

Job Embeddedness related to Organizational Justice: Role of Workplace Bullying among Higher Education Institutes

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The purpose of current study was to examine the job embeddedness in relation to organizational justice by exploring the role of workplace bullying. Convenience sampling technique was used for collecting the sample of 120 teachers from different private and Govt sector colleges and universities of Sargodha. Job Embeddedness Scale (Crossley, 2007), Organizational Justice Scale (Hoy & Tarter, 2004), and Negative Act Questionnaire (Einarsen, Raknes, & Helleosy, 1994) were used to measure the constructs of study. Results revealed that job embeddedness has strong correlation with organizational justice which indicates that teachers who are embedded with job perceived justice in their organization. Study showed significant effect of job embeddedness constructs on organizational justice. Study showed that workplace bullying has no moderating role in job embeddedness and organizational justice.

Keyword. Job embeddedness, Organizational justice, Workplace bullying.

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Educational industry especially higher education not only has the duty to impart education, knowledge and learning toward students but also has an obligation to provide opportunities for its employees to grow professionally. This professional growth is linked with the conducive work environment settings. In higher education institute's our employees are highly embedded towards their jobs but most of the time they face many problems during their job like injustice and bullying which make uncomfortable environment in organization. Embeddedness theory constructed by Mitchell, Holtom, Lee, Sablinski, and Erez (2001) define employees reason that "why employees stay in job". Their theory focused on the way of why employees like to stay in their job or retention of people, by suggesting that people stay in job just because of individual life which forces them to stay. One study showed voluntary turnover predicted by job embeddedness and their attention to quite job over job satisfaction and organizational commitment (Lee, Mitchell, Sablinski, & Erez, 2001).

Job Embeddedness

Term has been characterized as "web" of constraining impulses which can affect an individual to "stuck" in many areas of life, i.e. family or a job. Job embeddedness was defined with intention of that, how other factors make importance in why employees decided different ways to remain at their jobs (Mitchell Lee, Erez, & Sablinski, 2001).

Job embeddedness was first termed by Granoveter in 1985 as innovative concept to know that how well an individual is socially embedded and engaged within their institution. Research on job embeddedness is still in its infancy in which job embeddedness can be predictor, has been for a long time. Walk and Simon (1958) expressed that voluntary individual turnover was an impression of the level in which an individual chose to participate in activities inside their organization (Lee, Mitchell, Sablynski, Burton, & Holtom, 2004). This knowledge appeared to demonstrate that there was a distinction between the idea of cooperation and performance at job. Hulin (1991), Lee and Mitchell (2001) joined both cooperation and performance into a widely inclusive perspective of voluntary individual's turnover and found that it's not only either, but more a greater amount of a general withdrawal (Lee, Mitchell, Sablynski, Burton, & Holtom, 2004).

Lewin (1951) in his Field theory give idea that working employees has some "life-space" in which their individual live forces are connected with their job behaviour by surrounding of their all situation. Erez, Mitchell, Lee, and Sablynski (2001) explored three dimensions of job embeddedness in which he further explored new dimension of off the job and on the job as followings:

Links. Organizational links are referred as informal and formal links between person and organization (Mitchell, Erez, Lee,

& Sablinski, 2001). These connections or link are a like relationship of individual with society for example employee link with supervisor and the member of their communities.

Fit. Referred as that how much individual is adjusted with his or her institution (Mitchell, Lee, Erez, & Sablinski 2001). Theory of job embeddedness described that as much one individual see harmony between his insight, aptitudes and capacities with the institution require (KSAs) will see more organization fit, and theory likewise depict that as much individual fit degree will increase as much individual will connect with institution.

Sacrifice. Organizational sacrifice is defined as “perceiving the cost things benefits which may move them to leave the job (Mitchell, 2001)”. A person who leaves organization might need to surrender the treasured working relationships and presence of work groups and community, position of job hierarchy, and advantages that organization offered to their worker.

