

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF ORGANIZATIONAL JUSTICE AND
LEADER-MEMBER EXCHANGE ON ORGANIZATIONAL
COMMITMENT AT MEDI MYANMAR GROUP LTD**

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MBAII – 27

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ACADEMIC YEAR (2018 – 2022)

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“This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)”

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Organizational Justice and Leader-Member Exchange on Organizational Commitment at Medi Myanmar Group Ltd**” has been accepted by the Examination Board for awarding a Master of Business Administration (MBA) degree.

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ABSTRACT

This study aims to examine the effect of organizational justice and leader-member exchange on organizational commitment of employees and to analyze the effect of organizational commitment on organizational citizenship behavior of employees at Medi Myanmar Group Limited. Primary data is collected from one-hundred and thirty-seven respondents at Medi Myanmar Group Limited by using structured questionnaires with 5-point Likert Scale. The results of the study indicate that distributive justice, procedural justice and interactional justice have a positive effect on organizational commitment. In examining leader-member exchange, affect, loyalty, contribution and professional respect dimensions have a significant and positive effect on organizational commitment. Among three components of organizational commitment, affective commitment and normative commitment have a positive effect on organizational citizenship behavior of employees at Medi Myanmar Group Ltd.

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LIST OF ABBREVIATIONS

| | |
|-----|-------------------------------------|
| LMX | Leader-Member Exchange |
| OCB | Organizational Citizenship Behavior |
| MIA | Malaysian Institute of Accountants |

CHAPTER (1)

INTRODUCTION

In today's competitive world, the most important challenge which the organizations face is to form willingness of employees to perform the task likewise as performing some extra task not associated with their jobs. Their internal satisfaction is critical to perform those extra task activities that they are not responsible for. Employers today are much concerned about the attitude employees hold about their organizations. Norms and values of justice form the basic characteristics of an organization's behavior. Justice may be a key issue for understanding organizational behavior. The importance of studying organizational justice within the workplace has been emphasized by findings that caused a sense of working for justice or lack of fairness within the workplace, which may result in a decline in levels of organizational performance. Employees who perceive unfairness within the workplace may exhibit varying degrees of negative behavior. Therefore, organizational justice is about how the decisions and practices of organizational management are perceived by the staff, and employees' perception concerning justice in work and about employee's attitudes and behaviors (Eskew, 1993).

Organizational justice refers to the investigation of fairness under organizational constraints and results from social psychology research that focuses on understanding fairness elements in social interactions (Greenberg, 1990). Organizational justice refers to how individuals and groups view the fair treatment they received from the organization and how these views are translated into behaviors. The most significant element influencing employees' attitudes and behaviors at work is organizational fairness. Distributive, procedural, and interactional justice are the three categories used to examine organizational justice. Employee impression of whether or not benefits are allocated properly is referred to as distributive fairness. Distributive justice, according to Greenberg and Baron (2008), is the type of organizational justice that concentrates on people's perceptions of how much value they have gained from valued work-related outcomes. The core elements of distributive justice are pay raises, performance reviews, promotions, and penalties. The term "procedural justice" refers to concerns with fairness in management decision-making procedures that affect an individual or other employee. Criteria for procedural justice include having a say in decision-making, applying rules

consistently, using information accurately, giving everyone a chance to be heard, and providing safeguards against bias. Respecting the regulations, timely input regarding the judgment made, and managers' sincere and caring attitudes toward those affected by the decision are among the fundamental indicators of procedural justice-related evaluation (Greenberg, 1990). Positive judgments of procedural justice are influenced by the decision-maker providing adequate justifications for their choices and by sincere interactions with the workforce. As an extended version of procedural justice, interactional justice is tied to the human factor in organizational systems. As a consequence, interactional justice emphasizes the idea of justice connected to the relationships built up between the managers and employees while allocating resources. The execution of the communication process between the source of justice and the recipient on the basis of kindness, respect, and honesty is crucial in accordance with this feature of organizational justice.

Leader-Member Exchange which focuses on the quality of the interaction between the leader and the member may provide a better understanding of the results of the subordinate. As a result, the LMX theory is used to investigate the dyadic exchange or interaction between supervisors and subordinates. LMX involves a variety of transactions between the leader and the members, all of which have an influence on their relationships. Understanding the process path into which the LMX interaction influences performance behaviors like organizational citizenship behavior is seen to be critical in enhancing leadership in an organization (Lo et al., 2006). Multidimensional framework identifies four dimensions within LMX which are affect, loyalty, contribution, and professional respect (Liden & Maslyn, 1998). The affection that LMX partners have for one another is referred to as affect. Such attachment is mostly an attitude toward the other dyad member and is motivated by interpersonal attraction. The ability to acquire resources from the supervisor and achieve their intended goals may be facilitated by developing an affect-based relationship with the supervisor. The second dimension of LMX is loyalty. It alludes to the supervisor's public declaration of support for the other team member's objectives and personality. Since loyalty is behavioral in character and refers to the actual activities of the dyadic members that express support for one another, it varies from the socioemotional dimension of affect. Contribution, the third LMX dimension, is the belief shared by the dyad's members that each member is working toward the dyad's common objectives. Contribution, like loyalty, is behavioral in character and reflects the acts

performed by the dyad members to further the dyadic aim. Contribution also entails the supervisor facilitating such activities and subordinates completing duties that fall outside of their job scope. The fourth LMX factor is respect for those in the industry. It has a more introspective base than the other dimensions since it suggests expert power and the fact that each member of the dyad has established a reputation and succeeds at their jobs. By introducing subordinates to the greater organization's network, supervisors who exhibit these traits may be viewed as strong figures who can help employees advance their careers. Because it gives them more chances to obtain the desirable resources they seek, employees may be tempted to forge strong bonds with such strong leaders.

Loyalty to the organization, readiness to put up effort on its behalf, degree of objective and value congruency with the organization, and desire to remain a member are all considered to be components of organizational commitment (Cohen, 2007). One of the fundamental tasks and the ultimate aim of an organization's attempts to continue to exist is organizational commitment. This is because people who have a high level of organizational commitment are more compatible, content, and productive, as well as more loyal and responsible at work, which reduces the organization's costs. According to Meyer and Allen (1991), organizational commitment is a multidimensional entity made up of three parts: affective, continuance, and normative.

Employees who are emotionally committed to a company do so of their own free will, and this emotional attachment is known as affective commitment. According to (Meyer & Allen, 1997), the degree to which people identify with the organization and their involvement in it can also be used to describe affective commitment. According to Linda (2010), an organization's employees are more likely to create an affective commitment when they work in a friendly environment, receive fair treatment, and receive psychological rewards. Continuance commitment is defined as employees who are committed to staying with the organization are those who are aware of the costs associated with leaving and who are staying because they need to support their families. An employee's estimate of whether leaving the company would be more expensive than staying reflects their commitment to staying. As an outcome, employees may feel pressured to stay with the company due to the expenses associated with quitting or a lack of suitable alternatives. The term "normative commitment" describes an employee's sense of responsibility, loyalty, or obligation toward the company. In normative commitment, a worker agrees to remain with and support a company in order to adhere to a shared

standard. Employees' sense of how long they should continue with their company is referred to as their normative commitment. Employees that are typically committed believe that leaving their company would have severe effects and feel guilty about the idea of doing so.

The term organizational citizenship behavior was developed by Dennis Organ and colleagues to describe behaviors that may enhance success of the organization even though they are not part of the job description (Bateman & Organ, 1983). OCB refers to employee behaviors that are not required by the organization, but that employees want to perform for the benefit of an organization. According to Jacqueline et al. (2004), OCB is an extra-role behavior that is officially needed by the organization; however, its practice is entirely dependent on employee cooperation as a result of the organizational environment. OCB is the willingness of participants to exert effort beyond the formal obligations as an essential component of effective organizational performance. Organizational citizenship entails behaviors like helping colleagues solve job-related problems, performing unexpected tasks that comes up at inconvenient times without complaining, keeping the working environment clean and tidy, talking positively about the business, organization and managers when having conversations with people outside the organization, creating a work environment where conflicts and distractions are kept to a minimum and protecting organizational resources. Organ (1998) defined OCB as those involuntary individual behaviors that are not specifically mentioned by the formal reward system of the organization. OCB shows behavior which is performed by employees with their own consent and will for the wellbeing of their organization.

The current study intends to achieve a common objective by emphasizing on employees that foster a positive working environment and make their jobs enjoyable for themselves and others. Its aim is to see how employees' commitment to citizenship behaviors affects their performance. This study aims to investigate the effect of distributive justice, procedural justice and interactional justice as organizational justice on organizational commitment and the impact of leader-member exchange on organizational commitment and to examine the effect of organizational commitment on organizational citizenship behavior in head office of Medi Myanmar Group Limited which engaged in the importation, marketing and distribution of Pharmaceutical formulations from reputable and reliable manufacturers.

1.1 Rationale of the Study

Every organization's success is strongly correlated with organizational fairness. The growth of employees' attitudes toward the company, which is closely related to their commitment, is influenced by organizational justice. When this perception is unfavorable, management may find it difficult to inspire and guide their staff. In order to keep employees dedicated to the organization's objectives, organizations can make sure that organizational processes are open and egalitarian. When workers believe they have been adequately compensated for the work they have completed, they are more devoted to their jobs. To ensure this, awards should be given for genuine contributions to the firm and should follow the reward guidelines. Managers in the pharmaceutical sector should be conscious of how they make decisions and interact with subordinates as well as how outcomes are distributed and allocation procedures are fair.

In an organization, leaders either act as liaisons or facilitate communication between leaders and followers. As the quality of leader-member connection improves, so does the level of both follower involvement and the behavior of members of the organization. Equal treatment of followers by leaders increases an organization's commitment to success. This has a positive effect on the organization's commitment. When the relationship between managers and subordinates deteriorates, the problems of poor performance and achievement of the highest performance goals cannot be solved. Interactions between leaders and members have a significant impact on the involvement of an employee's organization. Therefore, in order to achieve a higher level of performance, managers are constantly working to improve their relationships with their employees. To reach the company's goals, the organization needs to build a good relationship between leaders and followers. To achieve this, managers and employees need to network more effectively. This promotes a comfortable environment. In addition, managers must permanently show support for their subordinates. Building a good personality from an employee requires a strong commitment from the company, and after being built to optimize the functioning of the company itself, maintaining such a good personality requires even more commitment is.

Organizations need to have a high-performance, productive and ambitious workforce to survive in a highly competitive environment. As a result, organizational citizenship behavior that is arbitrary and not directly or explicitly recognized by formal compensation systems can be desirable behavior for businesses and businesses. The

pharmaceuticals sector is a part of the rapid growth healthcare sector which incorporates all the drugs, medicines, tonics and injections needed for treatment and health development. Since the last ten years, Myanmar's pharmaceutical market has experienced tremendous expansion. As Myanmar's local pharmaceutical sector is still modest, the country's pharmaceutical market is mostly dependent on medications and drugs supplied from abroad. The vast majority of pharmaceutical goods and medications are imported, primarily from nations like India, Bangladesh, China, Indonesia, Pakistan, Thailand, and Vietnam. A nation's economic development is greatly influenced by the pharmaceutical industry. Medi Myanmar Group is one of the well-respected pharmaceutical companies in Myanmar. The importing, marketing, and distribution of pharmaceutical formulations from renowned and trustworthy producers are the core business activities of Medi Myanmar Group. It offers top-notch customer service and high-quality products at competitive pricing, making every effort to raise the community's healthcare standards. Finding strategies to increase organizational performance, both by people and organizations as a whole, is crucial given that the company's objective is to be among the top healthcare and lifestyle firms in Asia. Managers must comprehend that people are the primary factor that can have the most impact on the performance of the firm if they are to improve organizational development. Organizations should work to influence employee behavior in addition to attracting and keeping highly devoted workers so that they can adapt to changes in the dynamic environment. Employee perceptions of corporate justice and the relationship between leaders and followers have a significant impact on employee behavior. This study examines the impact of organizational justice and leader-member exchange on organizational commitment of employees at Medi Myanmar Group Limited and their citizenship behavior.

1.2 Objectives of the Study

The objectives of the study are

1. To analyze the effect of organizational justice and leader-member exchange on organizational commitment of employees at Medi Myanmar Group Limited.
2. To examine the effect of organizational commitment on organizational citizenship behavior of employees at Medi Myanmar Group Limited.

1.3 Scope and Method of the Study

This research focuses on organizational justice and leader-member exchange on organizational commitment, and organizational citizenship behaviors of employees at Medi Myanmar Group Limited. To accomplish research purposes, both primary and secondary data are used in this study. For the primary data, a well-structured questionnaire is distributed to employees who are currently working at Medi Myanmar Group Limited. Secondary information is gathered from related textbooks, websites, international research papers, previous research papers, and journal articles. This study is conducted using a simple random sampling method. The structured questionnaire surveys are conducted on respondents who are working at Medi Myanmar Group Limited. There are 210 employees which include from the staff level to manager level at Medi Myanmar Group Limited. By using Yamane's formula, the sample size 137 is calculated and employees from different departments are selected to answer survey questionnaires.

