Mediating Role of Perceived Fairness between Organizational Commitment, Organizational Trust and Work Engagement of Female Faculty Members of Public Sector Universities in Punjab, Pakistan

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**ARTICLE DETAILS**

**History**  
*Revised format: May 2022*  
*Available Online: Jun 2022*

**Keywords**  
*Perceived Fairness, Organizational Trust, Organizational Commitment, Work Engagement.*

**JEL Classification**  
*O15, 120*

**ABSTRACT**

**Purpose:** Ensuring the competitive advantages for female faculty members and to attain sustainable progress in rapidly transforming educational environment in the current era.

**Design/Methodology/Approach:** Structural Equation Modeling (SEM) has been applied by using MPlus Software. The construct in the Context of Pakistan is exploratory in nature.

**Findings:** The study has examined the mediating relationship of fairness between organizational trust, organizational commitment and work engagement of female faculty members working in public sector universities of Punjab, Pakistan.

**Implications/Originality/Value:** It is necessary to explore the other suitable attributes of the relevant construct in the context of Pakistan. As the results remained not satisfactory and generalizability of the results is not possible.

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**Introduction**

Universities are focusing on innovative activities for creating new value additions in the society whereas, the sustainability in such a competitive environment is not an easy task. Especially for the academicians it is very much necessary to upgrade and innovate themselves. They should be equipped with new tools of the modern classroom teaching, research, and innovation. Their survival and progress depend upon the volume to their being competitive (Rehan, Mumtaz, Khan, & Iqbal, 2021). This change of market structure is dynamically reshaping the working environment in academia, systematic approaches to management are not quick enough to describe the dynamics in education sector, they seem incapable of helping
researchers and experimenters, due to scarcity of resources and regulations of the Government (Khan, Mumtaz, Rehan, & Ilyas, 2021).

Whereas, in general many researchers and experimenters attempt to the work in accordance to changes in market structure, whilst, the policies of the HEC are not consistent, it seems like problem creator rather than facilitator institution (Nelofer, 2013). An interpretative framework to identify new key challenges in academia can enable higher management to improve modern working environment (Khan et al., 2021; Saher, Bibi, Farmanullah, & Abbas, 2014; Zafar, Mohsin, Abrar, & Ghazanfar, 2014). Many researchers provided input to the functioning of public sector universities, but an interesting motivation of the phenomena is that the policy maker are not interested to adopt the innovation and change in the current structure (Rehan et al., 2021).

Recognize the importance of universities in the society in necessary. Like Massachusetts Institute of Technology (MIT) has served the society in restored way. As an instance, the contribution of more than 2000 companies owned by the alumnae; the revenue generation of these companies in the economy of United States of America (USA), is 5 times higher than the total GDP of Pakistan (Mumtaz, Khan, & Rehan, 2021; Rehman, 2016). There is need of fairness in rewards to enhance organizational commitment and building trust of faculty members, so that they might engagement them in work. The engagement of faculty members especially female faculty members is not an easy task as well, as female faculty members having lack of trust in organizational policies and their busy lives. Mostly they have to come late in universities as they have to prepare breakfast for kids, husband and family members, and furthermore, they need to leave office early to welcome kids at home (Ahmadi & Keshavarzi, 2012).

**Review of Literature**

Traditional approaches appear to have failed in involving female faculty members to participate fulltime in research and innovation for the betterment of universities and to contribute to the society. How can we progress by ignoring the fifty percent contribution for female faculty members at workplace. Human Resource Managers are required to frame such HR practices which can enhance the contribution of female faculty members in universities (Khan et al., 2021; Rehan et al., 2021).

In this regard, human resources and interesting ideas about them can be prepared. Potential partnership to corporate performance and Capacity HR can be considered as a relevant pillar for understanding market dynamics (Shen, Benson, & Huang, 2014). The resources are scarce, we possess the necessary skills and abilities, referring to the last point, it can be said universities must have a neutral workforce as a group of human beings. Many resources to learn about the perspective of social and economic dynamics, to translate emerging dynamics, socially and economically trends into guidelines and practices to help the administration. We have two type of resources (i) Personal and (ii) organizational, unlikely we use organizational resources for personal grooming and not ready to use personal resources for uplifting organization (Mohsin et al., 2011; Zafar et al., 2014). Effectiveness of a person is her/his ability to understand and accept to market’s economic and social dynamics, which can help the policy makers to determine their efficiency and competitiveness (Aina, Bratti, & Lippo, 2021; Hubaut, Guichard, Greenfield, & Blandeau, 2022).