Perceived organizational justice

Perceived organizational justice alluded as perception of individual or group toward treatment fairness, which they perceived from their employees and organization responses to that specific behaviour (Tanova & Nadiri, 2010). In previous studies organizational justice was depicted as an idea which comprises of three dimensions: interactional justice, procedural justice and

distributive justice (Moorman & Niehoff, 1993; Colquitt, 2001; Rupp & Liao, 2005).

Cropanzano (2001) characterized organizational justice like the employee's fair perception about decision making in organization. He associated organizational justice to employee's level of commitment, withdrawal, organizational citizenship behaviours and job performance. Employees treated fairly, compare to those who were treated unfairly, showed high job performance, were more committed, demonstrate citizenship behaviour and had lower turnover intention (Cropanzano & Rupp, 2002). In 1994 Folger associate justice to standards and moral, he further clarifies that employees want to be a member of organization that act ethically and morally than those employees who don't. Consequently, organizational justice delegated as basic necessity for employee's satisfaction, for organization effective functioning, and for their well-being (Moore, 1978).

Distributive Justice. Perception of distributive justice arises from employee's fairness assessments regarding their work assignment, pay levels and work schedule (Greenberg, 1990). Kim (2009) state, "Judge the fairness of distributive results, individuals would contrast their incentives with those of contrast others through a view of contribution make to earn those rewards." This assessment is important for individuals, since employees must need to learn that whether administration of the organization has realistic distribution of rewards.

Procedural Justice. Erdogan (2002) refers procedural justice as identified with "the fairness of systems by which performance is assessed." Individuals are affected with control over the results. When reasonable fair system available in organization than individuals have chances to control and evaluate control above results.

Interactional Justice Interactional fairness consists of two parts: educational fairness and interpersonal fairness. As Conlon, Colquitt, Porter, Ng and Wesson (2001) founded interpersonal fairness "how much individuals are treated with consideration, nobility, and regard by specialists or outsiders required in executing techniques or deciding results", while enlightening justice is identified with "the clarifications gave to individuals that pass on data concerning why methodology were utilized as a part of a specific way or why results were circulated in a specific design."

Relationship of job embeddedness and organizational justice

Inderrieden and Holtom (2006) demonstrated that level of job embeddedness impacts the force of connection between work environment shocks like as unexpected unsatisfactory approach and injustice in working environment and turnover intention. They further found that individuals with lower embeddedness have high level of shocks as contrasted with those with high embeddedness. However, job embeddedness has been considered as a support for

impact of shocks as contrast with those individuals with more high level of job embeddedness because they give less reaction to sudden change in working environment. Yao (2004) reported that job embeddedness has sound effect on the relationship between procedural injustice and individual response toward that injustice on the grounds that any individual who embedded exceptionally respond less negative toward unfairness than any individual who is less embedded in organization. The existence of unfairness in the institution leads individuals toward distress (Greenberg, 2004). Exclusively, when individuals found that their salaries are less than co-workers, they move to negative outcome towards organization, such as complaints about health (Holtom, Burton, Sablinski, Lee, & Mitchell, 2010).

Job Embeddedness Theory and Social Exchange Theory

Job embeddedness theory and Social exchange theory give provision for improvement of relationships between job embeddedness, sub construct of organization justice and other job outcomes. Theory of social exchange discovered that relationships variates over periods into mutual connection, trusting and loyal. Therefore, parties such as employees and managers must have to accept those variates rules (Cropanzano & Mitchell, 2005). Exchange rule mainly consist of reciprocity and repayment (Saks, 2006). As mentioned in previous researchers that the embeddedness is maintenance theory of an individuals.

When individuals found that organization decision are made fairly will received rewards in justice way and by that employee maintain good relationship with their managers which basically show individuals high embeddedness for their job. Previous researches indicate that individuals who perceive justice in organization are having more embeddedness toward their job. Level of embeddedness somehow related to level of interactional, distributive and procedural justice perceive in organization. Outcome revealed that employees having high level of trust and relationships with manager are expected to show positive outcomes towards job, such as superior job performance and reduced intentions of turnover.