1.4 Organization of the Study

This study is organized into five main chapters. Chapter one includes the introduction of the study, the rationale of the study, objectives of the study, scope and method of the study and organization of the study are explained. Chapter two presents the theoretical background of organizational justice, leader-member exchange, organizational commitment and organizational citizenship behavior. Chapter three describes the profile of Medi Myanmar Group Limited. Chapter four consists analysis on the effect of organizational commitment on organizational citizenship behavior at Medi Myanmar Group Limited. Chapter five is the conclusion of the study including findings and discussions, suggestions and recommendations and needs for further study.

CHAPTER (2)

THEORETICAL BACKGROUND

The literature review for this study presents in the same way as the review of each dependent and independent variable in this chapter. This chapter begins with definitions of the variable distributive justice, procedural justice, interactional justice, dimensions of leader-member exchange, organizational commitment and organizational citizenship behavior as well as theories and models relevant to these variables. The study's conceptual framework is presented in the final part of this chapter.

2.1 Organizational Justice

The phrase "organization" refers to a workplace in society, and "justice" refers to the attribute of fairness in that workplace. The term directly translates to the role of fairness in the workplace. Equity theory is the foundation for organizational justice. People compare their benefits at the completion of a task to the benefits of other people, and when they feel justice as a result of this comparison, they improve their attitudes regarding their bosses and their jobs. Employees are concerned about the fairness of the outputs they obtain as well as the fairness with which they are treated within the organization. Organizational justice is a concept that defines an individual's view of fairness in organizations, as well as behavioral response to such views and how these perceptions influence organizational outcomes. Greenberg (1990) reviewed and predicted that organizational justice would be at the top of organizational behaviors. The reason for this is the strong relationship of organizational justice variables to organizational outcomes. Individuals' attitudes toward work, work actions and job performance are all influenced by their perceptions of workplace fairness (Lee, 2007). While organizational injustice may occur in unfavorable outcomes such as lower job satisfaction, retaliation, turnover, misbehavior, low productive and reduced work commitment.

According to Moharamzadeh (2012), organizational justice refers to the fair treatment of the organization with their employees. Competent and committed employees will be required if an organization is to attain its desired objectives through utilizing a defined mission, optimal techniques, organizational structures, and effective job design.

Organizational justice has the ability to provide significant benefits to both employers and employees, including greater trust and commitment. Organizational justice perception is a person's subjective assessment of how fair the organization is. When employees believe that rewards and how they are allocated are fair, they regard their organizations to be just; in other words, it is their overall perception of what is fair in the workplace. Greenberg (1990) used the term "organizational justice" to describe the perception of fairness in employee relations within an organization. In order to define the organizational justice concept, three key perspectives were introduced: distributive justice, procedural justice, and interactional justice. The foundations of the concept can be found in the equity theory of Adams (1965). The essential assumption of equity theory is that employees' impression of fairness in terms of their own and other coworkers' input and output ratios is based on their view of fairness (Allen & White, 2002). Procedural justice refers to the perceived fairness of the procedure used to decide the various outcomes; distributive justice refers to an individual's subjective judgment of the fairness of an outcome distribution (Colquitt et al., 2001). The fairness of interpersonal treatment is referred to as interactional justice (Bies & Moag, 1986).

2.1.1 Distributive Justice

The justice perceptions of the individual who receives outcomes are the focus of equity theory. On the other hand, the justice judgment model of Leventhal (1976) looked at distributive justice from the perspective of the person who makes the decision. In other words, the justice judgment is more proactive than equity theory. People use a number of distributive justice principles depending on the situation, according to the justice judgment model. The theory of social exchange is the source of distributive justice (Adams, 1965). The need for equity was emphasized in this theory. Distributional justice is characterized by three main principles: equity, need, and equality. Fair exchange is explained by the fairness principle as equal income and outcome. In other words, people should receive the benefits of exchange in proportion to participation in it (Messick & Cook, 1983). The criteria are connected to the extent to which the outcome fits the needs of the parties in the exchange relationship. The equality rule states that each party should receive the same outcome regardless of their contribution to the benefits. As outcomes are an essential part of organizations, distributive justice is extremely important in this setting. Promotion decisions, work quality and quantity, and salary increases are all

possible results. Affective and behavioral responses to specific outcomes are often associated with distributive justice. Consequently, when people see unfairness in relation to a particular outcome, their emotions are negatively affected, and they may sense anger. Perceptions of people will also be negatively impacted. They cognitively misrepresent their own or others' inputs and outputs (Adams, 1965), and their behaviors such as performance suffer the consequences.

Perceptions of distributive justice have a stronger influence on attitudes toward the outcomes of decisions and dissatisfaction increases as injustice grows. When an employee notices inequality between input to output ratios of themselves and coworkers, they will change to raise or decrease the inputs, change the comparison, or give in to the inequity by showing displeasure. While distributive justice appears to be more closely linked to personal outcomes, procedural justice appears to be more closely linked to organizational outcomes. The key distinction between distributive and procedural justice in organizations was captured by Folger and Konovsky (1989), who noted that distributive justice refers to the perceived fairness of the amounts of compensation employees receive, while procedural justice refers to the perceived fairness of the means used to determine those amounts. Distributive justice is positively associated with employees' purpose to continue in the organization and job satisfaction, according to (Quintanilla & Blancero, 1996).

2.1.2 Procedural Justice

A procedure is a series of steps that are followed in order to guide allocation decisions or behaviors. Individuals build ideas regarding the fairness of these procedures as they participate in them. Consequently, procedural justice can be described as the fairness of the methods used to make a decision. Procedures must be consistent, bias-free, accurate, correctable, reflective of all concerns, and compliant with current ethical standards. The process of decision-making is crucial since it can provide information about one's future prospects. Individuals can determine if their future prospects are hopeful or hopeless based on this information. The perceived fairness of the methods used to assess the amount of benefits is referred to as procedural justice. It is more predictive of work factors such as job attitudes and organizational commitment. Procedural justice refers to people's judgments of the fairness of the procedures used to decide the outcomes

they receive. Individual concern with the procedures and decision-making in the distribution of resources. Greenberg (1990) defined procedural justice as an individual's perception of procedural fairness that determines critical judgments in both rewards and punishments. People are more concerned with procedural justice than distributive justice, according to Thibaut and Walker (1975). Individuals are far more concerned about fair and unbiased decision-making system.

The term procedural justice relates to an employee's perceptions about decision-making processes and approaches that are relevant to them. According to those studies on procedural justice, the procedure is a more effective and important aspect in people's sense of justice than the outcome (Folger & Cropanzano, 1998). Decision control is an essential factor to perceptions of fairness, according to procedural justice studies. People are more likely to accept negative outcomes when they think that the decision-making processes are fair. Employees want fair decision-making procedures, not just favorable outcomes. Processes that are fair result in intellectual and emotional acknowledgment. As a result, trust and commitments are built, allowing for voluntary involvement in plan execution. Therefore, in order to make accurate decisions, every organization should establish a good decision-making process that uses all legitimate information. Furthermore, in order to strengthen the decision-making process system, the organization should allow employees to make suggestions.

2.1.3 Interactional Justice

Another dimension that describes the term organizational justice is interactional justice. Interactional justice emphasizes the perception of justice in relation to the communication formed between employees and managers in charge of resource distribution. Courtesy, honesty, and respect are all parts of the communication process between the provider of justice and the recipient of justice. Because interpersonal behavior of management's representatives determines interactional justice, cognitive, affective, and behavioral reactions toward these representatives, i.e., the direct supervisor or source of justice, are thought to be related to interactional justice. The perceptions of the quality of interpersonal behaviors encountered during the implementation of processes are an essential issue in terms of interactional justice. Interactional justice, as opposed to distributive and procedural justice, refers to the perception of equity in the interaction

between employees and managers, and is the most recent advancement in the justice literature. Interactional justice is defined as a person's opinion of how they were treated by others (Bies & Moag, 1986). They discovered that social contacts can help people feel less furious at others who they consider to be making unfair decisions. Organizational members will feel justified if they believe their leaders have appropriately justified their decisions.

Interactional justice necessitates authority to display proper treatment and appropriate flow of communication when vital information exists in order to ensure efficiency and effectiveness of treatment among employees and to avoid decision makers from being involved in unjust treatment. Furthermore, interactional justice investigates how procedural justice handles employee interactions to one another and helps to improve perceptions of fair treatment by emphasizing the excellence of employees' interpersonal activities with one another. Interactional justice is regarded as a key attribute of successful organizations, and it refers to employees' perceptions of fair treatment. Employees may be affected by the manager's decisions. It is critical for the manager to express sympathy in a sincere and courteous manner to the employees. To increase interactional justice, the manner of the employer must display goodwill.

2.2 Leader-Member Exchange

Aspects of the exchange connection between a manager and a subordinate are regarded to be crucial in understanding employee attitudes and behavior in organizational contexts (Napier & Ferris, 1993). Leader-member exchange theory is a subset of social exchange theory that explains how leaders establish different exchange relationships with different subordinates within the same group over time (Graen & Cashman, 1975). In consequence, LMX refers to the communications between a subordinate and his or her superior. LMX is a leadership model that differs from the great majority of leadership models in that it emphasizes the relationship between pairs. One of the most interesting hypotheses for explaining the influence of leadership on organizational behavior is the LMX theory. The quality of the relationship between the manager and employees has a significant impact on the employees' responses in the workplace. Managers can influence attitudes, behavior, and overall performance connected to their subordinates' job from a competitive aspect.

For a variety of reasons, leader-member relationships have recently been the focus of research groups. Over time, leadership theory academics have focused more and more on the interaction between leaders and diverse aspects in the workplace. Exchange is a two-way set of interactions in which two persons engage in mutual behaviors. This is the foundation for developing personal and professional relationships. LMX focuses on leaders' and followers' interpersonal ties. LMX looks at superiors' behavior as well as the quality of their relationships with their subordinates. Social transactions, rather than economic transfers, produce feelings of enhanced obligation, gratitude, and trust. As a consequence, the quality of the leader-member relationship is likely to improve as the quantity of social exchanges between supervisors and subordinates increases.

In social contacts in the workplace, a number of distinct material and non-material items are exchanged. Advice, information, effort, social support, and friendship have all been identified as social currencies. While most leadership styles focus on the leader, the subordinate, and the situation, the LMX theory seeks to fill a gap by highlighting the unique relationship that exists between the leader and the subordinate. Liden and Maslyn (1998) explained the leader member exchange (LMX) with a four-dimensional construct named "LMX- multidimensional measure". The first is referred to as mutual affection. For affection, interpersonal attractions are more significant than work and professional value. The second is contribution which refers to each member's perception of the amount, direction, and quality of work-related activities in order to achieve a common goal. The third factor is loyalty which refers to whether or not both the leader and the member publicly support each other's activities and character. The final one is professional respect which is how leader-member dyads perceive each other's knowledge, competence, and talents.

2.2.1 Affect

The mutual affection members of the dyad have for each other based mostly on interpersonal attraction rather than work or professional values (Dienesch & Liden, 1986). Such affection can come in the form of a desire for and the occurrence of a relationship with personally satisfying components and outcomes. Mutual liking is a property of the affect dimension between the leader and the members who will be involved in the development and maintenance of the LMX. Some leader-member exchanges are conducted only on the basis of affect, while others are conducted on the basis of contribution. If the LMX has an affect dimension, the leader and member interact

frequently because they build friendships through professional exchanges and like getting together (Bridge & Baxter, 1992). Dienesch and Liden (1986) found that affect is a better predictor of leader-member exchange than job or professional ideals. This dimension refers to team members' liking for one another, which is based primarily on personal relationships rather than respect earned via professional ability and accomplishments.

Interpersonal attraction drives such affection, which is simply an attitude toward the other dyad member. Supervisor and subordinates are cultivating positive social ties and establishing friendly relationships with others. Subordinates may be able to gain access to resources from the supervisor and achieve their desired goals by developing an affect-based relationship with the supervisor. The dimension of affect refers to the mutual relationships that exist between a leader and his or her subordinates, which are based on interpersonal values and personal emotions rather than job-related professional values. Some leader-member relationships may be governed by affect, as they simply like one another and form a bond of mutual friendship. Both the leader and the member may have the same hobbies and interests outside of work. Consequently, the relationship is more of a friendship than a professional one. This factor is linked to employee attitudes such as job satisfaction and organizational commitment to a significant extent.

2.2.2 Loyalty

The loyalty dimension refers to the extent to which a leader and his or her followers are loyal to one another and support one another's activities and personalities. Leaders and members in this dimension are known for publicly supporting each other. Followers and leaders show loyalty by loudly supporting one another's endeavors. Another explanation for the loyalty dimension of LMX relationship quality comes from social exchange theory. Members and leaders must be sure that the relationship will be long-term and expand further in the future based on the exchanges and further effort put forth in the relationship. Because the loyalty dimension refers to a long-term connection defined by public support, it is likely that the higher the amount of loyalty, the lower the likelihood of an employee's decision to leave. The level of loyalty that leaders and employees have for one another is measured by this dimension. In this situation, leaders prioritize the protection of team members working towards a common goal. When

followers accept the leader's objectives and aims as their own, they show their devotion to him.

