A SEM Based Analysis of the Effects of Organizational Justice and Conflict Resolution on Work Commitment: A Multi-Sample Study

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Abstract

Organisational justice encompasses instructional procedural and distributive fairness and plays a significant role to shape the perceptions of the employees in terms of workplace satisfaction and fairness. The research study examined the direct and indirect effect of organisational justice and conflict resolution on work commitment. The effective mechanism of conflict resolution influences commitment and engagement of employees that fosters harmonious and supportive work environment. A SEM based analysis is employed in the research study to evaluate the indirect and direct effect of the variables like organisational justice and conflict resolution on work commitment across different types of organisational settings. The multi sample study strengthens the findings to provide valuable insights to the organisational leaders for enhanced performance and employee retention.

Keywords: Organizational Justice, Conflict Resolution, Work Commitment, SEM Analysis

Introduction

In rapidly evolving technology and environmental changes, companies have increasingly prioritized developing new value systems through innovative organizational structures and diverse personnel management strategies to sustain growth and maintain a competitive edge. Within this context, organizational justice has gained significant theoretical and practical attention, as it fosters trust and commitment among employees, ultimately enhancing overall organizational performance (Folger & Konovsky., 1989; McAllister., 1995). When an individual perceives a lack of justice in their exchange relationship with the organization, it weakens their motivation, leads to various negative consequences, and ultimately hampers overall organizational performance (Adams., 1963).

Modern organizations achieve higher performance by addressing challenges through teamwork. Ethical management strengthens organizational commitment, job engagement, and individual creativity, ultimately boosting overall performance. As a result, corporate ethics has become an increasingly important focus in contemporary organizations (Asif et al., 2019; Qing et al., 2020; Asif et al., 2020).

Employees are a vital asset to any organization, as their attitudes and behaviors directly impact

both their own performance and the organization's overall success. Employee performance (EP) is shaped by three key factors: individual competence, personal effort, and the level of organizational support (Mathis et al., 2017). Organizational commitment is paramount in determining the efficacy and longevity of an enterprise. Numerous prior investigations substantiate that organizational commitment is a principal concern for entities and their managerial staff (Gheitani et al., 2019). This dedication epitomizes the allegiance of personnel to the organization and is instrumental in the attainment of organizational objectives (Merdiaty et al., 2023). Organizational commitment is often characterized as a hallmark of a successful organization. Employees who exhibit high levels of commitment are anticipated to be more productive in their work environments (Saadeh et al., 2023).

Employee performance (EP) remains a critical focus for academics, researchers, and practitioners, as it plays a key role in determining an organization's sustainability, including non-profits. A significant factor influencing EP is an perception of employee on organisational justice, which affect the willingness to perform their primary responsibilities effectively (in-role performance) and take on additional tasks beyond their official duties (extra-role performance), commonly referred to as organizational citizenship behavior (OCB). OCB is further categorized into two dimensions: individual-level OCB and organizational-level OCB (Hermanto & Srimulyani., 2022).

Organizations are increasingly acknowledging the significance of career commitment and work engagement. However, the various factors and functions present within the teams remain to be underexplored in the existing studies of literature. The study investigates the impact of innovation and conflict on career and engagement commitment in work team. The study Conducted a two-wave survey with the subordinates and the managers from the manufacturing firms. The findings indicate that high level of work engagement is associated with role innovation and great career commitment. Notably, role innovation is the mostly used term in many situations of heightened task conflict. Task conflict not only strengthened the link between role innovation and work engagement but also positively influenced career commitment. The study confirms role innovation as a mediator between employee engagement and career commitment while identifying task and relationship conflicts as moderators in this dynamic. Expanding on the theory of Broaden and Build, the research underscores the greater significance of task conflict intensity in teams than previously acknowledged. Moreover, it highlights the detrimental effects of low conflict levels on team performance, offering valuable managerial insights. By deepening our understanding of team dynamics, the study contributes to enhanced positive outcomes on organizational effciency (Mudannayake et al., 2024).

Research Problem

Conflicts are an unavoidable part of any organization, but the way they are managed significantly impacts perceptions of organizational justice and trust. Organizational justice referred to sense of fairness among the employees and equity in the workplace, while trust reflects their confidence in and willingness to rely on others. Both factors are crucial for fostering organizational commitment—the level of attachment and loyalty employees feel toward their organization. This article explores best practices for conflict resolution, helping organizations restore justice and trust to maintain a positive and productive work environment. Conflicts, particularly when mishandled or perceived as unfair, can erode organizational justice and trust. Restoring them requires addressing both the root causes and consequences of these

conflicts while taking deliberate steps to repair relationships and rebuild confidence. Key actions that can help in this process include apologizing, fostering forgiveness, acknowledging concerns, recognizing and rewarding positive behaviors, empowering employees, involving them in decision-making, and maintaining open, transparent communication.

