



Original Article

# Impacts of Perceived Justice and Emotional Intelligence on Organizational Commitment and Organizational Citizenship Behavior

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**Abstract:** How to motivate employees to commit to an organization and to have more voluntary, beneficial behaviors for the organization is an interesting topic for researchers and managers. Based on the theory of equity, the authors analyze the impacts of perceived justice and emotional intelligence on employees' organizational commitment and organizational citizenship behaviors. The mixed research method is used to build a research model and to verify hypotheses with the data of 171 respondents working in different industries which deal with customers in HCM city. The partial least squares structural equation modeling (PLS-SEM) is used in order to explore the impacts of the two high order construct: Emotion intelligence and perceived justice on the organizational commitment, and then organizational citizen behavior (OCB). The research results show that all hypotheses are accepted. Perceived justice has a greater impacts on employees' organizational commitment than emotional intelligence. In contrast, emotional intelligence has greater influences on employees' OCB than perceived justice. Managers should establish a clear working process, offer opportunities for employees to express their feelings and recognize exactly employees' contributions in order to improve the employees' perception of fairness. Carefully selecting candidates and providing training programs are the best ways to increase employees' emotional intelligence.

**Keywords:** Perceived justice, emotional intelligence, organizational commitment, organizational citizenship behavior.

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## 1. Introduction

In order to survive in this new era, excellent corporations all make use of their human resources because they are crucially important to their growth, prosperity and competitive advantage [1]. In order to evaluate whether employees engage in working to meet corporations' goals, employees' organizational commitment is related to different important issues, including their behaviors [2], employee's connection with the organization as a whole (i.e., correspondence between the employee's and organization's goals), and organizational justice. Previous studies have also highlighted that a high level of organizational commitment and positive behaviors in working are correlated, e.g. performance in the job was improved [3], innovation was thought of and applied [4], and productivity of workers increased [5]. These actions are specifically carried out because of what is being perceived by employees. Organizational justice is known as perceived justice due to the fact that employees are aware of it and react to what they recognize and understand. Perceived justice is considered as a significant factor that can give signals of how employees do based on the way they think and behave (e.g., pay, commitment, and trust) [6]. In fact, perceived justice is a significant predictor of employee behavioral reactions (e.g., OCB, turnover, withdrawal) [6]. It is admitted that perceived justice is one of the key predictors of OCB [7] whereas it contributes positively to overall effectiveness of organizations. This is due to the fact that OCB consists of behaviors which regulate employees to perform a job as perfectly as they would like and totally contribute to the success of the whole organization [8].

Emotional intelligence refers to not only the ability to perceive, respond, and manipulate emotional information, but also the ability to understand and manage one's own emotions and those of others and utilize emotions for optimal outcomes that an individual has in case he or she does not necessarily understand, perceive or experience them [9]. As an available resource for

service employees, emotional intelligence will promote the usefulness and growth of other related individual resources. In that way, emotional intelligence will be useful enough to inspire employees to establish and enhance their faith, sense of self-worth, and abilities [10].

As previous studies indicate, perceived justice makes a great contribution to organizational citizenship behaviors thanks to the existence of perceived justice and emotional intelligence. Yet the correlation of perceived justice and emotional intelligence and its impacts on organizational commitment and organizational citizenship behaviors have not been studied thoroughly in the working environment in Vietnam so as to make use of them effectively. The purpose of this research is not only to confirm the impacts of the organizational factor (the justice) and of employees' ability (emotional intelligence) on the organizational commitment and OCB but also to establish the reflective-formative higher order constructs of perceived justice and emotional intelligence.

## 2. Literature review

### 2.1. Equity theory

An insight into the importance of perceptions of fairness in the workplace is confirmed in Adam's research [11]. In theory, human motivation is represented as a function of the way that individuals perceive the level that they contribute to and receive from their party in comparison with others. Actually, an employee will judge the decisions of an organization (e.g., how to assign their workload), and subsequently proceed with kinds of attitudes and behaviors consistent with the way they perceive these decisions are in terms of being fair or unfair. In the case that someone perceives his or her inputs and outputs similar to their coworkers or teammates, feelings of equity are maintained [12]. In such cases, equity theory assumes that an individual will seek to modify inputs and outputs in comparison with others, which

obviously results in forming workplace behavior [11]. If the comparison in a monetary aspect (e.g. salary, commission, and benefits) and in overall treatment (e.g. effort, required level, and skills) suggests that they are fairly treated, they will continue to maintain their performance and productivity. In contrast, when workers tend to reduce their devotion to their job or leave the job in the case that the comparison between the rewards they receive and what they assume to have is unbalanced, they would strive to work if they could get more than their expectation. Accordingly, the existence of justice in a process of exchange has important implications for companies to consider how employees may feel and act in an organizational or social context.