Workplace Bullying

Workplace bullying defined as state in which employee is persistently exposed to negative and aggressive environment on job primarily of psychological nature, with intimidating, humiliating and punishing the target and many of these behaviours are common in an organization (Leymann, 1996). Quine (2001) elaborates that the meanings of workplace bullying offer three regular subjects in particulars way on the beneficiary, negative impact on the casualty, and constancy nature of tormenting behaviours. Concerning the effect of bullying on the beneficiary; bullying in workplace occurs when employees experienced threat which make individuals troubles, in which main problem is that threaten behaviour.

In Pakistan workplace bullying is investigated by Tahir (2011) who remerged the concept, extent and history of bullying, his study concluded that employees who not faced bullying in organization face physical, enthusiastic, round about and direct bullying in same manner of those employees who face workplace bullying. Hanif and Bashir (2011) suggested that employees of Pakistan transmission media faced bullying in their presentation and event based work. Furthermore, they founded that employees faced bullying in their business related work rather than individually in their organization

Einarsen in 2003 demonstrated that Workplace bullying is difficult to discriminate in initial stages because off offenders participate in events those are complicated for making sense of. Moreover, these practices are usually abnormal and vigilant. However, such forceful demonstrations might be conveyed than they turn out to be more straightforward (Einarsen, 1996).

Social cognitive theory and Bullying. Social cognitive theory (SCT) is an essential heuristic for comprehension the intricacy of bullying practices and the social way of association in bullying. Bullying has been proclaimed as a social relationship issue, and the exchange between the individual and his or her social condition bolsters this conceptualization.

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nature of employees in bullying. Bullying has been proclaimed as a social relationship issue, and the interchange between the individual and his or her social condition supports this conceptualization. SCT has been utilized to help control the improvement of an individualized mediation for bully. . Intervening with those who bully others helps to understand the individual differences in bullying and as well as it teaches bully the prosocial behavior of interacting with others. Those who bully others show a complex array of mental, psychological, and social attributes. In this article, we contend that bullying must address these mental, psychological, and social attributes. It can be reduced only when individual change their bullying behaviours with prosocial behaviours.

Laymann in 1990 and 1996 founded that different ways of bullying might be depicted as misleading, offense, injustice, unique treatment and abuse. Its move firstly harassed employees to distance and than their organization in last. Although, the employees faced bullying does meet badgering and deceitfulness as well as they get support from different people and gatherings in the encompassing condition, which brief lightens the mental strain Nevertheless, this support can't keep the proceeding with procedure of bullying (Strandmark & Hallberg, 2007) and many times blame attribution highlightens the adverse effects of bullying.

Role of workplace bullying

According to Hutchinson, Jackson, Wilkes and Vickers (2007) if we are choosing two parties than the power difference between these both parties would be the centre part of experiencing workplace bullying as well as these parties will establish limited target ability to endure them positively. But commonly it seems as power difference is appropriate structure of power in the organizational situation and this founded that individuals who perceive negative act from the upper level administration in organization. Mitchell in 2001 supposes that employees are involved in an influential involvement that retains individuals toward their job, and it's not identified those employees who embedded toward their job whether really engaged with job or not. In 1991 and 1990 Hulin's discovered that turnover can act as hypothetical basis for inconsistency to proportion in which workers are embedded towards job can moderate the relationship of aggression and bullying at the job.

Berthelse in 2011 acknowledged that it's not clear in previous researches that what happens when an individual's believes that they not want to leave job or they want to leave. On the contrary, it's exactly essential because victims who faced bullying not want to leave their job. One reason to not leaving is could be their high level of embeddedness for their job which force them to stuck in organization and another reason could be their

good position in organization which engage them in job rather than withdrawal.