Research Aim and Objectives

A comprehensive research model is developed to focus on organisational justice and conflict resolution on work commitment. The effective mechanism of conflict resolution influences commitment and engagement of employees that fosters harmonious and supportive work environment.

1. To evaluate the relationship between conflict resolution and work commitment
2. To analyze the relationship between work commitment and organizational justice
3. To understand the direct and indirect effects on work commitment

Research Gap

Analysing the extensive research studies related to organisational justice work commitment and conflict resolution there are several gaps remained in the literature. The existing studies explore the individual effect of conflict resolution and the organisational justice on attitudes of employees and less studies examined the impact of work commitment as comprehensive analytical approach. Most of the existing studies focus on single region sample that limits the findings across various contexts of organisations.

Thus, a multi sample study offers wide range of insights about the factors and variables that has much effect across the various workplace environment. The previous research studies often emphasise the structural aspects of work commitment that do not integrate the interplay between the conflict resolution mechanism and perceptions of organisational justice and dimensions of employee commitment. Finally, the conflict resolution act as a significant factor to influence the relationship in workplace by mediating the organisational commitment and justice relationship. The study addressed the gap by using SEM analysis to examine the effect of the variables and the multi sample analysis to enhance the work commitment.

Theoretical Framework

The study analyses the literature Organizational Justice, Conflict Resolution on Work Commitment. The proposed intangible framework is illustrated in Figure 1.

Figure 1. Theoretical Framework

Hypothesis Development

H1: There is significant relationship between work commitment and organizational justice

This study investigates how organizational justice influences organizational commitment in public organizations. It differentiates between distributive and procedural justice, analyzing their individual effects on commitment. Additionally, it examines the mediating role of public service value in this relationship, considering the unique characteristics of public organizations. The findings indicate that both distributive and procedural justice enhance organizational commitment. However, while procedural justice strengthens public service value, distributive justice appears to diminish it. Furthermore, public service value plays a significant mediating role in the connection between organizational justice and commitment. These insights underscore the intricate relationship between justice perceptions, public service values, and

employee commitment in the public sector (Jang et al., 2021).

The study reveals that perceived organizational support, distributive justice and procedural justice positively influence the employee engagement. Additionally, the findings indicate that higher employee engagement enhances organizational commitment while simultaneously reducing employees' turnover intentions   (Aggrwal et al., 2022). Among the dimensions of organizational justice, only distributive justice exhibits a strong relationship with job satisfaction. Likewise, among the components of organizational commitment, only normative commitment significantly influences employees' job satisfaction. However, unlike previous studies, this research did not find any direct connections between procedural and interactional justice or between affective and continuance commitment and job satisfaction (Ghaderi et al., 2021).

H2: There is significant relationship between conflict resolution and work commitment

The statistical analysis of teachers' organizational commitment and performance revealed a significant relationship between the two. Specifically, affective commitment showed a strong association with teacher performance, with a beta coefficient of 0.849, while normative commitment had an even higher impact, with a beta coefficient of 0.925. Similarly, continuance commitment was also significantly related to teacher performance, with a beta coefficient of 0.909. These results suggest that fostering teamwork, minimizing conflicts among colleagues, and enhancing problem-solving skills can significantly improve teachers' performance. This finding aligns with previous studies that highlight the positive impact of organizational commitment on employee performance (Ali et al.,2019; Ozgenel., 2019).

Conflict management has beneficial effects within organizations, including enhancing organizational commitment and improving structural empowerment. By effectively managing conflict, organizations can foster an environment that encourages innovation among staff nurses. This study aims to evaluate the impact of a conflict management program on organizational commitment and structural empowerment (ELGamal et al., 2023). The study highlights that work-life balance strengthens organizational commitment by partially mediating the relationship between work-life policies and commitment. Its key contribution lies in helping managers and employees recognize the importance of implementing work-life policies that support employees in managing both work and family responsibilities, ultimately fostering greater organizational commitment (Oyewobi et al., 2020).

Methodology

The multi-sample study is developed to examine the effects of organizational commitment and conflict resolution on work commitment.

Study Population

The study population includes 180 respondents from various organizations ranges from 25 to 55 years.

Sampling

The examination technique required for obtaining data of employees from various organisations of various each category and with different range of experience in that particular organisation to yield insightful information. The respondents are provided with questionnaire who belongs to different organisations like multinational companies, startups and educational institutions. Thus, it is a multi-sample study It involves various sectors to study the effect of the variables on work commitment including both genders.

The formula used (Strong and Israel, 2009) for getting the sample size is given below;

$$n = \frac{Z^2 * \sigma^2}{e^{2x}}$$

where,

n = Sample Size

z = The value of z within the normal distribution curve

e = level of precision

σ^2 = An attribute's variance within the sample

Sample size = 180 responses are required

Data Collection

The data collection tool used in the study is survey questionnaire.