## 2.2. Perceived justice

Perceived justice covers three widely accepted distinct dimensions [13], which specifically involves Distributive justice, Formal procedures, and Interactive justice [14]. Distributive justice emphasizes fairness in outcome allocations including benefits, promotions, and office assignment [6]. Formal procedures stress the equality of the process of determination of the result (e.g. policies, procedures and criteria) [13]; while Interactive justice gives prominence to “the human side of organizational practices” [13]. Employees who perceive they get fair treatment tend to participate in OCB [15]. Employees consider themselves as members in a group and they support the group’s welfare by means of OCB [14] whereas individuals experiencing inequity would likely withdraw their OCB or discourage themselves and perform to satisfy only the obligations they signed for in their contract [16]. Moreover, the role of perceived justice is prominent in deciding how workers build up their positive feelings and afterwards increase their commitment to the organizations. Thus, the relationship between perceived justice and organizational commitment and OCB is hypothesized as follows:

*H1: Perceived justice positively relates to OCB*

*H2: Perceived justice positively relates to organizational commitment*

## 2.3. Emotional intelligence

American psychologists, Salovey and Mayer [17] first proposed the concept of emotional intelligence, which is a part of social intelligence. It is defined as the ability of individuals to monitor their own emotions and those of others, and the ability to recognize emotional information and use it to conduct behavior. Salovey and Mayer also proposed that emotional intelligence includes three kinds of abilities: the ability to evaluate and express emotion, emotion regulation ability and the ability to use emotional information to solve problems. Organizational commitment is usually defined as a psychological attachment of an individual to an organization, which can be presented by different indicators, such as having loyalty to the organization, internalizing the goals of the organization, and dedicating oneself to the goals of the organization [18]. The relationship between emotional intelligence and organizational commitment was studied by Aghdasi et al. [19]. Barreiro and Treglown [20] also analyzed the influences of emotional intelligence on employees’ commitment with the organization.

Previous studies have shown that emotional intelligence amplifies positive workplace behaviors [21] and facilitates OCB [22]. In fact, an investigation of the impact of emotional intelligence on staff working in different services has been carried out by many researchers. For example, Asrar-ul-Haq et al. [23] analyzed the impacts of emotional intelligence on the OCB of teachers in Pakistan. Thus, the relationship between emotional intelligence and organizational commitment and OCB is hypothesized as follows:

*H3: Emotional intelligence positively relates to OCB*

*H4: Emotional intelligence positively relates to organizational commitment*

## 2.4. Organizational commitment and OCB

Organizational commitment means that employees feel safe in an organization and want to work at the organization for a long time while OCB is useful and that employees are involved in doing voluntary activities for the organization.

Obviously, when a staff member engage in an organization, he/she can contribute more to the organization. Thus, the relationship between organizational commitment and OCB is hypothesized as follows:

*H5: Organizational commitment positively relates to OCB*

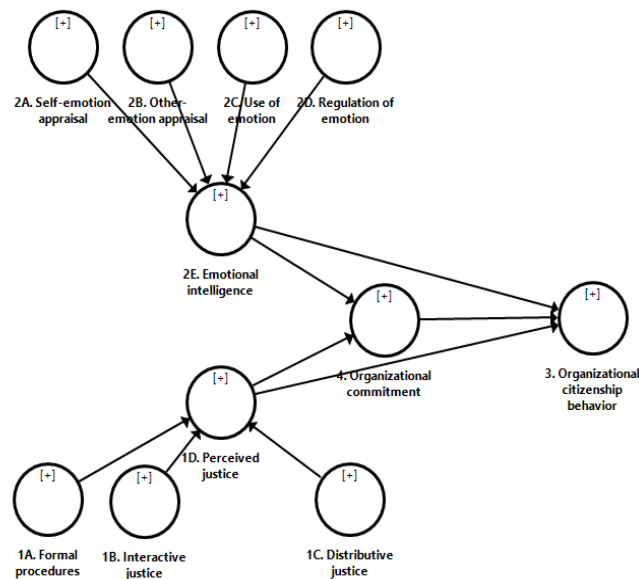


Figure 1: The proposed research model

Source: Authors' suggestion.