As previously these constructs have been researched in Pakistani organizational environment with respect to relationship between job embeddedness and organizational justice. There are several purposes of study. Firstly, the research purpose is to explore the relationship between variables. The second purpose of this study is to find out the effect of embeddedness constructs i.e. fit, sacrifice and links on organizational justice. Another aim is to explore the moderating role of bullying in job embeddedness and organizational justice. Uniqueness of the study is to explore the role of workplace bullying as moderator. Therefore, to fill the gap of research literature, present study was carried out to test the following hypotheses:

1. Job embeddedness will positively related with organizational justice.
2. Job embeddedness community fit will positively predict organizational justice.
3. Job embeddedness organizational sacrifice will positively predict organizational justice.
4. Job embeddedness community link will positively predict organizational justice.
5. There would be significant moderating role of workplace bullying on job embeddedness and justice.

Method

Sample

Population of study comprised of higher education teaching staff of Sargodha city. A convenient sample of 120 employees of higher educational institutes i.e., lecturers from different colleges and universities of Sargodha was selected conveniently. Educational level of these employees was post-graduation or above. And job experience was greater than two years. Both public and private sector higher educational institutes employees were part of sample. Age range of the sample was between 25 to 65 years.

Instruments

Job Embeddedness Scale (JES). Employees embeddedness was accessed by Job the Embeddedness Scale which primarily formed by Crossley (2007) consisted of 40 items that includes three subscales i.e., links (items no. 28 to 40), fit (items no. 1 to 14), and sacrifice (items no. 15 to 27). Response format of the scale is five point Likert scale which ranges from strongly agree to strongly disagree and literature defined high reliability for job embeddedness subscale e.g. Cronbach's alpha for the subscales of embeddedness: Fit (Seven items) $\alpha = .87$, Sacrifice (Ten items) $\alpha = .86$ and Links (Six items) $\alpha = .68$ (Mitchell, 2001).

Organizational Justice Scale (OJS). Perceived organizational Justice was accessed by organizational justice scale which constructed by Tarter and Hoy (2004). Scale basically measures the extent to which organization operations are fair. This scale consists of ten items and repose format of the scale is six point Likert which ranging from six (strongly agree) to one (strongly disagree). High score on scale indicates greater extent of behaviours in institute. The literature reports a high internal consistency .90 (Hoy & Tarter, 2004).

Negative Acts Questionnaire (NAQ). Workplace bullying was measured by negative act Questionnaires developed by Einarsen, Raknes and Helleosy (1994) and consists of twenty two items to measure that how frequently in 6 months individuals had faced various negative behaviours which occur in organization on the regular basis which might experienced as tormenting. Scale was followed by different number of items regarding the individual experience of bullying in organization, i.e., duration of bullying experience, occurrence of encounters, and those who were the main perpetrators. Scale was five point likert which ranges from 1(for never) to 5 (for daily). The literature reports a Cronbach's alpha of this scale is 0.93 (Einarsen & Raknes, 1997).

Procedure

At first step formal permissions to use scales for study purpose were obtained from the original authors. Ethical authorization was

obtained for present study from parent institute where degree was going to be completed. Afterwards purposive sample of lecturers working in higher education institutes was approached personally at their work place settings. They were elucidated about the aims and objectives of the study along with confidentiality assurance that data obtained from them will only be used for the research purpose, after obtaining conveniently selected participant's consent they were handed over the questionnaire booklet comprised of demographic data sheet, job embeddedness, organizational justice, and bullying. They were instructed about the filling of questionnaire booklet and were requested to give honest response after carefully reading the each statement.

Results

The data of 120 teachers were analysed to explore the relationship of job embeddedness and justice, and further to examine the role of workplace bullying in higher education institutes. Reliability analysis, Pearson correlation, multiple regression and Hierarchical regression analyses computed for hypothesis testing.

Table 1

Correlation of job embeddedness and organizational justice (N=120)

variables	1	2	3	4	5	6	7	8
Job Embeddedness								
1 JE	-	.72**	.86**	.68**	.84**	.78**	.76**	.50**
2 JECF		-	.58**	.52**	.51**	.52**	.46**	.35**
3 JEOF			-	.53**	.66**	.65**	.63**	.43**
4 JECS				-	.54**	.84**	.49**	.37**
5 JEOS					-	.78**	.93**	.39**
6 JECL						-	.81**	.43**
7 JEOL							-	.41**
Organizational Justice								
8 OJ								-

Note. JE = JECF= job Embeddedness community fit; JEOF= job Embeddedness organization fit; JECS= job Embeddedness community sacrifice; JEOS= job Embeddedness organization sacrifice; JECL= job Embeddedness community link; JEOL= job Embeddedness organization link.