According to Graen and Scandura (1987), loyalty is the result of leader-member exchange evolution. Loyalty is a statement of social support for the other member of the LMX dyad's aims and personal character. Loyalty includes a commitment to the individual that is consistent from one scenario to the next. Leaders that are loyal to particular followers have faith in their abilities and will give them a lot of work project autonomy (Liden & Maslyn, 1998). Leaders and followers can form a mutually loyal connection. Loyalty is distinct from the socioemotional dimension of affect since it is behavioral in character and relates to the dyadic members' tangible activities that demonstrate mutual support. Followers may be faithful to their bosses since it will assist them to achieve their objectives (Liden & Graen, 1980).

2.2.3 Contribution

Contribution is the perception of the amount, direction, and quality of work-oriented activity each member puts forth toward the dyad's mutual goals. The impact of employees' work-related conduct on the development of leader-member exchange is important. If there is a leader-member dyad, the leader evaluates the performance of the members based on the responsibilities that have been allocated. The extent to which the subordinate of the dyad assumes responsibility and completes tasks that go beyond the job description and employment contract, as well as the extent to which the supervisor provides resources and opportunities for such activity, are both important in evaluating work-oriented activity. Leaders generate higher quality exchanges with members of the team whose performance is outstanding and who accept the leader's invitation.

According to Bass (1990), a higher relationship quality indicates a greater exchange of valuable resources such as physical resources, information, job delegation, equipment, and financial support. Physical resources such as budgetary assistance, materials, and equipment as well as information and appealing task assignments are among the valuable resources supplied by leaders to a select group of members (Graen & Cashman, 1975). Although both member and leader contributions to the exchange have been discussed in LMX theory, the focus has been on member task-related behaviors. Members that impress the leader are given resources and support to help them perform

better at the workplace. Furthermore, members of such high-quality LMX exchanges do activities and duties that go beyond the formal employment contract's requirements (Graen, 1976).

2.2.4 Professional Respect

The aspect of professional respect is related to employees' perceptions of their leaders' professionalism in their activities within an organization or in fields outside the organization (Liden & Maslyn, 1998). This is the recognition that each member of dyad has a reputation for work-related activities. This is essentially the reputation that an employee or boss has. Members of an organization may be interested in building relationships with highly professional people in order to gain relevant professional skills and access to important individuals both inside and outside the organization (Keskes et., 2018). Subordinates may regard supervisors with these attributes as powerful and capable of facilitating career achievement in the organization by connecting subordinates to the greater organization's network. Subordinates may also acquire information and skills from close contacts with a trusted supervisor which will help them perform better (Liden & Maslyn, 1998).

Respect perception may be based on past data about the person, such as personal experience with the member, comments that were made about the individual by people within or outside the organization, and awards or other appreciation of the work received by the person. The relationship between the respect dimension of LMX and future effort exerted toward the relationship may be influenced by the duration of tenure of the supervisor and subordinate. According to LMX theory, a relationship's quality is likely to develop early and remain consistent, so those with long dyadic tenures are more likely to have established relationship qualities, whereas those with short dyadic tenures are less likely to believe that relationship qualities have been permanently established. When dyad members have a high level of professional respect for one another, perceived advantages in terms of organizational positioning and learning from that dyad member are likely to arise.

2.3 Organizational Commitment

Employees' emotional relationship to, identification with, and participation in the organization is referred to as organizational commitment. Employees that are committed are expected to be trustworthy and effective. Organizational commitment is the degree to which a person positions himself in the organization and is willing to go to any length to further the organization's goals. The concept of organizational commitment refers to the level of dedication and devotion that employees show to their companies. Determining the level of task that employees feel toward an employer is a key aspect of this notion. The basic premise is that if an employee is sincerely devoted to the organization's goals and plans, he or she will demonstrate that commitment by individual work ethic, support for corporate goals, and overall commitment to the employer's long-term success. According to Luthans (2008), organizational commitment is defined as the degree to which an employee identifies with an organization's mission and intends to maintain a relationship with the firm. The impact of organizational commitment on employee attitudes and behaviors in the workplace is significant. High organizational commitment lessens employee turnover, enhances employee timeliness, and encourages organizational citizenship behaviors and attitudes toward change and performance (Allen & Meyer, 2000). Organizational commitment relates to a person's psychological attachment to the organization. They desire to stay with the organization and promise to deliver excellent service on its behalf. Employees who are satisfied and have a good sense of self-esteem and confidence are more likely to be loyal to the company (Pierce et al., 1989).

Organizational commitment is a key topic in human resource management since it is linked to employee performance and, eventually, business performance. In attempting to comprehend the effectiveness of LMX, organizational commitment is a crucial criterion. Allen and Meyer (1990) created one of the most widely used models of organizational commitment. It distinguishes between three types of commitment: affective, which refers to emotional attachment to the organization; continuance, which refers to the perceived costs of quitting the company; and normative, which refers to emotions of obligation to the organization. Each of these elements helps to increase the possibility that the employee will stay with the company, but the nature of each mind-set differs from the others. Employees who have a strong emotional link with their employer stay because they want to. People who have a high level of continuance commitment stay because they feel obligated to. Employees who are normatively committed stay because

they believe they should. Individuals with affective commitment produce better levels of performance and significant achievements than employees with normative or continuous commitment. These three commitment approaches share the view that commitment is a psychological condition that describes employees' relationships with organizations and influences whether or not they stay in the organization. The commitment of employees to the organization determines the organization's success. Commitment to an organization includes more than simply formal membership; it also entails a positive attitude toward the organization and a desire to go to any extent for the benefit of the organization.

2.3.1 Affective Commitment

Affective commitment, which is emotional in character necessitates a strong belief in the organization's values and aims, as well as a strong willingness to contribute more to the organization's success and a strong desire to stay with it (Meyer & Allen, 1991). This component is based on Kanter (1968) definition of commitment as the attachment of an individual's fund of affectivity to the group and the willingness to contribute energy and loyalty to the organization. Affective and emotional attachment to the organization such that the deeply committed individual identifies with, is engaged in, and appreciates membership in the organization. Affective organizational commitment is a strong belief in and acceptance of the organization's goals and principles; a readiness to exert great effort on behalf of the organization; and a strong desire to maintain membership in the organization.

Employees who have work experiences that meet their basic requirements and are congruent with their anticipations generate a greater affective attachment to the organization as explained by (Dunham et al., 1994). Affective commitment can be established in a supportive environment with fair treatment and psychological rewards for all employees. Employees are more likely to be affectively devoted if they believe their employer treats them fairly, respectfully, and supportively. Employees with a strong affective bond are more motivated to contribute to the organization than those with a weak affective bond. Lower turnover, lower absenteeism, higher performance, and increased organizational citizenship behaviors are all positive outcomes.

2.3.2 Normative Commitment

The commitment that people believe they have to the organization or their sense of obligation to their organization is referred to as normative commitment. It relates to an employee's sense of responsibility, loyalty, or obligation to the organization as mentioned by (Wasti, 2003). Internal pressures are influenced by society's norms that value loyalty and belongingness, and normative commitment is created as a result. For example, the company may have invested funds in educating an employee who then feels a moral need to put forth effort at work and stay with the organization to repay the debt. The employee's belief about his or her responsibilities to the organization is the normative component of commitment. Employees who have a normative commitment to the organization feel obligated to follow through on their desire to make positive contributions.

Employees seek organizations that they can trust and that provide possibilities to work with trustworthy co-workers and employers. Employees have a tendency to sense duties and extend the relationship once they have built trust. Accepted principles about reciprocal obligation between the organization and its members determine the degree of normative organizational commitment (Suliman & Iles, 2000). The reciprocal obligation is based on the social exchange theory, which states that someone who receives a benefit has a strong normative obligation or rule to repay the benefit in some ways (McDonald & Makin, 2000). Because of internalized normative influences, the employee believes he or she is obligated to stay with the organization. It is suggested that normative commitment arises as a result of a particular type of investment made by firms that is difficult to return by employees.

2.3.3 Continuance Commitment

Continuance commitment refers to an employee's willingness to stay with an organization because of his or her non-transferable investments. Retirement, relationships with other employees, and other factors unique to the organization are examples of non-transferable investments (Obeng & Ugboro, 2003). Continuance commitment is based on one's previous experience and contributions to an organization. As a result, giving it up is tough due to the uncertain opportunity cost of quitting the business or having few or no other options. Furthermore, knowledge and skills are difficult to transfer to other

organizations, which tends to boost employees' commitment to their existing organization. Continuance commitment also includes aspects such as years of employment and any unique benefits which the employee may receive from the organization.

The organization's sustainability is the most important component that influences long-term commitment. The difficulties that an employee would face when he leaves the organization motivates employees to stay. Individuals join organizations because they perceive significant costs of leaving, including financial losses such as pension accruals and social expenses such as friendship relationships with coworkers that would have to be broken (Aydin et al., 2011). There are two reasons for employees not to leave the organization. The first reason is that they are afraid of losing side bets such as cash, vacations, and time if they leave the company. A good compensation plan and other incentives can boost employees' long-term commitment. The second reason is a lack of options, because if people choose to leave their current employment, they will not be hired for a better job. The employees remain members of the organization because they have to. Employees' commitment to stay in an organization is influenced by their estimate of the cost of quitting (Dixit & Bhati, 2012). The key thing that determines this type of commitment is the organization's maintenance.

2.4 Organizational Citizenship Behavior

In today's highly competitive business environment, organizations are continuously looking for innovative ways to improve their employees' performance and efforts. Due to global competitiveness, meeting the demands and expectations of consumers, and adaptation to the changing nature of jobs, organizations strive to choose individuals who operate beyond the limitations of the determined functions in the job description. The concept of organizational citizenship behavior refers to the behavior of individuals inside an organization that are defined as honorable, outstanding, and diligent in their job. All of these barriers must be cleared in order for effective organization to take place. Initially, the concept of organizational citizenship behavior was based on the theory that the organization is similar to a state that requires loyalty among its members, and that the meaning of OCB is consistent with the group's commitment. Organ (1988) defines OCB as an action aimed at assisting coworkers and the organization as a whole.

Organizational citizenship behaviors are a collection of voluntary and elective activities that do not fall under one's formal responsibilities but benefit the organization's tasks and responsibilities (Cropanzano & Byrne, 2000).

Organizational citizenship behavior is an independently and willingly executed behavior that is not directly intended by organizations' formal reward systems, but that it can improve the organization's efficiency and effectiveness levels. The following three characteristics of citizenship behavior are highlighted in this definition: firstly, this behavior is purely voluntary and optional; it is neither a pre-determined responsibility nor a component of one's official responsibilities. Second, the benefits of this behavior have organizational implications which means that it enhances an organization's efficient functioning. Third, organizational reward systems do not directly or explicitly value such behaviors. An employee is expected to go above his or her position responsibilities and formal obligations aligned with the organization's objectives under this definition. Organizational citizenship behaviors aim to detect, manage, and assess extra-role behaviors of individuals who work for an organization, and their actions are supposed to increase the organization's effectiveness (Bienstock, 2003).

When an employee is willing to go beyond official job duties and give efforts to the organization, the willingness of the team to collaborate is a foundation in the definition of organizational citizenship behavior. Extra role behavior, or OCB, is behavior that is beyond the scope of an employee's responsibilities. OCB is conduct that benefits the organization despite the fact that it is not formally required or rewarded (Smith et al., 1983). OCB is something that employees naturally do and cannot be forced to perform. Employees cannot also expect to be rewarded for demonstrating OCB.

Managers can use OCB to create a cooperative work atmosphere that will increase subordinates' efficiency. Organizational behavior necessitates assisting manners among employees, as well as being timely and playing a dynamic role through administrative decisions and temporary jobs, by focusing on the central functions (Farh et al., 1990). As such, when there is a powerful sense of OCB in the organization, one is likely to witness more performance among employees who adopt different ways in performing their duties. Although managers have no authority to force employees to engage in OCB, and employees have no expectation of further appraisal as a result of contributing to extra-role behaviors, researchers have confirmed that OCB is regarded as one of the strongest indicators in receiving a promotion or higher salary. Managers endeavor to make

performance judgments according to their employees' OCB scores. The more individuals demonstrate extra-role behaviors, the more likely they are to be promoted or given a raise.

OCB enables an organization's social machinery, provides the flexibility needed to operate with many unforeseen circumstances, assists employees in an organization, and copes with the potentially terrifying position of dependent on one another. OCB refers to employee behaviors that go above and beyond the call of duty, such as productive statements about the department, personal interest in others' work, suggestions for improvement, newly hired employees training, care for organizational property, and punctuality and attendance well above standard or enforceable levels. Employees must not only perform well on their assigned responsibilities but also take initiative to engage in extra-role behaviors in order for a business to work properly. Employees that take on tasks outside of their regular job responsibilities are critical for organizational performance and efficiency.