## 3. Research method

The authors applied a quantitative approach to assess the hypothesis in the research model. The research of Moorman [24] provided 17 items for the factor of “perceived justice”. Fourteen indicators of “emotional intelligence” were adopted from the research of Prentice [25]. Ellinger et al. [26] offered five items for “organizational commitment”. Finally, for OCB six items were adopted from the research of Özdemiş & Ergun [27]. The five-point Likert-type scale varying from 1 (strongly disagree) to 5 (strongly agree) was used to measure indicators. A survey questionnaire was built to collect primary data from staffs in different industries in Ho Chi Minh City, the greatest economic center in Vietnam. The survey

included two steps. Firstly, the authors checked the reasonability of questionnaires by using the data in a pilot with 52 respondents and revised the questionnaires (where necessary). Then, the authors conducted the survey officially, and collected 171 questionnaires. The convenient sampling method was used to collect data. An online survey with a Google form was sent to friends in different industries. With the software Smart PLS, the number of over 171 respondents was satisfactory to analyze [28]. Due to the complexity of the research model, the partial least squares structural equation modeling (PLS-SEM) was used. The research model has two high order constructs (perceived justice and emotional intelligence) therefore, SmartPLS software was useful to analyze the data.

#### 4. Research results

Most of the respondents were younger than 35 years old (92%), having a bachelor's degree and higher (86%). Nearly two third of the respondents were white-collar workers. 68% respondents earn less than 7 million VND/month.

It is essential to understand that there are high order constructs (Perceived justice and Emotional intelligence) in the research model. Therefore, the authors checked the relationship between the second order constructs and their first order constructs before assessing the measurement model and the structural model.

##### 4.1. Evaluating the relationship between the second order constructs and their first order constructs

“Perceived justice” and “Emotional intelligence” are reflective-formative second order constructs. The process to analyze the validity of the second order constructs includes two stages:

- Stage 1: Evaluating the indicator reliability, the internal consistency, the convergent validity and discriminant validity of the first order constructs.

- Stage 2: Evaluating the convergent validity, the collinearity issues, the significant and relevance of the formative indicators of the second order construct.

##### 4.1.1. Evaluating the indicator reliability, the internal consistency, the convergent validity, and the discriminant validity of the first order constructs

Table 1: The information of the variables

Variables	CR	AVE
1A. Formal procedures	0.883	0.557
6 items: 1AFP1; 1AFP2; 1AFP3; 1AFP4; 1AFP5; 1AFP6	Outer loading values: 0.771; 0.704; 0.801; 0.758; 0.755; 0.685	
1B. Interactive justice	0.884	0.56
6 items: 1BIJ1; 1BIJ2; 1BIJ3; 1BIJ4; 1BIJ5; 1BIJ6	Outer loading values: 0.708; 0.646; 0.817; 0.780; 0.762; 0.763	
1C. Distributive justice	0.864	0.563
5 items: 1CDJ1; 1CDJ2; 1CDJ3; 1CDJ4; 1CDJ5	Outer loading values: 0.722; 0.638; 0.832; 0.817; 0.725	
1D. Perceived justice		
3 items: 1D. PJ1; 1D. PJ2; 1D. PJ3	Outer loading values: 0.755; 0.935; 0.570	
2A. Self-emotion appraisal	0.901	0.694
4 items: 2ASEA1; 2ASEA2; 2ASEA3; 2ASEA4	Outer loading values: 0.826; 0.889; 0.790; 0.824	
2B. Other-emotion appraisal	0.87	0.627
4 items: 2BOEA1; 2BOEA2; 2BOEA3; 2BOEA4	Outer loading values: 0.801; 0.809; 0.729; 0.824	
2C. Use of emotion	0.792	0.56
3 items: 2CUOE1; 2CUOE2; 2CUOE3	Outer loading values: 0.742; 0.748; 0.754	
2D. Regulation of emotion	0.886	0.721
3 items: 2DROE1; 2DROE2; 2DROE3	Outer loading values: 0.823; 0.879; 0.846	
2E. Emotional intelligence		
4 items: 2EEI1; 2EEI2; 2EEI3; 2EEI4	Outer loading values: 0.875; 0.754; 0.860; 0.540	
3. Organizational citizenship behavior (3. OCB)	0.82	0.534
4 items: 3OCB2; 3OCB3; 3OCB4; 3OCB5	Outer loading values: 0.658; 0.789; 0.712; 0.757	
4. Organizational commitment (4. OC)	0.881	0.599
5 items: 4OC1; 4OC2; 4OC3; 4OC4; 4OC5	Outer loading values: 0.784; 0.823; 0.798; 0.808; 0.643	

Source: Results of SmartPLS analysis.