Data Analysis

SEM analysis and corroborative variable inquiry are carried out using statistical software, such as AMOS and SPSS. Means and standard deviations are established using numerical variables, while descriptive statistics are used to express categorical data, such as percentages and frequencies. It can be carried out with assurance regarding the discriminant validity, dimensionality, and convergence of the research study questionnaire. Using structural equation modeling, the linked dependence relationship between the latent components is explained. $P<0.05$ is statistically significant, as are the 95% CIs for the regression model.

Results

The methodology involves structured questionnaire to understand the effects of variables on work commitment to collect the primary data for this study. A comprehensive research model is developed to focus on organisational justice and conflict resolution on work commitment. The effective mechanism of conflict resolution influences commitment and engagement of employees that fosters harmonious and supportive work environment and it is examined using the multi sample study based on SEM.

Descriptive Statistics

Table 1. Frequency based on Age

Age		Frequency	%	Valid %	Cumulative %
Valid	25 - 35 years	56	31.1	31.1	31.1
	36 - 45 years	51	28.3	28.3	59.4
	46 - 55 years	73	40.6	40.6	100.0
	Total	180	100.0	100.0	
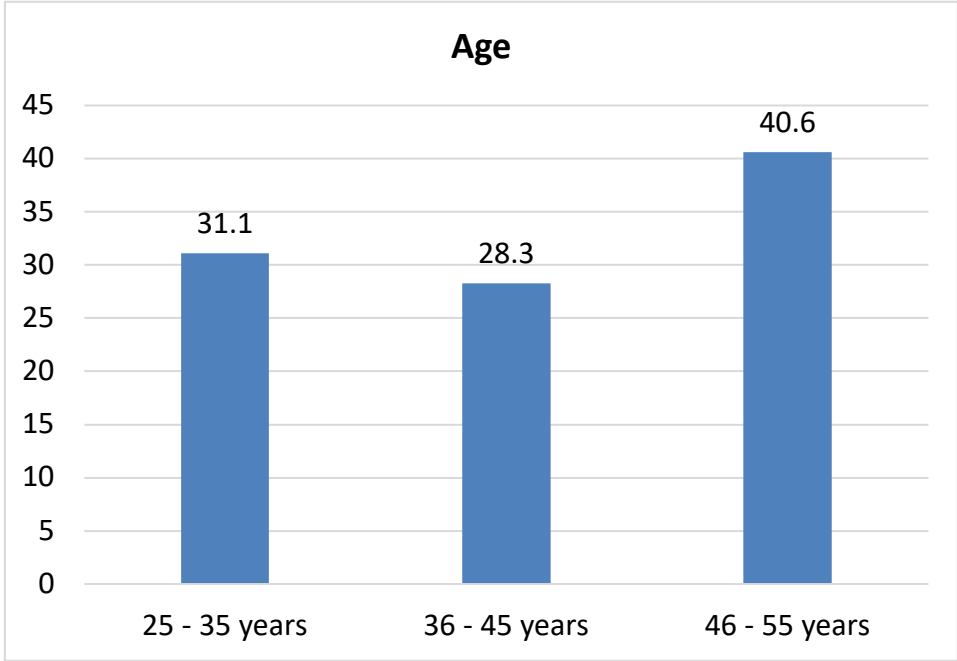
Figure 1. Frequency based on Age

The above table 1 and figure 1 shows the most of their respondents belongs to the category in the age group of 46 - 55 years (40.6%), then the next highest percentage belongs to the age group of 25 - 35 years (31.1%), and 36 - 45 years (28.3%).

Table 2. Frequency based on Gender

Gender					
		Frequency	%	Valid %	Cumulative %
Valid	Male	138	76.7	76.7	76.7
	Female	42	23.3	23.3	100.0
	Total	180	100.0	100.0	
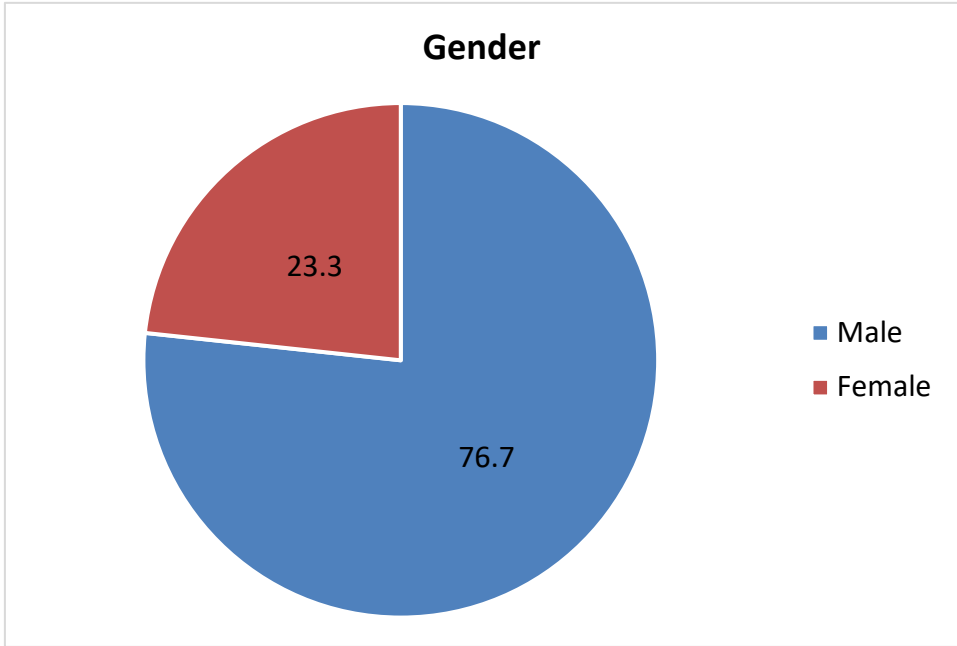
Figure 2. Frequency of Gender