According to Organ (1988), OCB is defined as a mixture of three important behavioral features. First, OCB suggests a voluntary behavior that is not considered a component of mandatory employment tasks, rather than just conforming to contract obligations. Second, people who use OCB do not consider the formal reward system. Finally, rather than exerting limited influence in restricted ways, OCB's impact on overall organizational well-being can be seen in a variety of ways across a broad spectrum. MacKenzie et al. (1998) has proven OCB's influence on organizational performance, focusing on its distinctive function in boosting organizational productivity and performance. Organ (1988) attributes OCB's importance to increasing organizational performance to its ability to act as grease in front of social dynamics that seek to eliminate concrete barriers to efficient and effective organizational performance. As a result of the data, it appears that OCB and significant attitudinal characteristics such as organizational justice, job satisfaction, and organizational commitment have a close relationship and interaction. According to MacKenzie et al. (1998), when these notions are considered in terms of their huge impact on organizational performance, OCB can be regarded as one of the most important indications of improving an organization's well-being. Employee OCB may boost the desirability of the job and allow firms to hire more skilled and well-educated employees, enabling the organization's performance to be more stable.

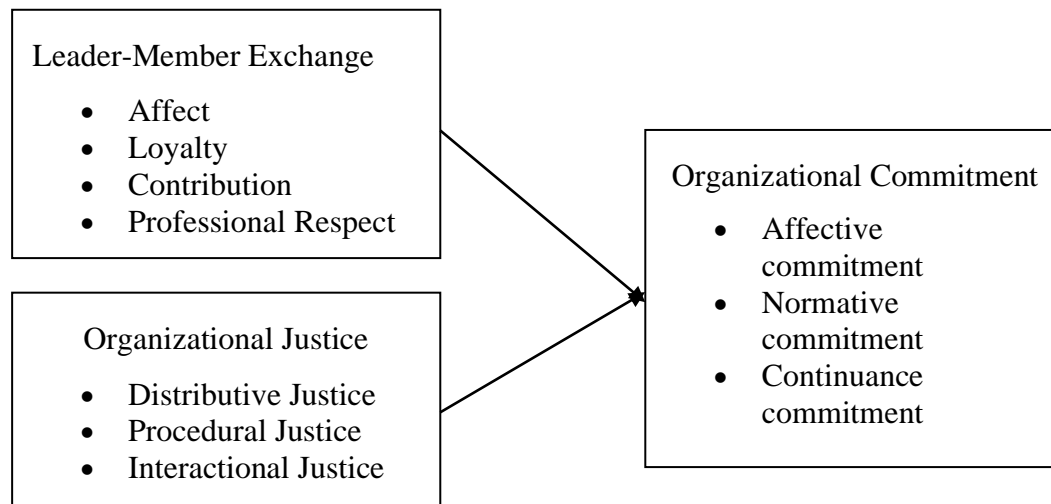
2.5 Previous Studies

The influence of organizational justice and leader-member exchange on organizational commitment, as well as the effect of organizational commitment on organizational citizenship behavior have been studied previously.

2.5.1 The Effect of Organizational Justice, and Leader-Member Exchange on Organizational Commitment

There are many studies and findings referring to organizational justice, leader-member alternate and organizational dedication. Leow and Khong (2009) investigated the connection among organizational justice and the scale of leader-member exchange on organizational commitment amongst auditors serving in audit corporations throughout Malaysia. The motive of this look at is to take a look at the connection and to check the interplay outcomes of organizational justice measurement that are distributive, procedural and interactional and the scale of LMX (affect, contribution, professional respect, and loyalty) on organizational commitment. Participants on this look at had been junior auditors with among one and 3 years of experience, who had been hired with the aid of using audit corporations registered with the Malaysian Institute of Accountants (MIA). An overall of 318 questionnaires had been allotted and 266 had been usable. The preceding look at found out that distributive, procedural and interactional perceptions of organizational justice, contribution and loyalty dimensions of LMX had been discovered to be positively associated with affective and normative commitment.

Figure 2.1 Conceptual Framework of Leow & Khong



Source: Leow & Khong (2009)

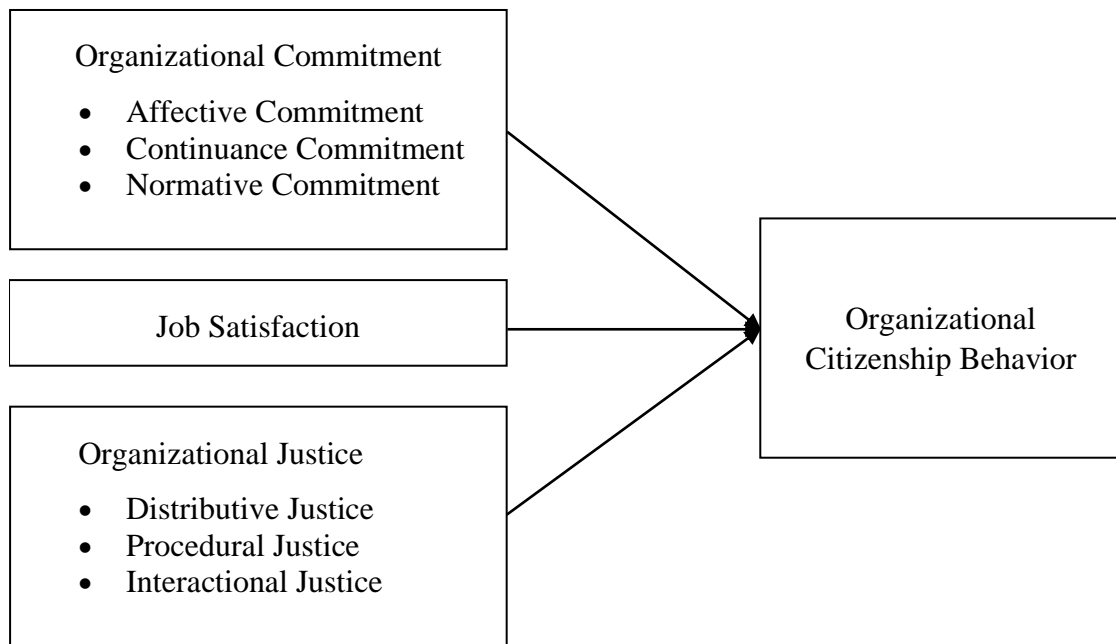
Lee (2007) discovered a strong relationship between organizational commitment and organizational justice. There has been a growth in the field of study on organizational justice views over the previous two decades. A number of researches from many countries and cultures have found a positive relationship between organizational justice perceptions and organizational commitment (Lambert et al., 2007). LMX has a positive and significant impact on organizational commitment according to the findings of (Vahidipour et al., 2016). This demonstrates that improving LMX can boost employee commitment to the organization. Most research consistently revealed a positive association between LMX and employees' organizational commitment. In essence, LMX might significantly improve subordinates' organizational commitment. For current and previous organizational behavior researchers, LMX and organizational justice are two of the most famous research subjects. A review of the literature suggests that the majority of studies looking into the impact of LMX and organizational justice on determining organizational commitment were conducted almost independently.

2.5.2 The Effect of Organizational Commitment on Organizational Citizenship Behavior

Bez (2010) studied the relationship between job satisfaction, organizational commitment, organizational justice and organizational citizenship behavior of two police regions of the Turkish National Police. The previous study's main objective was to show

that TNP behavioral patterns had a real-world basis by concentrating on OCB and its link to attitudinal characteristics in four significant Turkish cities. The previous study investigated if there is a connection between OCB and organizational commitment, organizational justice, and job satisfaction among TNP officers. The study employed a quantitative research design using questionnaires to collect data from 1428 employees who are working in four major Turkish cities, Istanbul, Ankara, Diyarbakir, and Malatya. Organizational commitment is measured by three key dimensions of organizational commitment which are affective commitment, continuance commitment and normative commitment. To measure OCB, the researcher used Podsakoff et al. (1990) measurement scale consisting of 24 items. The study found that affective commitment is positively related to OCB perception and only partial support was obtained for the relationship between normative and continuance commitment. Organizational commitment is described as the relative strength of a person's relationship with an organization, which can be defined by a firm belief in and acceptance of the organization's values and objectives, a strong desire to stay involved with the organization, and a readiness to take on additional responsibilities for the organization (Mowday et al., 1982). Employees that have a strong affective commitment to the organization are more likely to stay in the organization because they agree with and support the organization's aims and are more likely to continue working for the organization. Organizational commitment is a loyalty engagement expressed by the organization's employees. Due to loyalty, an employee would be willing to go above and beyond what is expected of him. This suggests that if an employee has a strong organizational commitment, it will unintentionally lead to behavior that is outside of his job description. The efficiency of an employee's performance in the workplace is influenced by organizational commitment. Employee trust in the firm's beliefs and aims, as well as a desire to stay with the company, is referred to as organizational commitment.

Figure 2.2 Conceptual Framework of Bez



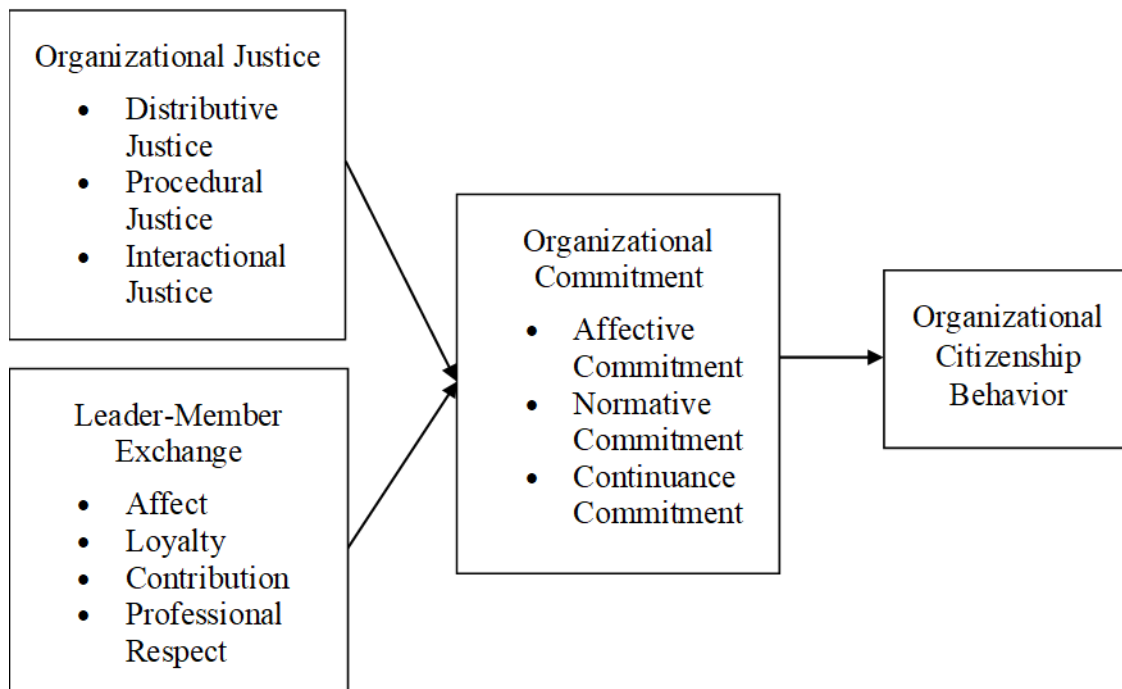
Source: Bez (2010)

According to Organ et al. (2006), employees who are devoted to the firm feel satisfied in their work and are willing to contribute to the organization's success. Committed employees are more likely to express citizenship behaviors, which are vital in a competitive organization. Internal factors such as organizational commitment, which come from within the workforce, impact the increase in OCB. Organizational citizenship behavior has been studied in a number of ways. Previous study on the association between organizational commitment and organizational citizenship behavior has shown an increasing trend.

2.6 Conceptual Framework of the Study

The analytical model of this study is based on two basic models developed by earlier researchers. As indicated in Figure (2.3), the study framework includes four major constructs: organizational justice, leader-member exchange, organizational commitment, and organizational citizenship behavior.

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2022)

According to the theoretical framework above, organizational justice and leader-member exchange have an effect on organizational commitment, and the effect of organizational commitment on organizational citizenship behavior at Medi Myanmar Group Limited. Distributional justice, procedural justice, and interactional justice are the three variables examined in this study. Affect, loyalty, contribution, and professional respect are four variables explored in the leader-member exchange. According to research, organizational commitment, OCB, trust, job performance, and job satisfaction are all positively correlated with organizational justice (Colquitt et al., 2013). Employees feel morally obligated to devote themselves to their organization when they believe it to be fair. The communication between the leader and the subordinate could significantly increase their devotion to the organization. A stronger psychological connection between the members and the organization will result from increased resource, effort, and support exchange between the leader and subordinate. The level of organizational commitment among employees may increase as LMX increases. The study's main topic is organizational commitment, which is studied using a tri-dimensional paradigm that comprises affective commitment, continuous commitment, and normative commitment. Finally, organizational citizenship behavior of employees at Medi Myanmar Group Ltd is investigated.