The value of the outer loading was the criteria to keep or remove items in the research model. Items were remained if the value of the outer loading is higher than 0.7 and items are removed from the research model if the value of loading was less than 0.4 [28, 29]. Items with the value of the outer loading between 0.4 and 0.7 were dropped if this option were to lead to the

improvement of the composite reliability or of the average variance extracted. Based on this rule, only two items (3OCB1, 3OCB6) were removed. With the CR value higher than 0.7, all constructs achieved internal consistency. Thanks to the AVE value being higher than 0.5, it is possible to conclude that all of the first order variables have convergent validity [30].

Table 2: HTMT ratio and VIF information

	HTMT ratio					VIF				
	1A.	1B.	2A	2B	2C	3.	1D.	2E.	3.	4.
1A. Formal procedures							1.312			
1B. Interactive justice	0.568						1.607			
1C. Distributive justice	0.388	0.632					1.38			
1D. Perceived justice									1.779	1.402
2A. Self-emotion appraisal								1.736		
2B. Other-emotion appraisal			0.661					1.631		
2C. Use of emotion			0.798	0.751				1.762		
2D. Regulation of emotion			0.448	0.49	0.664			1.332		
2E. Emotional intelligence									1.504	1.402
3. OCB										
4. OC						0.678			1.668	

Source: Results of SmartPLS analysis.

All constructs in the research model reach discriminant validity when the HTMT ratio is below 0.900 [31].

#### 4.1.2 Evaluating the convergent validity, the collinearity issues, the significant and relevance of the formative indicators of the second order construct

The redundancy analysis of the second order constructs (Perceived justice; Emotional intelligence) yield estimates of 0.722; 0.701, respectively, which are above the recommended threshold of 0.70, thus providing support for the formative construct's convergent validity [30].

VIF values of all constructs were lower than 5. Therefore, formative constructs do not have collinearity.

Seven first order constructs (Formal procedures, Interactive justice, Distributive justice, Self-emotion appraisal, Other-emotion appraisal, Use of emotion, Regulation of

emotion) achieved significance and relevance with the second order constructs (Perceived justice, Emotional intelligence) when their p values are less than 10%.

#### 4.2. Evaluating the measurement model

Thanks to the information provided in Tables 1 and 2, the authors can confirm that the two other constructs (OCB; Organizational commitment) reached convergence and discriminant validity and items have reliability and consistency.

#### 4.3. Evaluating the structural model

In the structural model, researchers often assess six issues: collinearity issues, the acceptance of hypothesis, the level of  $R^2$ , the  $f^2$  effect size, the predictive relevance  $Q^2$  and the effect size  $q^2$ .

Table 3: Hypothesis and coefficient values

Hypothesis	Content	Coefficient	P-values	Conclusion
H1	1D. Perceived justice -> 3. OCB	0.248	0.01	Cannot be rejected
H2	1D. Perceived justice -> 4. OC	0.472	0.00	Cannot be rejected
H3	2E. Emotional intelligence -> 3. OCB	0.372	0.00	Cannot be rejected
H4	2E. Emotional intelligence -> 4. OC	0.245	0.00	Cannot be rejected
H5	4. OC -> 3. OCB	0.207	0.02	Cannot be rejected

Source: Results of SmartPLS analysis.

The information of all inner VIF in Table 2 confirms that the model does not experience collinearity issues when all inner VIF values are less than 5.

P-value is a popular criterion that is used to assess the hypothesis in research model. It can be said that the impacts of independent variables on dependent variables are significant if the P-value is smaller than 5%. With the information in Table 5, the authors can conclude that all hypotheses are supported. For example, the assumption H1 is accepted. It means that the more justice employees perceive, the more OCB they show. Similarly, hypothesis H3 is supported. It is clear that when workers have a higher level of emotional intelligence, they will be involved in more useful and voluntary activities for the organization. It is important to understand that both independent constructs “Perceived justice” and “Emotional intelligence” have influences on the dependent construct “OCB” but “Emotional intelligence” has greater influences than “Perceived justice” as the coefficient value is greater (0.372 in comparison with 0.248).

The result of the survey supports several studies of previous researchers. Firstly, hypothesis H1 is supported and it is similar to the research result of Cohen-Charash & Spector [13] and Tran The Nam & Nguyen Thi Thoa [32]. Cohen-Charash & Spector [13] analyzed the impacts of three components of perceived justice on OCB while Tran The Nam & Nguyen Thi Thoa [32] treated perceived justice as a second order construct as did we. However, all three studies confirmed the significant influences of perceived justice with OCB. In 2015, Galavandi et al. identified the significant influences of perceived justice on organizational commitment and hypothesis H2 of this research is similar [33]. Moreover, the acceptance of hypothesis H4 confirmed the research of Barreiro & Treglown [20]. Finally, the research result supports the hypothesis of Ellinger et al. [26] about the positive impacts of organizational commitment with OCB. In general, the results of our research consolidated well predictions of equity theory about positive and beneficial behaviors of employees when they perceived justice from their leaders and their organization.