The above table 2 and figure 2 shows the most of their respondents belongs to the category male gender, with obtained percentage of 76.7%, Then the lowest percentage of respondents belongs to the category of female gender with 23.3%.

Table 3. Frequency based on Educational Qualification

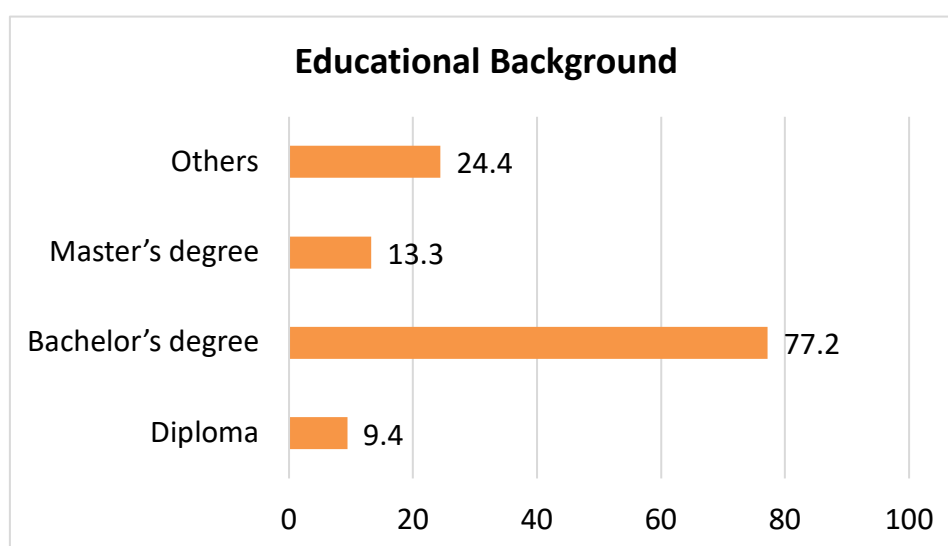| Education Qualification					
		Frequency	%	Valid %	Cumulative %
Valid	Diploma	45	25.0	25.0	25.0
	Under Graduate	44	24.4	24.4	49.4
	Post Graduate	47	26.1	26.1	75.6
	Others	44	24.4	24.4	100.0
	Total	180	100.0	100.0	

Figure. Frequency based on Educational Background

The above table 3 and figure 3 shows the most of their respondents belongs to the category from the educational background of master's degree (26.1%). The second highest respondents are obtained among the educational background of diploma (25%), followed by the respondents obtained from the educational backgrounds of bachelor's degree and others (24.4% and 24.4% respectively).

Table 4. Frequency of Relationship Status

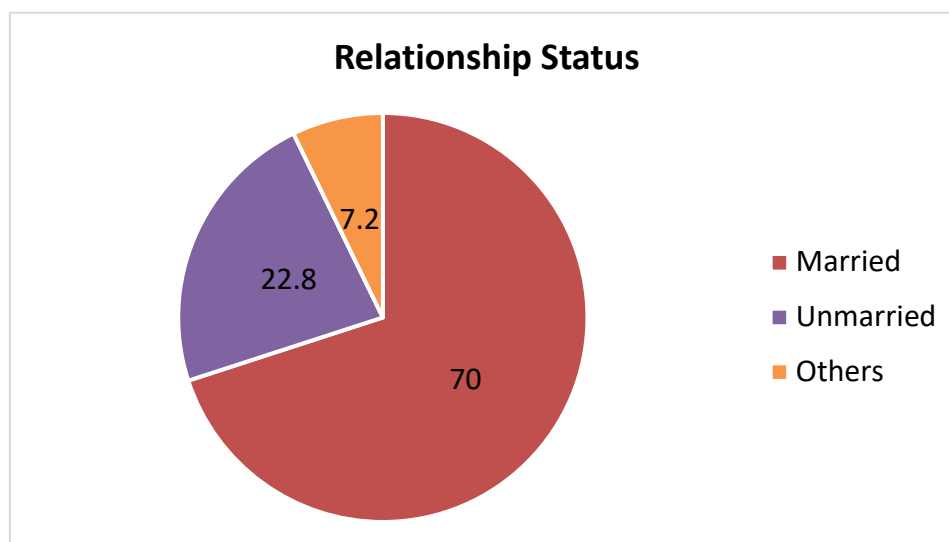| Relationship Status					
		Frequency	%	Valid %	Cumulative %
Valid	Married	126	70.0	70.0	70.0
	Unmarried	41	22.8	22.8	92.8
	Others	13	7.2	7.2	100.0
	Total	180	100.0	100.0	