CHAPTER (3)

PROFILE OF MEDI MYANMAR GROUP LIMITED

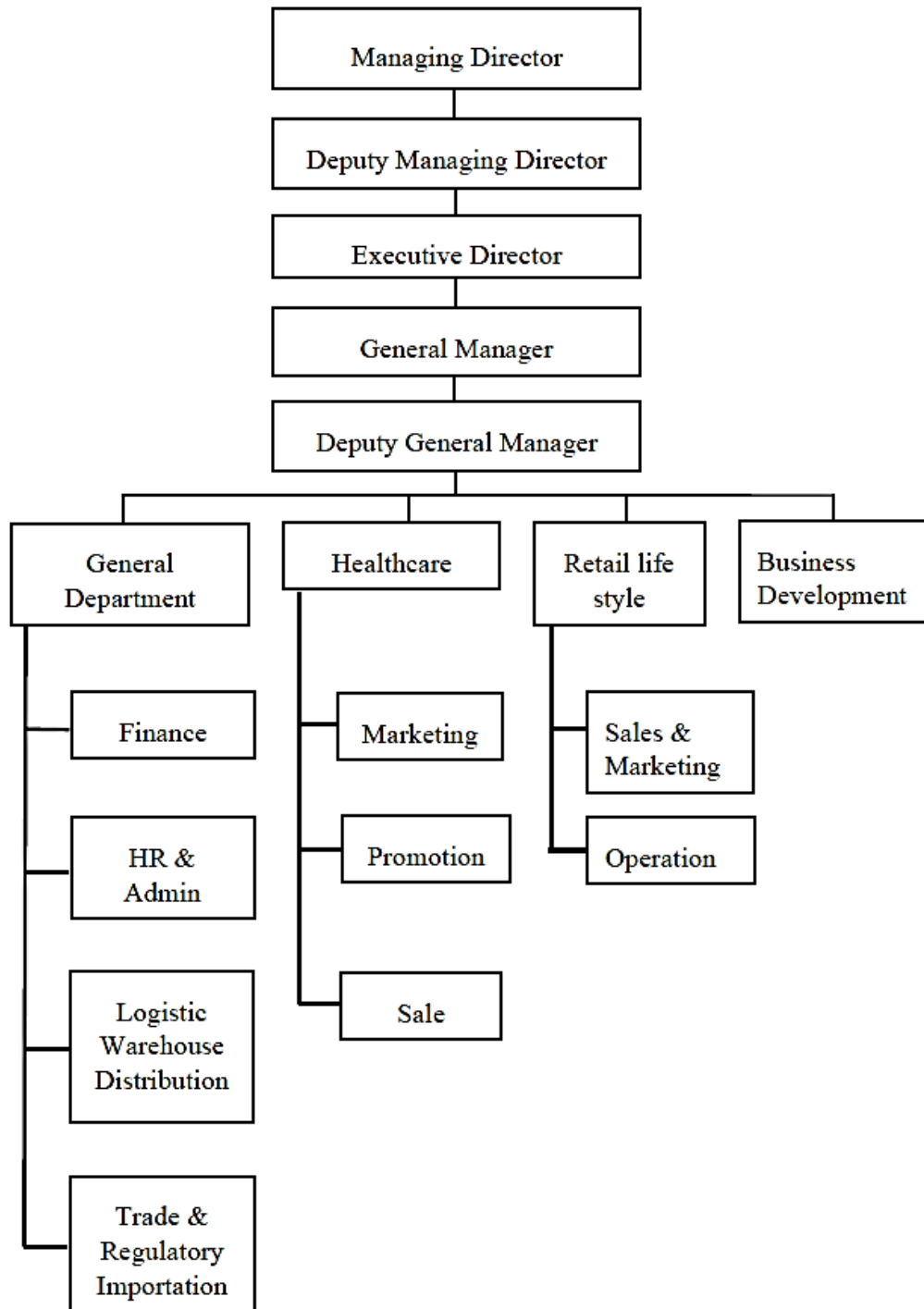
Firstly, this chapter discusses the profile and organizational structure of Medi Myanmar Group Limited. Then, demographic profiles of respondents at Medi Myanmar Group Limited are also presented in this chapter. Finally, reliability analysis is performed to ensure that the data collected at the end of this chapter is reliable.

3.1 Profile of Medi Myanmar Group Limited

Medi Myanmar Group Limited is a privately owned company with 100% local ownership. It was founded in 1991 with the purpose of achieving a healthy human life and a guiding theme of compassion for people. It is in the business of importing, marketing and distributing pharmaceutical formulations from reputable and trustworthy manufacturers. GI Group (UK) issued Medi Myanmar Group Limited ISO 9001:2008 certificates on March 5, 2015. Medi Myanmar Group Ltd is a UN Global Compact participant. Their commitment is to work toward sustainability while adhering to the norms and principles of the United Nations Global Compact. Employees are the most valuable assets of Medi Myanmar and they deserve special attention. Their values include opportunities for personal development as well as a safe and healthy working environment. Medi Myanmar Group Limited has nine branch offices throughout the country, all of which provide adequate workspace and facilities for employees. Branch offices are located in all major cities, including Mandalay, Mawlamyaing, Taunggyi, Pyin Ma Nar, Pathein, Myeik, and Magway. Head office is located in No. 46, Pyay Road, 6½ mile, Hlaing Township, Yangon and branch offices are in all major cities such as Mandalay, Mawlamyaing, Taunggyi, Pyin Ma Nar, Pathein, Myeik and Magway. Dealers can be found in Sittwe, Lashio, Myitkyina and Kalay. Retail dealers are appointed for remote areas having market potential.

The organizational structure below shows how Medi Myanmar Group Ltd organizes its human resources in each department.

Figure (3.1) Organization Chart of Medi Myanmar Group Limited



Source: Medi Myanmar Group Ltd., 2022

Medi Myanmar Group Limited aspires to be one of Asia's leading healthcare and lifestyle companies. The purpose statement of Medi Myanmar Group Limited is to choose respectable and trusted partners, supply good quality products at reasonable prices with superior customer service, and make great effort to improve the community's healthcare

and living standards. In order to satisfy customers and exceed their expectations, the organization emphasizes timely and dependable delivery services. The organization has built up a sizable network over the years to distribute its goods all across the nation. Medi Myanmar Group invests time and money in product training as well as approach training for all of its field personnel with the goal of enhancing their technical competence and fostering doctors' confidence in the efficacy of the company's offerings. Additionally, the organization organizes occasions such symposiums, scientific seminars, continuing medical education courses, clinical meetings at hospitals, taking part in medical expos, and attending international medical conferences.

3.2 Demographic Profile of the Respondents

Gender, age group, educational level, employment position, department, monthly salary, and service year are among the demographic data obtained from 137 respondents. Table (3.1) shows the frequency and percentage distribution of all demographic variables.

Table (3.1) Demographic Profile of Respondents

| Demographic | Description | Frequency (f) | Percentage (%) |
|--------------------------|--------------------|--------------------------|---------------------------|
| | Total Respondents | 137 | 100.00 |
| Gender | Male | 53 | 38.69 |
| | Female | 84 | 61.31 |
| Age Group | 20 to 29 years | 89 | 64.96 |
| | 30 to 39 years | 34 | 24.82 |
| | 40 to 49 years | 11 | 8.03 |
| | 50 years & Above | 3 | 2.19 |
| Educational Level | High School | 27 | 19.71 |
| | Bachelor | 75 | 54.74 |
| | Master Degree | 12 | 8.76 |
| | Diploma | 23 | 16.79 |
| Current Position | Staff | 110 | 80.29 |
| | Supervisor | 17 | 12.41 |
| | Manager | 10 | 7.30 |

| | | | |
|---------------------------|-------------------------------|----|-------|
| Current Department | Business Development | 8 | 5.84 |
| | Finance | 7 | 5.11 |
| | HR & Admin | 10 | 7.30 |
| | Logistics | 10 | 7.30 |
| | Marketing | 37 | 27.00 |
| | Operation | 12 | 8.76 |
| | Promotion | 12 | 8.76 |
| | Sales | 41 | 29.93 |
| Current Salary | 200,000 kyats - 400,000 kyats | 76 | 55.47 |
| | 400,001 kyats - 600,000 kyats | 34 | 24.82 |
| | 600,001 kyats - 800,000 kyats | 18 | 13.14 |
| | 800,001 kyats & Above | 9 | 6.57 |
| Service Year | Less than 1 year | 20 | 14.60 |
| | 1-5 years | 52 | 37.96 |
| | 6-10 years | 57 | 41.60 |
| | Above 10 years | 8 | 5.84 |

Source: Survey Data (2022)

According to Table (3.1), the sample includes 53 male respondents, accounting for 38.69% of the overall sample. The sample contains 84 female respondents, accounting for 61.31 percent of the total. The second question is to find out how old the target respondents are. The participants in this study are divided into four age groups: 20-29 years old, 30-39 years old, 40-49 years old, and over 50 years old. The majority of employees are between the ages of 20 and 29. Because the majority of the age are active and involved in working fields, this is a good age point to operate and work in Medi Myanmar Group Limited. Graduated education is the most common level of education, accounting for 54.74 percent of respondents. According to the survey results, the majority of the respondents are at the staff level, accounting for 80.29 percent of the total. Business Development, Finance, HR & Admin, Logistics, Marketing, Operation, Promotion, and Sales are the eight departments that respondents are divided into. Respondents are paid according to their position and experience, based on their income group. Employees in the organization are classified into four groups based on their employment durations. The majority of the respondents have been employed for more than 5 years. The majority of

employees are dedicated for extended periods of time and can be described as loyal to the organization.

3.3 Reliability Analysis

According to the results of the survey, reliability tests for organizational justice, leader-member exchange, organizational commitment, and organizational citizenship behavior are conducted to ensure the data acquired from 137 respondents is reliable. Table (3.2) shows Cronbach's Alpha values for organizational justice, LMX, organizational commitment, and OCB.

Table (3.2) Reliability Analysis

| No. | Variables | No. of Items | Cronbach's Alpha |
|-----|-------------------------------------|--------------|------------------|
| 1. | Distributive Justice | 5 | 0.924 |
| 2. | Procedural Justice | 5 | 0.904 |
| 3. | Interactional Justice | 5 | 0.855 |
| 4. | Affect | 3 | 0.787 |
| 5. | Loyalty | 3 | 0.783 |
| 6. | Contribution | 3 | 0.763 |
| 7. | Professional Respect | 3 | 0.823 |
| 8. | Affective Commitment | 5 | 0.745 |
| 9. | Continuance Commitment | 5 | 0.911 |
| 10. | Normative Commitment | 5 | 0.854 |
| 11. | Organizational Citizenship Behavior | 10 | 0.845 |

Source: Survey Data (2022)

Reliability relates to the consistency and stability of the research tools. It specifies the bias-free range of the questionnaire. Cronbach's Alpha values of 0.7 or higher are found in Table (3.2) for the three variables of organizational commitment: affective commitment, continuance commitment, and normative commitment. The Cronbach's alpha value for organizational citizenship behavior ranges between 0.80 and 0.95, indicating that the factors are fairly reliable. While all aspects of organizational justice have Cronbach's alpha values between 0.80 and 0.95, all independent variables have very strong reliability. Leader-member exchange, on the other hand, still maintains a high level

of reliability, with a Cronbach's alpha value of 0.861. The reliability result for each variable is more than 0.7, therefore, this questionnaire is eligible for use in a full study.

CHAPTER (4)

ANALYSIS ON THE EFFECT OF ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

The influence of organizational justice and leader-member exchange on organizational commitment, as well as the effect of organizational commitment on organizational citizenship behavior at Medi Myanmar Group Limited are discussed in this chapter. The results of the survey are reported in this chapter with frequency, percentage, and mean ratings based on the findings. The results of the linear regression analysis are reported in this study using SPSS software.

4.1 Organizational Justice of Employees

In this topic, organizational justice of employees at Medi Myanmar Group Ltd analyzes by asking 15 questionnaires to 137 respondents. These 15 questionnaires are divided into three groups: distributive justice, procedural justice and interactional justice to analyze organizational justice at Medi Myanmar Group Ltd. The following Table (4.1) represents the mean value and standard deviation of organizational justice.

Table (4.1) Organizational Justice of Employees

| No. | Particulars | Mean | Standard deviation |
|-----------------------------|--------------------------------|-------------|--------------------|
| Distributive Justice | | | |
| 1. | Giving fair responsibilities | 3.73 | 0.762 |
| 2. | Fairness of work schedule | 3.72 | 0.747 |
| 3. | Fairness of workload | 3.71 | 0.778 |
| 4. | Fairness of rewards | 3.65 | 0.782 |
| 5. | Fairness of pay level | 3.70 | 0.768 |
| | Overall Mean | 3.70 | |
| Procedural Justice | | | |
| 1. | Unbiased manner by the manager | 3.55 | 0.606 |

| | | | |
|------------------------------|---|-------------|-------|
| 2. | Informing concerned employees by manager | 3.56 | 0.540 |
| 3. | Allowance to challenge or appeal job decisions | 3.59 | 0.637 |
| 4 | Collecting accurate and complete information by manager | 3.61 | 0.597 |
| 5. | Explaining all company's decisions without hiding anything | 3.60 | 0.635 |
| | Overall Mean | 3.58 | |
| Interactional Justice | | | |
| 1. | Discussion with employees by manager | 3.85 | 0.730 |
| 2. | Listening employees' personal concerns and job | 3.97 | 0.734 |
| 3. | Behaving employees with kindness and consideration | 4.15 | 0.753 |
| 4 | Offering clear explanation to employees by manager for job decision | 3.93 | 0.785 |
| 5. | Offering adequate justification by manager | 3.98 | 0.787 |
| | Overall Mean | 3.98 | |

Source: Survey Data (2022)

The results show that organizational justice exists at Medi Myanmar Group Limited, as shown in Table (4.1). Interactional justice has the highest mean value of 3.98 and procedural justice has the lowest mean value of 3.58 among the three categories of organizational justice. According to the findings, interactional justice has the highest mean value because employees believe that their managers treat them fairly and interact well with employees. Employees at Medi Myanmar Group Limited are treated with interactional justice because their expectations are recognized, respected, and protected. While examining interactional justice, the findings show that most employees are treated with kindness and thoughtfulness by their managers when making job decisions. Managers at Medi Myanmar Group Limited also provide proper reason and explanation of the decision-making process to employees. When it comes to distributive justice, most employees believe that they have fairly distributed obligations. When it comes to procedural justice, most employees believe that their managers gather accurate and complete data before making job decisions.