Table 4: R-square and Q-square values

Variables	R <sup>2</sup>	Level of predictive accuracy	Q <sup>2</sup>	Predictive relevance
3. OCB	48%	Moderate	0.233	Significant
4. OC	41%	Moderate	0.231	Significant

Source: Results of SmartPLS analysis.

The minimum value of R<sup>2</sup> is 0% and the maximum value of R<sup>2</sup> is 100%. The higher the value of R<sup>2</sup> is, the more predictive the model research is. Most researchers agree that a R<sup>2</sup>

value of 75%, 50%, or 25% means that the predictive level of the research model is respectively substantial, moderate or weak. However, each research model has a different

level of complexity and a different discipline, therefore, it is not easy to conclude an acceptable  $R^2$  value.

In the research model, there are only two independent constructs: “Perceived justice” and “Emotional intelligence” but they can explain about 41% of the movement of the dependent construct, “Organizational commitment”. Similarly, 48% of the change of OCB is

explained by only three independent constructs. It can be said that the suggested research model achieves parsimony.

Geisser [34] and Stone [35] suggested out-of-sample predictive power ( $Q^2$  value) as other criteria to assess the predictive accuracy of the research model. When the  $Q^2$  value is greater than zero, it means independent constructs have predictive relevance with dependent constructs.

Table 5: f-square and q-square values

Hypothesis	Content	f <sup>2</sup>	Level of effects	q <sup>2</sup>	Predictive relevance
H1	1D. Perceived justice -> 3. OCB	0.066	Small	0.018	Small
H2	1D. Perceived justice -> 4. OC	0.269	Large	0.12	Medium
H3	2E. Emotional intelligence -> 3. OCB	0.177	Medium	0.059	Small
H4	2E. Emotional intelligence -> 4. OC	0.072	Small	0.03	Small
H5	4. OC -> 3. OCB	0.049	Small	0.01	Small

Source: Results of SmartPLS analysis.

The contribution of each independent construct is also an important issue to assess the proposed research model. The value of  $f^2$  is used to evaluate this criterion. Similarly, the  $q^2$  effect size is another criterion to assess out-of-sample predictive relevance of an independent construct to a dependent construct. Cohen [36] suggested the value of 0.02, 0.15 and 0.35, are respectively the small, medium, and large effects of an independent construct on a dependent construct [36]. The information in Table 5 clearly provides the level of effects of each independent construct with a dependent construct in the research model.

their organizational commitment. Moreover, the influences of three independent variables (perceived justice, emotional intelligence and organizational commitment) with the dependent (OCB) are also confirmed in the research. More importantly, the authors applied a second order construct with the concepts “perceived justice” and “emotional intelligence”. Most researchers agreed that these two concepts are high order constructs but few studies treated them as reflective-formative higher order constructs. This new method helped the research model achieve parsimony.

## 5. Conclusions

### 5.1. Theoretical implications

This research brings about some theoretical contributions. Firstly, the equity theory is supported and strengthened. Secondly, the results of this research confirmed previous studies. For example, this research proved the positive and significant impacts of the organizational factor (perceived justice) and employees’ ability (emotional intelligence) on

### 5.2. Practical implications

Both “perceived justice” and “emotional intelligence” nurture useful and voluntary behaviors of employees for an organization. However, the  $f^2$  value showed that “perceived justice” is more important (see Table 7). As a result, organizations must improve the justice that workers recognize in order to increase employees’ loyalty. Employees evaluate justice in three aspects: working procedures, interaction and distribution of incomes. Firstly, companies should establish a clear working process which



is easy to follow. Secondly, managers should provide opportunities for subordinates to share their feelings and their feedback. Finally, employees' incomes must be appropriate to their contributions.

Increasing the level of emotional intelligence is also a good way to leverage employees' organizational commitment and OCB. Selecting candidates who have already a high level of emotional intelligence is a simple and effective way. Therefore, companies should analyze carefully the process of recruitment. Moreover, employees' ability in emotional intelligence can be improved through training programs. Thus, organizations should provide training activities for employees in order to offer opportunities to learn and practice.

### 5.3. Limitations and further research

As other studies, this research also has some limitations. Firstly, this research analyzed only two independent factors: perceived justice and emotional intelligence. In fact, there are other factors that have influences on organizational commitment and OCB. Next, the impacts of demographic elements with dependent constructs were not mentioned in the research. Furthermore, in order to gather better findings, this study should be carried out in a wider range of regions and cultures.

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