. In government organizations commitment was detected but the antecedents of commitment were some other factors. In fact it was not a real but a hollow commitment and was not in good faith of organization. For productive commitment justice should be provided.

Limitation and Future Research

There is a phrase, "Human is to err" but if we learn from those error than it is good. Human has many limitations financial and non financial etc. This paper also has some limitations. There were 295 respondents but the data was from three populations so the small sample size may affect the results. The future study should increase the sample size. For the government sectors a special questionnaire should be adopted where the factors, which provoke the relationship of justice and commitment, should be removed or kept constant. Some of the factors are already explored and discussed in discussion phase. Some more provoking factors may be explored. These findings are based on lower middle level employee's response only. The Pakistani job market is very saturated and the economic condition of lower middle level employees is not very good. In such case job survival is much important than anything else. So the finding may be different in other situation.

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