4.2 Leader-Member Exchange of Employees

Leader-member exchange is a type of interpersonal exchange between employees and managers. The primary premise of LMX theory is that the manager builds several forms of relationships with subordinates in the work unit. The amount of physical and mental effort, monetary resources, information, and social support transferred between managers and subordinates is determined by the quality of the relationship. Relations will develop in the exchange of high quality and are realized with the level of mutual trust and respect high and low quality based on a formal employment contract. The leader-member exchange of employees at Medi Myanmar Group Limited is described in this section. The 12-item LMX scale of Liden and Maslyn (1998) is used to assess the quality of communication between employees and their managers in this study. Affect, loyalty, contribution and professional respect are four dimensions of the scale, each comprising three components. With 12 questions to consider, Table (4.2) shows the mean value and standard deviation for LMX.

Table (4.2) Leader-Member Exchange of Employees

| No. | Particulars | Mean | Standard deviation |
|---------------------|---|-------------|--------------------|
| Affect | | | |
| 1. | Everyone aspires to be friends with the manager. | 3.57 | 0.736 |
| 2. | Admire to manager very much as a person | 3.61 | 0.731 |
| 3. | Working with the manager is a pleasure. | 3.68 | 0.717 |
| | Overall Mean | 3.62 | |
| Loyalty | | | |
| 4. | Defending work actions to a superior, even without complete knowledge of the situation. | 3.70 | 0.761 |
| 5. | Defense if attacked by others. | 3.87 | 0.695 |
| 6. | Defending employees in the organization if they made an honest mistake. | 3.73 | 0.770 |
| | Overall Mean | 3.77 | |
| Contribution | | | |
| 7. | Willing to take extra responsibility for the manager. | 3.82 | 1.079 |
| 8. | Do not mind to leader, although working hard. | 3.88 | 1.003 |

| | | | |
|-----------------------------|--|-------------|-------|
| 9. | Willing to apply efforts above and beyond to meet the goals that have been set for the department. | 3.99 | 0.950 |
| | Overall Mean | 3.90 | |
| Professional Respect | | | |
| 10. | Admire to the manager due to his/her knowledge and competence on the job. | 4.16 | 0.885 |
| 11. | Respect for the manager's professional skills. | 4.12 | 0.993 |
| 12. | Impressive to manager's expertise of work. | 4.04 | 1.063 |
| | Overall Mean | 4.11 | |

Source: Survey Data (2022)

According to Table (4.2), all means are above 3 and it can be assumed that there is a leader-member exchange at Medi Myanmar Limited. Among four dimensions of LMX, professional respect has the highest mean value of 4.11 and affect dimension has the lowest mean value of 3.62.

In analyzing affect dimension, the highest mean value of 3.68 indicates that the majority of the respondents are satisfied working with the manager. In analyzing loyalty dimension, the highest mean value of 3.87 indicates that the majority of the respondents are unsuspicious that their managers would defend them if they are being attacked by others. In analyzing contribution dimension, the highest mean value of 3.99 shows that the respondents are willing to put extra effort to meet work goals. In analyzing professional respect, employees have great esteem for their manager's knowledge and skill on the job with the highest mean value of 4.16. This implies that those with greater qualifications, seniority in terms of length of service and experience in their positions, and a higher position in the organizational structure can acquire respect from their subordinates. Based on the results, most employees perceive that interactions between managers and employees can be well established and employees have great respect for the manager.

4.3 Organizational Commitment of Employees

A structured questionnaire is also used to investigate the organizational commitment of employees at Medi Myanmar Group Limited in this study. To assess

organizational commitment, 15 questions on a 5-point Likert scale are asked in this survey.

Table (4.3) Organizational Commitment of Employees

| No. | Particulars | Mean | Standard deviation |
|-------------------------------|---|-------------|--------------------|
| Affective Commitment | | | |
| 1. | Feeling like part of the family at organization. | 3.99 | 0.818 |
| 2. | Wishing to spend the rest of my career only in this organization. | 3.92 | 0.748 |
| 3. | Enjoying to discuss the organization with outsiders. | 3.96 | 0.766 |
| 4. | Having a strong sense of belonging to an organization. | 4.05 | 0.731 |
| 5. | Feeling emotionally attached to organization. | 4.10 | 0.797 |
| | Overall Mean | 4.00 | |
| Continuance Commitment | | | |
| 1. | Staying with the organization because of available benefits | 3.75 | 0.996 |
| 2. | Having difficulty leaving the organization right now. | 3.66 | 0.942 |
| 3. | Lack of options to leave the organization | 3.64 | 0.984 |
| 4 | Having disruption due to leaving organization immediately | 3.55 | 0.923 |
| 5. | Working in the organization is because of necessity and desire | 3.70 | 1.024 |
| | Overall Mean | 3.66 | |
| Normative Commitment | | | |
| 1. | Having feeling of guilty to leave | 3.54 | 1.328 |
| 2. | Having a feeling of owed a great deal to the organization. | 3.69 | 1.089 |
| 3. | Feeling of obligation | 3.88 | 0.995 |
| 4 | Feeling a sense of moral obligation to stay in the organization | 3.85 | 0.966 |
| 5. | Having feeling like this organization deserves loyalty. | 4.01 | 0.970 |
| | Overall Mean | 3.79 | |

Source: Survey Data (2022)

Table (4.3) indicates that overall mean value of affective commitment, continuance commitment and normative commitment show at agreed level. Employees are likely to feel happy and satisfied with their jobs since they are loving their employment. They will not abruptly leave their firm for a better job offer, leaving coworkers to manage the increased responsibilities, stress, and job unhappiness. Employees value the goals and objectives of the organization and have a strong sense of belonging to the company. They are also emotionally attached to the company. As the overall mean of affective commitment is high, employees are engaged in their employment and have a high level of commitment in their work.

When it comes to continuance commitment, the description which is “staying with the organization because of available benefits” has the highest mean value. Employees consider the advantages and disadvantages of quitting the company and decide to stay since the loss they would suffer were they to do so would outweigh any potential gains from a new position. They might lose their jobs, benefits, or relationships. They may be motivated to complete their work on time and collaborate well by a fear of losing their employment.

In analyzing normative commitment, the description which is “having feeling like this organization deserves my loyalty” has the highest mean value. The majority of employees believe that the organization deserves their commitment and they should stay with it. This is a result of the advantages and chances they benefited from the company. The business has spent money and time training its staff, and it offers benefits. Employees at Medi Myanmar Group Ltd are likely to be committed to their organization in some way, since three indications of organizational commitment are above neutral.

4.4 Organizational Citizenship Behavior of Employees

The dimensions for organizational citizenship behavior are listed in Table (4.4). The Five Point Likert Scale is used to assess organizational citizenship behavior. The study uses 10 questions to examine organizational citizenship behavior. The following table combines the organizational citizenship behavior data based on the responses of the respondents

Table (4.4) Organizational Citizenship Behavior of Employees

| No. | Particulars | Mean | Standard deviation |
|-----|---|-------------|--------------------|
| 1. | Trying to avoid creating problems for co-workers | 4.02 | 0.790 |
| 2. | Volunteering to do things without being asked when at work | 3.93 | 0.782 |
| 3. | Helping co-worker in learning new skills or share job knowledge | 4.00 | 0.813 |
| 4. | Giving advance notice when unable come to work | 3.99 | 0.813 |
| 5. | Mindful of how my behavior to affect others' job | 3.89 | 0.773 |
| 6. | Following the organization's rules even not watched | 3.98 | 0.771 |
| 7. | Helping new employees adjust to the new working environment | 4.09 | 0.812 |
| 8. | Volunteering to help others who have work-related problems | 3.91 | 0.756 |
| 9. | Finish something for co-workers who have to leave early | 3.79 | 0.799 |
| 10. | Protecting the organization's property | 3.88 | 0.858 |
| | Overall Mean | 3.95 | |

Source: Survey Data (2022)

All mean values in Table (4.4) are more than 3, implying that organizational citizenship behavior exists at Medi Myanmar Group Ltd. The highest mean value of 4.09 suggests that employees are assisting new coworkers in adjusting to their new work environment, while the lowest mean value of 3.79 indicates that a few employees are finishing something for coworkers who must leave early. This is because the employees must fill in and complete any tasks left unfinished by the colleague. Sometimes they have to stay longer because of that. They could become so busy that they are unable to complete both their own tasks and those of others. At the agreed level, the overall mean value of 3.95 is also viewable.

4.5 Analysis on the Effect of Organizational Justice and Leader-Member Exchange on Organizational Commitment

In this section, the effect of organizational justice and leader-member exchange on organizational commitment are identified by using Linear Regression Analysis. In each regression model, organizational justice and leader-member exchange are used as independent variables and organizational commitment is used as the dependent variable.

4.5.1 The Effect of Organizational Justice on Organizational Commitment

In order to find out the effect of organizational justice on organizational commitment, an analysis is conducted which has three independent variables: distributive justice, procedural justice and interactional justice, and one dependent variable: organizational commitment. The results are shown in Table (4.5).

Table (4.5) Effect of Organizational Justice on Organizational Commitment

| Model | Unstandardized Coefficients | | Beta | t | Sig | VIF |
|-----------------------|-----------------------------|------------|-------|-------|-------|-------|
| | B | Std. Error | | | | |
| (Constant) | 0.215 | 0.388 | | 0.554 | 0.580 | |
| Distributive Justice | 0.341*** | 0.061 | 0.406 | 5.619 | 0.000 | 1.206 |
| Procedural Justice | 0.243** | 0.080 | 0.221 | 3.048 | 0.003 | 1.215 |
| Interactional Justice | 0.370*** | 0.062 | 0.398 | 6.019 | 0.000 | 1.008 |
| R square | 0.425 | | | | | |
| Adjusted R Square | 0.412 | | | | | |
| F Value | 32.710*** | | | | | |
| Durbin-Watson | 1.719 | | | | | |

Source: Survey Data (2022)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As shown in Table (4.5), R square and adjusted R square are at 0.425 and 0.412 respectively which is the variance of the independent variable and dependent variable. The overall significance of the model, F statistics value of 32.710 turned out highly significantly at 1% level. This model can be valid. There is no autocorrelation in the sample because the Durbin Watson Value is 1.719. All the VIF values stand below the

cut-off value of 10, thus, there is no multicollinearity problem in the independent variables.

Interactional justice shows the positive sign and highly significant value at 1% level. Increased interactional justice leads to increased organizational commitment to Medi Myanmar Group Ltd, according to the positive relationship. Therefore, it can be concluded that discussion with the manager, listening employees' personal concerns and job by manager, behaving employees with kindness and consideration, offering clear explanation to employees about a decisions that has been made and offering adequate justification and detailed information about a decision lead to increase organizational commitment of employees at Medi Myanmar Group Limited. Employees are treated fairly, and they are given relevant, adequate, timely, and detailed information about a decision that has been made. This will help the employees comprehend considerations and principles in making such decisions, which will encourage them to stay with the company.

The distributive justice variable has the positive sign and is highly significant at the 1% level. The positive association indicates that an improvement in distributive justice leads to increased organizational commitment. It indicates that fairness in work schedule, job responsibilities, workload, pay level and rewards intend to increase in organizational commitment at Medi Myanmar Group Limited. Employees believe that the fairness with which organizational resources are distributed have a major impact on their decision to stay with the company. Employees are more willing to commit to an organization when they are treated fairly under distributive justice.

Procedural justice has a moderate effect on organizational commitment, according to the findings. Therefore, the analysis revealed that fair practices such as unbiased manner by the manager, informing concerned employees, allowing employees to question job decisions, collecting accurate information, explaining decisions without hiding anything lead to increase organizational commitment of employees at Medi Myanmar Group Ltd. The willingness of employees to commit to the organization is influenced by the fairness of decision-making procedures. In summary, organizational commitment is found to be positively correlated with all aspects of organizational justice.

4.5.2 The Effect of Leader-Member Exchange on Organizational Commitment

A multiple linear regression model is used to examine the outcomes of the survey obtained from the respondents in order to determine the influence of leader-member exchange on organizational commitment. The results are shown in Table (4.6).