Figure 4. Frequency of Relationship Status

The above table 4 and figure 4 shows the most of their respondents belongs to the category amongst the married individuals with highest percentage of 70%, then the next highest percentage belongs to the category of unmarried individuals (22.8) and least percentage of the respondents belongs to the category of other marital status (7.2%).

Table 5. Frequency of total experience in present organization

Total experience in present organization					
		Frequency	%	Valid %	Cumulative %
Valid	2 - 5 years	17	9.4	9.4	9.4
	6 - 9 years	139	77.2	77.2	86.7
	Above 9 years	24	13.3	13.3	100.0
	Total	180	100.0	100.0	
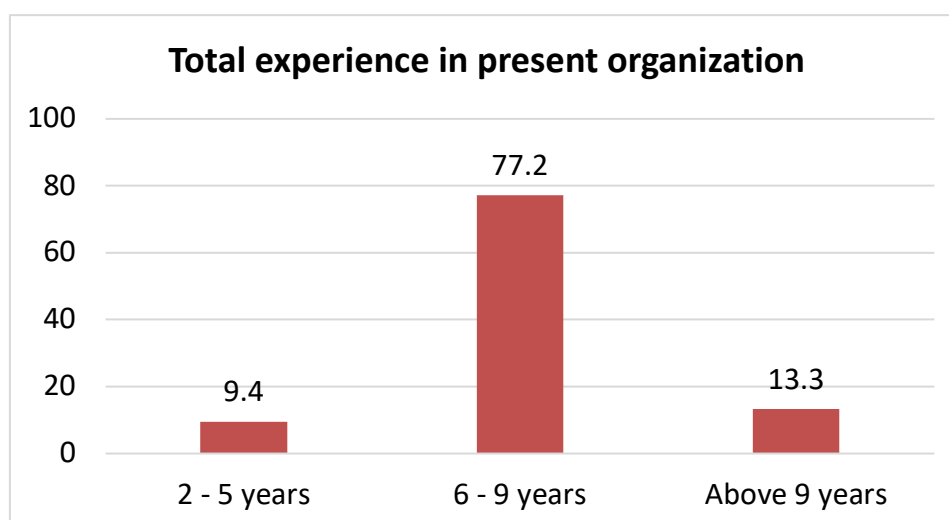
Figure 5. Frequency of total experience in present organization

The above table 5 and figure 5 shows the most of their respondents belongs to the category from the total working experience of 6 – 9 years (77.2%). The second highest respondents are obtained among the total working experience of above 9 years (13.3%), and the least percentage

of respondents were obtained from the total working experience of 2 – 5 years (9.4%).

Objective: To study the relationship between organizational justice, conflict resolution, and work commitment

H01: There is no significant relationship between work commitment and organizational justice.

HA1: There is significant relationship between work commitment and organizational justice.

Table 6. Model Summary of Regression analysis of distributive justice on work commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837[a]	.756	.740	.495
a. Predictors: (Constant), DJ3, DJ2, DJ1				

The findings from regression analysis shows the value of 0 .756 as R Square value which is relevant to the model with 75.6%. The proportion of variance in the work commitment as dependent variable that can be predicted using the distributive justice as the independent variable is referred as R Square. Thus, the value 75.6% indicates the variance in the work commitment which can be predicted using the variables like distributive justice.

Table 7. ANOVA of Regression analysis of distributive justice on work commitment

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.294	3	6.765	3.478	.017[b]
	Residual	342.284	176	1.945		
	Total	362.578	179			
a. Dependent Variable: WC						
b. Predictors: (Constant), DJ3, DJ2, DJ1						

The above table 7 shows the F-ratio in the ANOVA of distributive justice on work commitment. The good fit of the data for the overall regression model can be analysed based on the F ratio obtained from ANOVA. The results shows that the independent variables of the model are both significantly and statistically predict the dependent variable of the regression model with good fit F= 3.478, p=0.017. Thus, denoting the strong influence of distributive justice on work commitment.