The field of management has long been concerned with human resources. It is influenced by a number of changes that affected social and economic dynamics, however HRM has received a lot of attention in fields of education as well, the change that affected human management study is market dynamcis which are changing rapidly. A global vision of human resources management is an "industrial approach". Based on the consideration of human resources as an element of the production process (Edgar & Geare, 2013; Tan & Yahya, 2013). In recent years that human resource research study has developed a comprehensive approach for analysing and understanding the factors affecting employee productivity, work engagement and performance (Chen, 2011; Ter Bogt & Scapens, 2012).
Human Resources management extends the previous approaches to human resources studies with the aim of deciphering the potential ways that can make human resources a "key resource" that provides a competitive advantage to companies. In this regard, the researchers have made many contributions at different levels affecting the efficiency and effectiveness of human resources and most of this association focus on scalability. Human resource flexibility enables companies to better respond to the ongoing socially and economically “revolution” (Bizri, 2014; Zhang, Jiang, Liu, & Liu, 2020). By the bad luck, the partnership focused on understand the need for increased the resistance in human resource management are key to defining corporate strategies, pathways, and mechanisms to better cope with social adversity and economic. in an integrated way (Aina et al., 2021; Gibari, Perez-Esparrells, Gomez, & Ruiz, 2021; Yudianto, Mulyani, Fahmi, & Winarningsih, 2021).

To organizing past partnership of this subject, the concept of the ombudsman workforce can be described as a general framework for describing the potential involvement of HR in company that represent market segments. To providing possible answers to the above research questions, this article develops a possible theoretical framework based on the previous research, the following hypothesis is being presented here as below:

$$H_1: \text{Fairness mediates between organizational commitment, organizational trust and work engagement.}$$

**Research Design and Methodology**

A quantitative research design has been found suitable for the construct. A questionnaire has been adopted for the measurement of the variable and statistical software named MPlus has been used. SEM as an appropriate technique has also been applied on PLS. Data were collected from female faculty members working in public sector universities of Punjab, Pakistan by online survey. More than 1200 questionnaire were distributed/sent electronically, but only 231 respondents has participated in the study. 04 responses were rejected having missing values/incomplete participation. However, only 227 responses were found fit for analysis. the following figure represents the construct as below:

**Results and Analysis**

For the purpose to understand the statistical finding the following tables are presented as below, all the values are rounded up to three digits. The following information regarding the model fitness have been extracted from MPLUS software. Loglikelihood $H_0 = -3814.852$ and $H_1 = -3596.579$. Values of information criteria are as AIC = 7737.705, BIC = 7922.652 and Sample size adjusted BIC is equal to 77514.511.

Chi-square test of model fit values are 436.546 with the degree of freedom is 98. Root Mean Square Error
of Approximation (RMSEA) is 0.135; CFI = 0.674 and TLI = 0.600. For further explanation regarding model results the Table 01 is presented as below:

<table>
<thead>
<tr>
<th>Model Results (DV):</th>
<th>Estimate</th>
<th>S.E.</th>
<th>Estimate / S.E.</th>
<th>Two-Tailed P-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Engagement ON</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fairness</td>
<td>0.056</td>
<td>0.173</td>
<td>0.324</td>
<td>0.746</td>
</tr>
<tr>
<td>Organizational Trust</td>
<td>0.469</td>
<td>0.252</td>
<td>1.863</td>
<td>0.062</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>0.542</td>
<td>0.202</td>
<td>2.689</td>
<td>0.007</td>
</tr>
</tbody>
</table>

The results in the above table represents that there is no relationship of fairness and organizational trust with work engagement of female faculty members working in public sector universities of Punjab, Pakistan. Whilst, a positively significant relationship of organizational commitment has been found with work engagement.

<table>
<thead>
<tr>
<th>Model Results (Mediator):</th>
<th>Estimate</th>
<th>S.E.</th>
<th>Estimate / S.E.</th>
<th>Two-Tailed P-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived Fairness ON</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Trust</td>
<td>0.111</td>
<td>0.136</td>
<td>0.813</td>
<td>0.416</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>0.390</td>
<td>0.115</td>
<td>3.383</td>
<td>0.001</td>
</tr>
</tbody>
</table>

The above table represents that there is no relationship of organizational trust with fairness and nevertheless, organizational commitment has positively significant relationship with fairness.

The study also examined the indirect relationship as demonstrated in the construct; it has been found that effect from fairness to work engagement is Estimate/S.E = 0.037/0.114 (T-value = 0.324) and P-value = 0.746 which represents that the fairness does not mediate the relationship between organizational trust, organizational commitment and work engagement.

**Discussion and Future Recommendations**

The field of human resource management, in the education sector focused on training and development and performance. A fundamental change is needed in the traditional mode of education and training. HR aims to improve their making of decision skills among the focusing on the several studies of human resource management. Analysing these contributions are in view of the growing need for flexible adaptability of the human resources are necessary to create an emerging market that appears as a possible way to ensure interdisciplinary competence in human resources study programs. Individual contributions to HR better align business goals (Li et al., 2021; Utami, Sapta, Verawati, & Astakoni, 2021).

Therefore, the multifaceted nature of background studies in human resources that can be seen as a valuable resource for interested companies. Understand market dynamics before competitors identify market intentions that best meet market expectations and needs. As a result, the multifaceted context of human resources studies can have positive effects (Alsughayir, 2021; Chunyu & Liping, 2021).

The construct as presented in figure 1 is evident that organizational commitment has positively significant relationship with fairness and work engagement with T-values 3.39 and 2.68 respectively. On the other hand, organizational trust has positively significant relationship with fairness having T-value = 2.60 as presented in the diagram. All other relationships have not been found significant as having lesser values than the threshold values.

The future researchers are recommended for the qualitative research design to explore the true results. The
results of the study are not generalizable.

References