As shown in Table (4.6), the correlation between independent variable (leader-member exchange) and dependent variable (organizational commitment), R square is 0.583. Adjusted R square is 0.570 which means that this model has accounted for 57% of the variance in the dependent variable. The Durbin-Watson value is 1.457. It indicates that there is no autocorrelation in the sample. The VIF value stands below the cut-off value of 10, thus, there is no multicollinearity problem in the independent variables. The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

Table (4.6) Effect of Leader-Member Exchange on Organizational Commitment

| Model | Unstandardized Coefficients | | Beta | t | Sig | VIF |
|----------------------|-----------------------------|------------|-------|-------|-------|-------|
| | B | Std. Error | | | | |
| (Constant) | 0.725 | 0.250 | | 2.903 | 0.004 | |
| Affect | 0.112** | 0.058 | 0.121 | 1.945 | 0.054 | 1.234 |
| Loyalty | 0.413*** | 0.064 | 0.426 | 6.456 | 0.000 | 1.378 |
| Contribution | 0.191*** | 0.052 | 0.283 | 3.651 | 0.000 | 1.902 |
| Professional Respect | 0.094* | 0.049 | 0.140 | 1.904 | 0.059 | 1.711 |
| R square | 0.583 | | | | | |
| Adjusted R Square | 0.570 | | | | | |
| F Value | 46.134*** | | | | | |
| Durbin-Watson | 1.457 | | | | | |

Source: Survey Data (2022)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

All of the items of the leader-member exchange are also found to have a positive impact on organizational commitment. Loyalty dimension has the highest effect on organizational commitment at 1% level. There is the stable relationship between leader

and members. When a leader recognizes and rewards the accomplishment of goals that are in line with the vision by praising and appreciating followers' efforts, the subordinate's loyalty to the leader may rise. As a result of the analysis, members and leaders are publicly endorsing each other's deeds and personalities. They have a long-term connection marked by public support, the higher the level of loyalty, the more likely an employee is to be committed.

Contribution dimension also has the effect on organizational commitment at 1% level. Employees are not hesitant to go above and beyond what is required of them, that they are willing to put in extra effort to fulfill work objectives, and that they are not hesitant to work their hardest. Employees feel a connection to the company, and those who are more committed to it act more voluntarily and outside the call of duty. As a result, a worker who has a high level of affective commitment to the company is more likely to go above and beyond the requirements of their job description, creating a leader-member relationship based on contribution.

Affect dimension has a significant effect on organizational commitment at 5% level. It is reasonable to assume that warm relationships, a pleasant work environment, and enjoyable communication all contribute to employees' organizational commitment at Medi Myanmar Group Limited. Professional respect also has a significant effect on the organizational commitment at 10% level. Employees at Medi Myanmar Group Ltd accept their leader's expertise, competence, and professional skills in higher esteem. Positive relationships lead to increased organizational commitment of employees at Medi Myanmar Group Ltd.

4.6 Analysis on the Effect of Organizational Commitment on Organizational Citizenship Behavior

Pearson's correlation coefficient model is used to investigate the effect of organizational commitment on organizational citizenship behavior at Medi Myanmar Group Ltd. Affective commitment, continuance commitment, and normative commitment are the independent variables. The dependent variable is organizational citizenship behavior.

According to the results in Table (4.6), R square and adjusted R square are 0.581 and 0.571 respectively. This means that model can account for 57.1 percent of the

variation in organizational citizenship behavior associated with organizational commitment. F-test value, which measures the overall significance of the models, is highly significant at the 1% level, this model can be considered reliable. Durbin-Watson value is 1.651. As a result, auto correlation is not an issue in the sample. There is no multicollinearity problem because the VIF value is less than 10. It indicates that the independent variables have no auto correlation.

Table (4.7) Effect of Organizational Commitment on Organizational Citizenship Behavior

| Model | Unstandardized Coefficients | | Beta | t | Sig | VIF |
|------------------------|-----------------------------|------------|--------|--------|-------|-------|
| | B | Std. Error | | | | |
| (Constant) | 1.179 | 0.233 | | 5.050 | 0.000 | |
| Affective Commitment | 0.478*** | 0.060 | 0.504 | 7.960 | 0.000 | 1.273 |
| Continuance Commitment | -0.009 | 0.037 | -0.015 | -0.248 | 0.805 | 1.169 |
| Normative Commitment | 0.234*** | 0.041 | 0.389 | 5.773 | 0.000 | 1.443 |
| R square | 0.581 | | | | | |
| Adjusted R Square | 0.571 | | | | | |
| F Value | 61.412*** | | | | | |
| Durbin-Watson | 1.651 | | | | | |

Source: Survey Data (2022)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

The findings show that organizational commitment and organizational citizenship behavior are quite strongly associated. Affective commitment has a significant positive effect on organizational citizenship behavior at the 1% level, according to the findings of the study. High affective commitment workers are more likely to support the organization's goals, be happy to stay with the business, and continue working there in an engaged, responsible manner as citizens. Employees with a high level of affective commitment support the organization because they want to, and their attachment to the organization may lead to strong citizenship actions.

Based on the analysis, the data demonstrates a positively significant relation between normative commitment and citizenship behavior at 1% level. The more the employee's normative commitment, the greater the impact on citizenship behavior. Employees who exhibit normative commitment also feel obligated to perform citizenship behavior. Employees with a high level of normative commitment are expected to engage in organizational citizenship behaviors in order to fulfill their obligations and because they believe it is right.

Continuance commitment has a negative effect and is not significant to organizational citizenship behavior. Comparing continuance commitment to affective and normative commitments, it has the lowest average score. If employees leave the organization right now, their private lives will be disturbed, and they will pay a high price and they fear the impact of their social and financial status. Employees at Medi Myanmar Group Limited are committed to staying with the company. This may be due to the fact that people compare factors like retirement plans, work experience, close friendships, and time invested against the price of leaving the business. Therefore, it can be inferred that Medi Myanmar Group Ltd employees who feel a sense of obligation and emotional commitment to the company are more inclined to cooperate with good citizenship behavior.

CHAPTER (5)

CONCLUSION

This chapter summarizes the findings and provides an overview of the study. The study's primary objective is to explore the effects of organizational justice and leader-member exchange on organizational commitment, as well as the impact of organizational commitment on organizational citizenship behavior at Medi Myanmar Group Ltd. Findings and discussions, suggestions and recommendations, and the need for further research are the three parts of this chapter.

5.1 Findings and Discussions

The study investigated the effect of organizational justice and leader-member exchange on organizational commitment, as well as the effect of organizational commitment on organizational citizenship behavior at Medi Myanmar Group Limited. According to the survey data, the majority of the respondents are female and most of the employees are young, active who are at the most productive age point to operate and work in. Bachelor education level is the most common level of education among employees of Medi Myanmar Group. The majority of the respondents are staff and they have been employed for more than five years.

In analyzing organizational justice, most employees believe that organizational fairness exists within the organization. At Medi Myanmar Group Ltd, employees are assured that their managers make job decisions by treating them with kindness and consideration, understanding their job concerns, discussing the expected impact of actions with employees, providing clear explanations, and offering enough justification. Based on the results, most employees believe that there is interactional justice in the workplace rather than distributive and procedural justice.

According to the findings in analyzing leader-member exchange, there is open communication between the leader and the followers. The majority of employees at Medi Myanmar Group Ltd regard their leader's knowledge and competence in the workplace with great respect. Employees and their respective leaders are likely to have a positive relationship, and employees are pleased to receive help and advice from leaders in order

to increase their knowledge and professional abilities. The employee will be motivated to work and his or her work behaviors will improve as a result of this favorable relationship.

According to the results in analyzing organizational commitment, employees at Medi Myanmar Group Ltd believe that there is organizational commitment. Most employees have a strong sense of belonging to the organization and feel emotionally linked to it. They love discussing the organization with outsiders, intend to spend the rest of their careers with the organization, and feel like part of the family at organization. Based on the results, most employees in the organization have affective commitment rather than normative and continuous commitment.

According to the results in analyzing organizational citizenship behavior, employees typically engage in behaviors such as avoiding misbehaving for coworkers, volunteering to do things without being asked when at work, assisting coworkers in learning new skills, sharing job knowledge, providing advance notice when unable to come to work, being mindful of how their behavior affects others' jobs, following the organization's rules even when not noticed, assisting new employees in adapting to the new working environment, and volunteering to help others who have work-related problems. These behaviors are frequently in excess of the organization's and others' expectations, which are formally stated by the organization. According to the findings, the majority of Medi Myanmar Group Ltd employees practice organizational citizenship behavior.

Using a linear regression model to analyze the influence of organizational justice on organizational commitment, it was discovered that interactional justice and distributive justice have the greatest influence on organizational commitment. The study proves that interactional justice and organizational commitment have a positive correlation. It is because managers take the time to care about their employees and communicate with them about their decisions. Employees are treated fairly, and they are given appropriate, adequate, timely, and detailed information about a decision. This will assist the employee in comprehending the management considerations and principles in making such decisions, therefore, encouraging them to stay with the company. According to the study, employees who believe their outcome is justified by their performance are more likely to enhance organizational commitment. Employees believe that the fairness with which organizational resources are distributed have a major impact on their decision to stay with the company. The more equitable the distribution of organizational resources by

employees, the higher the level of commitment. As a result, when employees are treated fairly through distributive justice, they are more committed and willing to engage in organizational citizenship behavior. In conclusion, strengthening interactional justice and distributive justice at Medi Myanmar Group Limited tends to increase organizational commitment.

In examining the effect of leader-member exchange on organizational commitment, loyalty is the important factor to enhance employees' commitment. Employee loyalty to their leaders has grown and matured, owing to the fact that loyalty takes time, trust, and perseverance. According to the profiling, the majority of the respondents have been under supervision for more than five years. The mutual understanding between the leader and member will evolve and progress into high quality exchange and the longer dyadic relationship is established. Members and leaders are publicly endorsing each other's deeds and personalities as a consequence. As the loyalty component refers to a long-term relationship characterized by public support, the higher the amount of loyalty, the more committed an employee is. Contribution also has the greatest impact on organizational commitment. A leader's act of advice and support can motivate and urge subordinates to achieve their best and progressively develop high-quality LMX that is beneficial to the organization. Employees are not hesitant to go above and beyond what is expected of them, to put in extra effort to fulfill work objectives, and to work their utmost. LMX contribution has been shown to have a significant relationship to organizational commitment because contribution is based on the effort and investment made explicitly and implicitly by both subordinates and leaders to improve operational efficiency, making contribution lead to higher organizational commitment. In summary, it can be concluded that improving loyalty and contribution of leader-member exchange lead to increased commitment of employees at Medi Myanmar Group Ltd.

In analyzing the effect of organizational commitment on organizational citizenship behavior, affective and normative commitment are positively and significantly related to organizational citizenship behavior at Medi Myanmar Group Ltd. Employees believe that their objectives and requirements are being met. Based on the findings, an employee who is affectively engaged exhibits the greatest citizenship behavior. Employees who truly love what they do will likely be more motivated to progress within their organization, practice extra-role behaviors in the workplace. A sense of obligation and loyalty to the organization is expressed through normative commitment. Employees

who exhibit normative commitment also feel obligated to perform citizenship behavior. Moral commitment may encourage employees to engage in informal acts that add to the organization's effectiveness. According to the results, employees who have both affective and normative commitment engage in organizational citizenship behavior. It is sufficient to conclude that interactional justice, distributive justice, loyalty, and contribution have significant impacts on organizational commitment. Furthermore, according to survey data, affective and normative commitment have a significant impact on organizational citizenship behavior at Medi Myanmar Group Limited.

5.2 Suggestions and Recommendations

A committed employee is a key factor in achieving an organization's strategic objectives. Employees who believe they are being treated unfairly at work may engage in a variety of unpleasant behaviors. Therefore, employers must provide organizational justice to their employees in order to realize the benefits of highly motivated employees. Organizational justice, leader-member exchange, and organizational commitment are all significant variables in achieving organizational success and achievement of goals and objectives. Human beings play a crucial role in effective organizations, then dealing with human resources at work has become a major concern. Rather than dismissing these challenges, an organization that desires its employees to show high levels of commitment could use human resources to adopt LMX and organizational justice.

The majority of Medi Myanmar Group Limited employees think that interactional justice predominates over other types of justice. As a result, Medi Myanmar Group should enhance interactional justice by creating and implementing more initiatives, such as increasing transparency in hiring decisions, offering crucial information and data for decisions, offering employees the chance to question managers' decisions, encouraging better communication between decision-makers and those who will be impacted by those decisions, and urging managers to consider the needs and rights of their employees. To achieve interactional justice, the company should educate managers on how to build a strong leader-member connection. Managers should treat their staff with dignity, respect, and courtesy.

To improve organizational commitment effectively and efficiently, Medi Myanmar Group Limited should also try to improve distributive justice. The company

should ensure that work and pay are distributed fairly, monetary awards and recognition are given appropriately. In order to ensure that all employees are treated equally, Medi Myanmar Group Limited should allocate resources consistently and fairly based on job performance. The business should always be fair and reasonable when deciding how much to raise an employee's pay, showing appreciation for work well done, and rewarding and promoting high-performing staff in a fair and transparent manner.