Table 8. Model Summary of Regression analysis of procedural justice on work commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725[a]	.650	.634	.521
a. Predictors: (Constant), PJ3, PJ2, PJ1				

The findings from regression analysis shows the value of 0 .650 as R Square value which is relevant to the model with 65%. The proportion of variance in the work commitment as dependent variable that can be predicted using the procedural justice as the independent variable is referred as R Square. Thus, the value 65% indicates the variance in the work commitment which can be predicted using the variables like procedural justice.

Table 9. ANOVA of Regression analysis of procedural justice on work commitment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.747	3	3.916	3.118	.027[b]
	Residual	221.030	176	1.256		
	Total	232.778	179			
a. Dependent Variable: WC						
b. Predictors: (Constant), PJ3, PJ2, PJ1						

The above table 9 shows the F-ratio in the ANOVA of procedural justice on work commitment. The good fit of the data for the overall regression model can be analysed based on the F ratio obtained from ANOVA. The results shows that the independent variables of the model are both significantly and statistically predict the dependent variable of the regression model with good fit F= 3.118, p = 0.027. Thus, denoting the strong influence of procedural justice on work commitment.

Table 10. Model Summary of Regression analysis of interpersonal justice on work commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.835[a]	.755	.739	.595
a. Predictors: (Constant), IPJ3, IPJ2, IPJ1				

The findings from regression analysis shows the value of 0 .755 as R Square value which is relevant to the model with 75.5%. The proportion of variance in the work commitment as dependent variable that can be predicted using the Interpersonal justice as the independent variable is referred as R Square. Thus, the value 75.5% indicates the variance in the work commitment which can be predicted using the variables like Interpersonal justice.

Table 11. ANOVA of Regression analysis of interpersonal justice on work commitment

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.073	3	6.691	3.438	.018ᵇ
	Residual	342.505	176	1.946		
	Total	362.578	179			
a. Dependent Variable: WC						
b. Predictors: (Constant), IPJ3, IPJ2, IPJ1						

The above table 11 shows the F-ratio in the ANOVA of interpersonal justice on work commitment. The good fit of the data for the overall regression model can be analysed based on the F ratio obtained from ANOVA. The results shows that the independent variables of the model are both significantly and statistically predict the dependent variable of the regression model with good fit with F= 3.438, p = 0.018. Thus, denoting the strong influence of interpersonal justice on work commitment.

Table 12. Model Summary of Regression analysis of informational justice on work commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836ª	.756	.740	.549
a. Predictors: (Constant), IFJ3, IFJ1, IFJ2				

The findings from regression analysis shows the value of 0 .756 as R Square value which is relevant to the model with 75.6%. The proportion of variance in the work commitment as dependent variable that can be predicted using the Informational justice as the independent variable is referred as R Square. Thus, the value 75.6% indicates the variance in the work commitment which can be predicted using the variables like Informational justice.

Table 13. ANOVA of Regression analysis of informational justice on work commitment

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.920	3	6.307	3.468	.017ᵇ
	Residual	320.075	176	1.819		
	Total	338.994	179			
a. Dependent Variable: WC						
b. Predictors: (Constant), IFJ3, IFJ1, IFJ2						

The above table 13 shows the F-ratio in the ANOVA of informational justice on work commitment. The good fit of the data for the overall regression model can be analysed based on the F ratio obtained from ANOVA. The results shows that the independent variables of the model are both significantly and statistically predict the dependent variable of the regression model with good fit F= 3.468, p = 0.017. Thus, denoting the strong influence of informational justice on work commitment.

Table 14. Impact of organizational justice on work commitment

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
DJ1	Between Groups	13.034	4	4.345	5.486	.001
	Within Groups	392.838	175	.792		
	Total	405.872	179			
DJ2	Between Groups	8.587	4	2.862	5.858	.001
	Within Groups	242.363	175	.489		
	Total	250.950	179			
DJ3	Between Groups	30.718	4	10.239	12.686	.000
	Within Groups	400.360	175	.807		
	Total	431.078	179			
PJ1	Between Groups	3.645	4	1.215	3.127	.026
	Within Groups	192.723	175	.389		
	Total	196.368	179			
PJ2	Between Groups	14.330	4	4.777	9.029	.000
	Within Groups	262.412	175	.529		
	Total	276.742	179			
PJ3	Between Groups	6.534	4	2.178	4.893	.002
	Within Groups	220.768	175	.445		
	Total	227.302	179			
IPJ1	Between Groups	8.700	4	2.900	6.083	.000
	Within Groups	236.452	175	.477		
	Total	245.152	179			
IPJ2	Between Groups	13.280	4	4.427	8.640	.000
	Within Groups	254.128	175	.512		
	Total	267.408	179			
IPJ3	Between Groups	42.416	4	14.139	14.822	.000
	Within Groups	473.142	175	.954		
	Total	515.558	179			
IFJ1	Between Groups	59.591	4	19.864	22.712	.000
	Within Groups	433.791	175	.875		
	Total	493.382	179			
IFJ2	Between Groups	54.204	4	18.068	17.356	.000

	Within Groups	516.346	175	1.041		
	Total	570.550	179			
IFJ3	Between Groups	29.151	4	9.717	9.763	.000
	Within Groups	493.649	175	.995		
	Total	522.800	179			

The above table 14 shows the one-way ANOVA of organizational justice on work commitment. The result indicates that all the variables showed p-values less than 0.05, which indicates that the variables are statistically significant with respect to work commitment in Corporate Organizations. Hence, the results suggest that organizational justice have a significant positive influence on work commitment amongst the working professionals in Corporate Organizations, which indicates the rejection of null hypothesis.