** $p < .01$.

Table 1 shows that job embeddedness and its constructs has significant positive correlation with organizational justice ($r = .50$, $p < .001$). Therefore, it can be inferred that job embeddedness is positively related with organizational justice.

Table 2

Alpha reliabilities, means and standard deviation for all variables used in study (N = 120)

Variables	<i>M</i>	<i>SD</i>	α
JE	141.8	16.15	.91
JECF	18.94	3.45	.72
JEOF	34.90	6.01	.85
JECS	11.58	2.29	.61
JEOS	37.01	7.22	.85
JECL	17.94	1.58	.72
JEOL	21.51	1.63	.88
OJ	41.96	8.88	.91
WB	58.92	20.49	.66

Note. JE = JECF= job Embeddedness community fit; JEOF= job Embeddedness organization fit; JECS= job Embeddedness community sacrifice; JEOS= job Embeddedness organization sacrifice; JECL= job Embeddedness community link; JEOL= job Embeddedness organization link, OJ= organizational justice, WB= workplace bullying.

Table 2 shows that the alpha reliability coefficients, means and standard deviation for all study variables. Reliabilities coefficients are greater than .61 which indicates that all scales have satisfactory internal consistency.

Table 3

Simple linear Regression Analysis for community fit, organizational sacrifice and community link Predicting organizational justice among Employees of Higher Education Institutes (N=120)

Predictor variable	β	R^2	$F(\text{Model})$
Community fit	.35**	.12	16.17
Organizational sacrifice	.39**	.16	22.36
Community link	.43**	.18	26.69

Regression analysis shows community fit as predictor of organizational justice. The R^2 value of .1 indicates that only 1% change in the organizational justice might be accounted by the predictor community fit [$F(1,118) = 16.17$]. Community fit is founded to be significant predictors of justice. Further analysis shows organizational sacrifice as predictor of organizational justice. The R^2 value of .16 indicates that only 1% change is accounted by organizational sacrifice [$F(1,118) = 22.36$]. Organizational sacrifice is founded to be significant predictors of justice. Regression analysis also shows community link as predictor of organizational justice. The R^2 value of .18 indicates that only 1% change in the organizational justice might be accounted by the predictor community link [$F(1,118) = 26.69$]. Independent variable is founded to be significant predictors of justice.

Table 4

Moderating effect of workplace bullying in relationship job embeddedness and organizational justice among employees of Higher Education Institutes (N=120)

Models	R^2	β	F
Model 1 (JE)	.25	.50**	39.47
Model 2 (JE) (WB)	.26	.49** -.07	39.47
Model 3 (JE) (WB) (JE)x(WB)	.27	.83 .93 -1.05	.84
Total R^2	.78		

Note. JE = JE= job Embeddedness, WB= workplace bullying.

** $p < .01$.

Table 4 demonstrates moderating effect of workplace bullying (WB) in relationship between job Embeddedness (JE) and organizational justice. Overall model 1 shows to be significant $\{\Delta R^2 = .25, f(1,119) = 39.47, p < .01\}$ as job embeddedness is contributing 25% variance in dependent variable ($R^2 = .25, .000, \beta = .50$). Overall model 2 also shows to be significant $\{\Delta R^2 = .26, f(1,118) = 39.47, p < .01\}$ and workplace bullying is contributing 26% variance in dependent variable ($R^2 = .26, p = .000, \beta = .49$). However, overall model 3 reveals to be non-significant ($\Delta R^2 = .27, f(1,117) = .87, p > .05$) as interaction of job Embeddedness and workplace bullying contributing 27% variance in dependent variable ($R^2 = .27, \beta = .83$).