Medi Myanmar Group Limited should improve employee's loyalty to their managers. Organizational commitment is strongly linked to the aspects of loyalty. Managers should defend employees if they are being attacked by others, defend employees' work actions when they do not have complete knowledge of the subject area, and defend employees if they make an honest and accidental mistake. Because of the long period of dyadic interaction, subordinates' loyalty to their bosses has developed and matured. Loyalty requires time, trust, and effort.

The majority of Medi Myanmar Group Ltd employees have the contribution to the leaders. They are not hesitant to go above and beyond what is required of them, they are willing to put in extra effort to achieve the goal, and they are not reluctant to work their hardest. Managers should make sure that employees have the chance to continuously improve their skills in order to incentivize them to spend time and effort developing a relationship with their managers. Fair work and responsibility distribution should also be taken into account. As they are given the opportunity to grow and acquire the skills necessary to accomplish great things, they will become more dedicated to the business. Medi Myanmar Group should emphasize and make an effort to provide a working environment that encourages the development of high-quality LMX. In conclusion, the current research suggests that improving the leader-member relationships at Medi Myanmar Group Limited will increase employee's organizational commitment and, consequently, it will improve organizational citizenship behavior of employees.

The organization should support interpersonal interactions among employees to strengthen their affective ties to the organization in order to improve affective commitment and to promote organizational citizenship behavior. Additionally, the company should foster a friendly environment, a positive work environment, and good career management for its employee in order to help them feel like family or like they belong there, which might encourage good citizenship. Employees are more likely to stay with an organization longer and put out extra effort if they feel a sense of ownership and

belonging towards it. In the workplace, higher emotional commitment is linked to more social support. If an employee feels supported, he or she will become more attached to the business and will devote more of their social resources to it, including citizenship behavior.

Employee OCB at a high level boosts the organization's performance and promotes creativity. The human resource department of Medi Myanmar Group should provide training to boost employee commitment by enhancing employee knowledge or skills, which will affect their attitudes and motivation. As committed employees are more devoted to their organizations and have a favorable attitude toward their jobs, they are less likely to find a different job and perceive their current position to be superior to others. Employees should have a high level of organizational commitment, according to supervisors and managers. Employees who believe they are receiving fair treatment from their employer are more likely to remain loyal to it. Unbiased policies, processes, and implementation should be in existence at Medi Myanmar Group Ltd. Employees who have trust in the fairness of organizational policies and execution procedures will be more committed to the organization. Managers at Medi Myanmar Group should acknowledge employees' abilities and accomplishments, and employees should believe that their leaders do so as well, enhancing their respect for them and strengthening organizational commitment. Medi Myanmar Group should build trust and a healthy relationship with employees to create more committed employees who will respond to the organization with positive citizenship behavior.

5.3 Needs for Further Research

This study provides useful information and findings, as well as a study for organizational commitment to Medi Myanmar Group Ltd. Due to a lack of resources, this study only looked at a particular pharmaceutical company. Similar research could be undertaken in the future in other organizations and other sectors, such as government sectors, international organizations, and multinational organizations, with a bigger sample size. Furthermore, it is suggested that future researchers include another possible variable in order to investigate the other essential elements that support organizational citizenship behavior. To have a better knowledge of organizational commitment, other variables such as organizational performance, leadership style, and so on can be investigated further.

They can take into account those characteristics in order to determine their predictive ability, as they may have an impact on organizational commitment. It is also advised that more research be done into how the dimensions of justice affect attitudinal and behavioral variables such as job satisfaction, job performance, and turnover. OCB is studied as an outcome of organizational commitment in this study, but previous research shows that job satisfaction is also a significant predictor of OCB, so researchers could investigate the impact of job satisfaction on OCB in the future, which would significantly increase the level of knowledge in organizational citizenship behavior.

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APPENDIX I

THE EFFECT OF ORGANIZATIONAL JUSTICE AND LEADER-MEMBER EXCHANGE ON ORGANIZATIONAL COMMITMENT AT MEDI MYANMAR GROUP CO., LTD

Questionnaire

Dear Participant,

I am a student of Yangon University of Economics, Department of Management Studies and conducting this survey as one of the fulfillments for completing my study of Master of Business Administration (MBA). This questionnaire is only for submitting MBA Thesis. It is not related to any other business purpose or any person. Please kindly provide feedback on this questionnaire. Thank you so much for your time and kind support.

Section A: Demographic Information

(Please indicate the most appropriate response as √.)

1. Gender

- ☐ Male
- ☐ Female

2. Age Group

- ☐ 20-29
- ☐ 30-39
- ☐ 40-49
- ☐ 50 & Above

3. Educational Level

- ☐ High School
- ☐ Bachelor
- ☐ Master Degree
- ☐ Diploma

4. Current Position

- ☐ Staff
- ☐ Supervisor
- ☐ Manager

5. Current Department:

6. Current Salary (Monthly in kyats)

- ☐ 200,000 kyats -400,000 kyats
- ☐ 400,001 kyats -600,000 kyats
- ☐ 600,001 kyats -800,000 kyats
- ☐ 800,001 kyats & Above

7. How long have you been working at Medi Myanmar Group Co., Ltd?

- ☐ Less than 1 year
- ☐ 1-5 years
- ☐ 5-10 years
- ☐ Above 10 year

Section B: Organizational Justice

Please indicate the most appropriate response as √ with the scale given below;

1=Strongly Disagree 2=Disagree 3=Neither agree nor disagree 4=Agree

5= Strongly Agree

| No. | Distributive Justice | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1. | I feel that my responsibilities are fair. | | | | | |
| 2. | My work schedule is fair. | | | | | |
| 3. | I consider my workload to be quite fair. | | | | | |
| 4. | Generally, the rewards I receive here are quite fair. Includes monetary, recognition, award, etc. | | | | | |
| 5. | I believe my level of pay is fair. | | | | | |

| No. | Procedural Justice | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1. | Job-related decisions are made by the manager in an unbiased manner. | | | | | |
| 2. | My manager makes sure that all employee concerns are heard before job decisions are made. | | | | | |
| 3. | Employees are allowed to challenge or appeal job decisions made by their managers. | | | | | |
| 4. | To make job decisions, my manager collects accurate and complete information. | | | | | |
| 5. | My manager explains all the decisions about the company to everyone without hiding anything. | | | | | |

| No. | Interactional Justice | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1. | Concerning decisions made about my job, my manager discusses the expected impact of the decisions with me. | | | | | |
| 2. | My manager listens to my personal concerns about my job. | | | | | |
| 3. | When decisions are made about my job, my manager treats me with kindness and consideration. | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| 4. | When making decisions about my job, my manager offers explanations that I understand clearly. | | | | | |
| 5. | My manager offers adequate justification for decisions made about my job. | | | | | |

Section C: Leader Member Exchange

Please indicate the most appropriate response as √ with the scale given below;

1=Strongly Disagree 2=Disagree 3=Neither agree nor disagree 4=Agree

5= Strongly Agree

| No. | Leader Member Exchange | 1 | 2 | 3 | 4 | 5 |
|-----------------------------|---|---|---|---|---|---|
| Affect | | | | | | |
| 1. | My manager is the person that everybody wants to be friend with him/her. | | | | | |
| 2. | I like my manager very much as a person. | | | | | |
| 3. | Working with my manager is enjoyable. | | | | | |
| Loyalty | | | | | | |
| 4. | My manager defends my work actions to a superior, even without complete knowledge of the issue in question. | | | | | |
| 5. | My manager would come to my defense if I were attacked by others. | | | | | |
| 6. | My manager would defend me to others in the organization if I made an honest mistake. | | | | | |
| Contribution | | | | | | |
| 7. | I am ready to take extra responsibility for my manager. | | | | | |
| 8. | I try to do my best for my manager. | | | | | |
| 9. | I am voluntarily making an additional effort in order to reach goals that my manager determines for our department. | | | | | |
| Professional Respect | | | | | | |
| 10. | I respect my manager's knowledge of and competence on the job. | | | | | |
| 11. | I admire my manager's professional skills. | | | | | |

| | | | | | | |
|-----|--|--|--|--|--|--|
| 12. | I am impressed with my manager's knowledge of his/her job. | | | | | |
|-----|--|--|--|--|--|--|

Section D: Organizational Commitment

Please indicate the most appropriate response as √ with the scale given below;

**1=Strongly Disagree 2=Disagree 3=Neither agree nor disagree 4=Agree
5= Strongly Agree**

| No. | Affective Commitment | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1. | I feel like part of the family at my organization. | | | | | |
| 2. | I would be very happy to spend the rest of my career with this organization. | | | | | |
| 3. | I enjoy discussing my organization with people outside it. | | | | | |
| 4. | I feel a strong sense of "belonging" to my organization. | | | | | |
| 5. | I feel emotionally attached to this organization. | | | | | |

| No. | Continuance Commitment | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1. | I continue to work for this company because another company may not match the benefits I have now. | | | | | |
| 2. | It would be very hard for me to leave my organization right now, even if I wanted to. | | | | | |
| 3. | I feel that I have very few options to consider leaving this organization. | | | | | |
| 4. | Too much in my life would be disrupted if I decided to leave my organization now. | | | | | |
| 5. | Right now, staying with my organization is a matter of necessity as much as desire. | | | | | |

| No. | Normative Commitment | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | I feel the organization owes me for my input and effort and I, therefore, do not feel ready to leave. | | | | | |
| 2. | It is not right to leave the company right now because | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| | I feel that I owe a great deal to my organization | | | | | |
| 3. | I am obliged to my current organization and the people in it. I will not leave the organization for this reason. | | | | | |
| 4. | One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain. | | | | | |
| 5. | The organization deserves my loyalty and I should therefore stay. | | | | | |

Section E: Organizational Citizenship Behavior

Please indicate the most appropriate response as √ with the scale given below;

1=Strongly Disagree 2=Disagree 3=Neither agree nor disagree 4=Agree

5= Strongly Agree

| No. | Organizational Citizenship Behavior | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | I try to avoid creating problems for co-workers. | | | | | |
| 2. | I frequently volunteer to do things without being asked when at work. | | | | | |
| 3. | I help my co-worker in learning new skills or share job knowledge. | | | | | |
| 4. | I give advance notice when unable to come to work. | | | | | |
| 5. | I am mindful of how my behavior affects other people's jobs. | | | | | |
| 6. | I follow my organization's rules even when not watching. | | | | | |
| 7. | I help new employees adjust to the new working environment. | | | | | |
| 8. | I willingly help others who have work-related problems. | | | | | |
| 9. | I finish something for co-workers who have to leave early. | | | | | |
| 10. | I protect our company's property. | | | | | |

APPENDIX II

STATISTICAL OUTPUT

(1) Effect of Organizational Justice on Organizational Commitment

| Model Summary ^b | | | | | | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .652 ^a | .425 | .412 | .43291 | .425 | 32.710 | 3 | 133 | .000 | 1.719 |

a. Predictors: (Constant), Interactional Justice Mean, Distributive Justice Mean, Procedural Justice Mean

b. Dependent Variable: Organizational Commitment Mean

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|-----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 18.391 | 3 | 6.130 | 32.710 | .000 ^b |
| | Residual | 24.926 | 133 | .187 | | |
| | Total | 43.316 | 136 | | | |

a. Dependent Variable: Organizational Commitment Mean

b. Predictors: (Constant), Interactional Justice Mean, Distributive Justice Mean, Procedural Justice Mean

| Coefficients ^a | | | | | | | | |
|---------------------------|---------------------------|-----------------------------|------------|---------------------------|-------|-------|---------------------------------|-------------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 | (Constant) | 0.725 | 0.250 | | 2.903 | 0.004 | 0.231 | 1.219 |
| | Affect Mean | 0.112 | 0.058 | 0.121 | 1.945 | 0.054 | -0.002 | 0.227 |
| | Loyalty Mean | 0.413 | 0.064 | 0.426 | 6.456 | 0.000 | 0.287 | 0.540 |
| | Contribution Mean | 0.191 | 0.052 | 0.283 | 3.651 | 0.000 | 0.088 | 0.295 |
| | Professional Respect Mean | 0.094 | 0.049 | 0.140 | 1.904 | 0.059 | -0.004 | 0.191 |

a. Dependent Variable: Organizational Commitment Mean

| Model Summary ^b | | | | | | | | | | |
|--|-------------------|----------|-------------------|----------------------------|-------------------|----------|------|-----|---------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
| | | | | | R Square Change | F Change | df 1 | df2 | Sig. F Change | |
| 1 | .762 ^a | .581 | .571 | .33753 | .581 | 61.412 | 3 | 133 | .000 | 1.651 |
| a. Predictors: (Constant), Normative Commitment Mean, Continuance Commitment Mean, Affective Commitment Mean | | | | | | | | | | |
| b. Dependent Variable: Organizational Citizenship Behavior Mean | | | | | | | | | | |

| ANOVA ^a | | | | | | |
|--|------------|----------------|-----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 20.989 | 3 | 6.996 | 61.412 | .000 ^b |
| | Residual | 15.152 | 133 | 0.114 | | |
| | Total | 36.142 | 136 | | | |
| a. Dependent Variable: Organizational Citizenship Behavior Mean | | | | | | |
| b. Predictors: (Constant), Normative Commitment Mean, Continuance Commitment Mean, Affective Commitment Mean | | | | | | |