H02: There is no significant relationship between conflict resolution and work commitment.
HA2: There is significant relationship between conflict resolution and work commitment.

Table 15. Model Summary of Regression analysis of integrating on work commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919[a]	.803	.818	.372
a. Predictors: (Constant), IG3, IG1, IG2				

The findings from regression analysis shows the value of 0 .883 as R Square value which is relevant to the model with 88.3%. The proportion of variance in the work commitment as dependent variable that can be predicted using the integrating variables as the independent variable is referred as R Square. Thus, the value 88.3% indicates the variance in the work commitment which can be predicted using the variables like integrating variables.

Table 16. ANOVA of Regression analysis of integrating on work commitment

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.129	3	9.043	5.331	.002[b]
	Residual	298.532	176	1.696		
	Total	325.661	179			
a. Dependent Variable: WC						
b. Predictors: (Constant), IG3, IG1, IG2						

The above table 16 shows the F-ratio in the ANOVA of integrating on work commitment. The

good fit of the data for the overall regression model can be analysed based on the F ratio obtained from ANOVA. The results shows that the independent variables of the model are both significantly and statistically predict the dependent variable of the regression model with good fit with F= 5.331, p = 0.002. Thus, denoting the strong influence of integrating on work commitment.

Table 17. Model Summary of Regression analysis of obliging on work commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727[a]	.652	.635	.525
a. Predictors: (Constant), OG3, OG2, OG1				

The findings from regression analysis shows the value of 0 .652 as R Square value which is relevant to the model with 65.2%. The proportion of variance in the work commitment as dependent variable that can be predicted using the obliging variables as the independent variable is referred as R Square. Thus, the value 65.2% indicates the variance in the work commitment which can be predicted using the variables like obliging variables.

Table 18. ANOVA of Regression analysis of obliging on work commitment

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.796	3	5.599	3.190	.025[b]
	Residual	308.865	176	1.755		
	Total	325.661	179			
a. Dependent Variable: WC						
b. Predictors: (Constant), OG3, OG2, OG1						

The above table 18 shows the F-ratio in the ANOVA of obliging on work commitment. The good fit of the data for the overall regression model can be analysed based on the F ratio obtained from ANOVA. The results shows that the independent variables of the model are both significantly and statistically predict the dependent variable of the regression model with good fit with F= 3.190, p = 0.025. Thus, denoting the strong influence of obliging on work commitment.

Table 19. Model Summary of Regression analysis of compromising on work commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.926[a]	.856	.871	.306
a. Predictors: (Constant), CM3, CM1, CM2				

The findings from regression analysis shows the value of 0 .856 as R Square value which is relevant to the model with 85.6%. The proportion of variance in the work commitment as dependent variable that can be predicted using the compromising variables as the independent variable is referred as R Square. Thus, the value 85.6% indicates the variance in the work commitment which can be predicted using the variables like compromising variables.

Table 20. ANOVA of Regression analysis of compromising on work commitment

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.591	3	11.530	6.972	.000ᵇ
	Residual	291.070	176	1.654		
	Total	325.661	179			
a. Dependent Variable: WC						
b. Predictors: (Constant), CM3, CM1, CM2						

The above table 20 shows the F-ratio in the ANOVA of compromising on work commitment. The good fit of the data for the overall regression model can be analysed based on the F ratio obtained from ANOVA. The results shows that the independent variables of the model are both significantly and statistically predict the dependent variable of the regression model with good fit with F= 6.972, p = 0.000. Thus, denoting the strong influence of compromising on work commitment.

Table 21. Model Summary of Regression analysis of dominating on work commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.838ᵃ	.757	.741	.421
a. Predictors: (Constant), DM3, DM1, DM2				

The findings from regression analysis shows the value of 0 .757 as R Square value which is relevant to the model with 75.7%. The proportion of variance in the work commitment as dependent variable that can be predicted using the compromising variables as the dominating variable is referred as R Square. Thus, the value 75.7% indicates the variance in the work commitment which can be predicted using the variables like dominating variables.