Discussion

Current study hypothesized that job embeddedness will have significant relation with organizational justice. This hypothesis is accepted as Pearson correlation results revealed embeddedness has positive significant relation with organizational justice which means that those employees who highly embedded toward their job perceive justice in organization.

This finding consistent with Burton, Lee, Yao, Sablinski and Mitchell (2004) opined that occurrences of perceived organizational injustice may action as ‘shocks’ to individuals that may in turn inspire them to pursue further engagement, and that embeddedness may turn out to have a defending effect for such ‘shocks’. Those individuals who highly embedded toward their job have high level of resistance and tolerance and for that why they not easily effected by injustice in organization. Second hypothesis of current research stated that Job embeddedness Community fit will positively predicts organizational justice. Results founded significant which revealed that community fit has significant impact on organizational justice. Findings are consistent with Burton, Lee, Yao, Sablinski and Mitchell (2004) they recommended that perceptions of justice surrounding the such human resource practices as rewards and promotion can well directly affect feelings of organization-related links, fit,, and sacrifice, so that,

if individuals practices an unfair results as a outcome of unfair procedure, so this may subsidize to a higher likelihood of quitting and lower level of job embeddedness, the Arrangements of unfair outcomes, treatments and procedure will contribute to discouragement level of embeddedness and subsequently can generate turnover intention.

Third hypothesis of current research stated that Job embeddedness organizational sacrifice will positively predicts organizational justice is accepted. Distributive justice (fairness of results) impacts strongly on sacrifice-organization (Yao, 2004). Fourth hypothesis stated that job embeddedness community links will positively predict organizational sacrifice. Individuals gaining fair outcomes in institution are more embedded toward job, because of their perceptions about procedural justice, distributive and interactional fairness which move individuals towards embeddedness (Mitchell & Cropanzano, 2005). Current research also hypothesized that bullying will significantly moderates the relations of job embeddedness and justice among employees of higher educational institutes. Results is non-significant which showed that workplace bullying has no moderating effect in relationship between job embeddedness and organizational justice. In literature Hanisch and Hulin's (1990, 1991) reported that turnover can provide as a hypothetical basis for the difference that the level to which individuals are embedded in the organization

might moderate the relationship among bullying and aggression in organization.

Limitations and Suggestions

Limitation in study was the non-probability convenience sampling technique instead of any type of probability sampling e.g., random or systematic sampling. This may cause the non-homogeneity factor in the selected sample and findings of the study may get arranged in a specific skewed pattern. Therefore, in order to resolve these issues future researches should be exercised with caution the correct and more feasible sampling technique applied to the whole employees of staff in institutions. The sample was collected from different colleges and universities of only one city which restricts the representations of the larger scale population scale. However work place bullying is very strong part of research but this study didn't found moderating role of bullying in relationship between job embeddedness and organizational justice so this is recommended that in future study researchers shouldn't work on the role of bullying in relation with job embeddedness and organizational justice. Moreover the proportion of women teachers was less due to the cultural and small city basis. Therefore, gender equality could not be maintained and this is recommended that future studies should carried out with a large scale population frame with representation of major cities of Pakistan and equal proportion in terms of gender equality. Another limitation was the early career employees over representations as

experience constitutes a lot in job involvement, but the sample of study was universities and colleges of Sargodha city where most of staff was newly employed as were in their early career years. Therefore, it is suggested that future research should also involve early, mid and mature career employees to get a clear picture of study constructs through cross sectional comparisons.

Conclusion and Implications

The present study was compromised upon three variables i.e., job embeddedness organizational justice, and workplace bullying. The results of study contribute to add up literature in this present study. This study can help the higher education institutions to facilitate their staff so that they can be embedded and engage toward their job. Moreover, in order to reduce the blame attribution and workplace bullying by managing justice in institutions. Because when they leave their institution it is not only loss of that institution but also the loss of students as this study include teacher as sample. Most important institutions should adopt strategies that can facilitate their working staff. The directors of HRM should focus on staff embeddedness and engagement toward job and proper justice so that they not move to turnover. Findings of study can also be helpful in human resource management, organizational psychology, and social psychology.

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