Table 22. ANOVA of Regression analysis of dominating on work commitment

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.513	3	6.171	3.536	.016ᵇ
	Residual	307.148	176	1.745		
	Total	325.661	179			

a. Dependent Variable: WC	
b. Predictors: (Constant), DM3, DM1, DM2	

The above table 22 shows the F-ratio in the ANOVA of dominating on work commitment. The good fit of the data for the overall regression model can be analysed based on the F ratio obtained from ANOVA. The results shows that the independent variables of the model are both significantly and statistically predict the dependent variable of the regression model with good fit with F= 3.536, p = 0.016. Thus, denoting the strong influence of dominating on work commitment.

Table 23. Model Summary of Regression analysis of avoiding on work commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726[a]	.651	.635	.577

a. Predictors: (Constant), AD3, AD2, AD1

The findings from regression analysis shows the value of 0 .651 as R Square value which is relevant to the model with 65.1%. The proportion of variance in the work commitment as dependent variable that can be predicted using the Avoiding variables as the dominating variable is referred as R Square. Thus, the value 65.1% indicates the variance in the work commitment which can be predicted using the Avoiding variables.

Table 24. ANOVA of Regression analysis of avoiding on work commitment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.908	3	5.969	3.149	.026[b]
	Residual	333.619	176	1.896		
	Total	351.528	179			
a. Dependent Variable: WC						
b. Predictors: (Constant), AD3, AD2, AD1						

The above table 24 shows the F-ratio in the ANOVA of avoiding on work commitment. The good fit of the data for the overall regression model can be analysed based on the F ratio obtained from ANOVA. The results shows that the independent variables of the model are both significantly and statistically predict the dependent variable of the regression model with good fit with F= 3.469, p = 0.018. Thus, denoting the strong influence of avoiding on work commitment.

Table 25. Impact of conflict resolution on work commitment

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.

IG1	Between Groups	19.272	4	4.818	10.294	.000
	Within Groups	231.678	175	.468		
	Total	250.950	179			
IG2	Between Groups	55.324	4	13.831	18.220	.000
	Within Groups	375.754	175	.759		
	Total	431.078	179			
IG3	Between Groups	10.292	4	2.573	4.780	.001
	Within Groups	266.450	175	.538		
	Total	276.742	179			
OG1	Between Groups	6.851	4	1.713	3.558	.007
	Within Groups	238.301	175	.481		
	Total	245.152	179			
OG2	Between Groups	7.886	4	1.971	3.760	.005
	Within Groups	259.522	175	.524		
	Total	267.408	179			
OG3	Between Groups	8.736	4	2.184	7.587	.000
	Within Groups	142.496	175	.288		
	Total	151.232	179			
CM1	Between Groups	10.311	4	2.578	7.720	.000
	Within Groups	165.297	175	.334		
	Total	175.608	179			
CM2	Between Groups	12.192	4	3.048	6.830	.000
	Within Groups	220.896	175	.446		
	Total	233.088	179			
CM3	Between Groups	21.619	4	5.405	7.981	.000
	Within Groups	335.219	175	.677		
	Total	356.838	179			
DM1	Between Groups	11.325	4	2.831	3.566	.007
	Within Groups	392.953	175	.794		
	Total	404.278	179			
DM2	Between Groups	73.257	4	18.314	20.496	.000
	Within Groups	442.301	175	.894		
	Total	515.558	179			
DM3	Between Groups	76.127	4	19.032	22.578	.000
	Within Groups	417.255	175	.843		
	Total	493.382	179			
AD1	Between Groups	130.256	4	32.564	36.610	.000
	Within Groups	440.294	175	.889		
	Total	570.550	179			
AD2	Between Groups	80.289	4	20.072	22.453	.000
	Within Groups	442.511	175	.894		
	Total	522.800	179			

AD3	Between Groups	11.312	4	2.828	3.548	.007
	Within Groups	394.560	175	.797		
	Total	405.872	179			

The above table 25 shows the one-way ANOVA of conflict resolution on work commitment. The result indicates that all the variables showed p-values less than 0.05, which indicates that the variables are statistically significant with respect to work commitment in Corporate Organizations. Hence, the results suggest that conflict resolution have a significant positive influence on work commitment amongst the working professionals in Corporate Organizations, which indicates the rejection of null hypothesis.

Structural Equation Modelling (SEM) analysis

The scale score of covariance matrix is sent to Amos by the Structural Equation Modelling in the current study. To measure the relevance of each estimate, AMOS provides Crtical ratios and Standard Errors. The crucial ratios are standard ordinary strays, and a value greater than 2.00 is considered significant (Z = 1.96 is significant at the 0.05 level, two-tailed). Estimates represent partial relapse weights. The critical proportion is equal to the estimate/standard deviation. If the distributional assumptions are met, the C.R. should be more than 2 to be significant at 0.05 levels. For majority of the variables deemed to be extremely significant, the C.R. estimations of larger part variables are more significant than 2. Standardized assessments allow for the evaluation of the relative commitments of each indicator variable to each resulting variable. Standardized evaluation allow for the examination of correlations between idle factors. All of the variables had standardized loadings ranging from low to moderate and appeared to be related to the hypothesized effect factor.
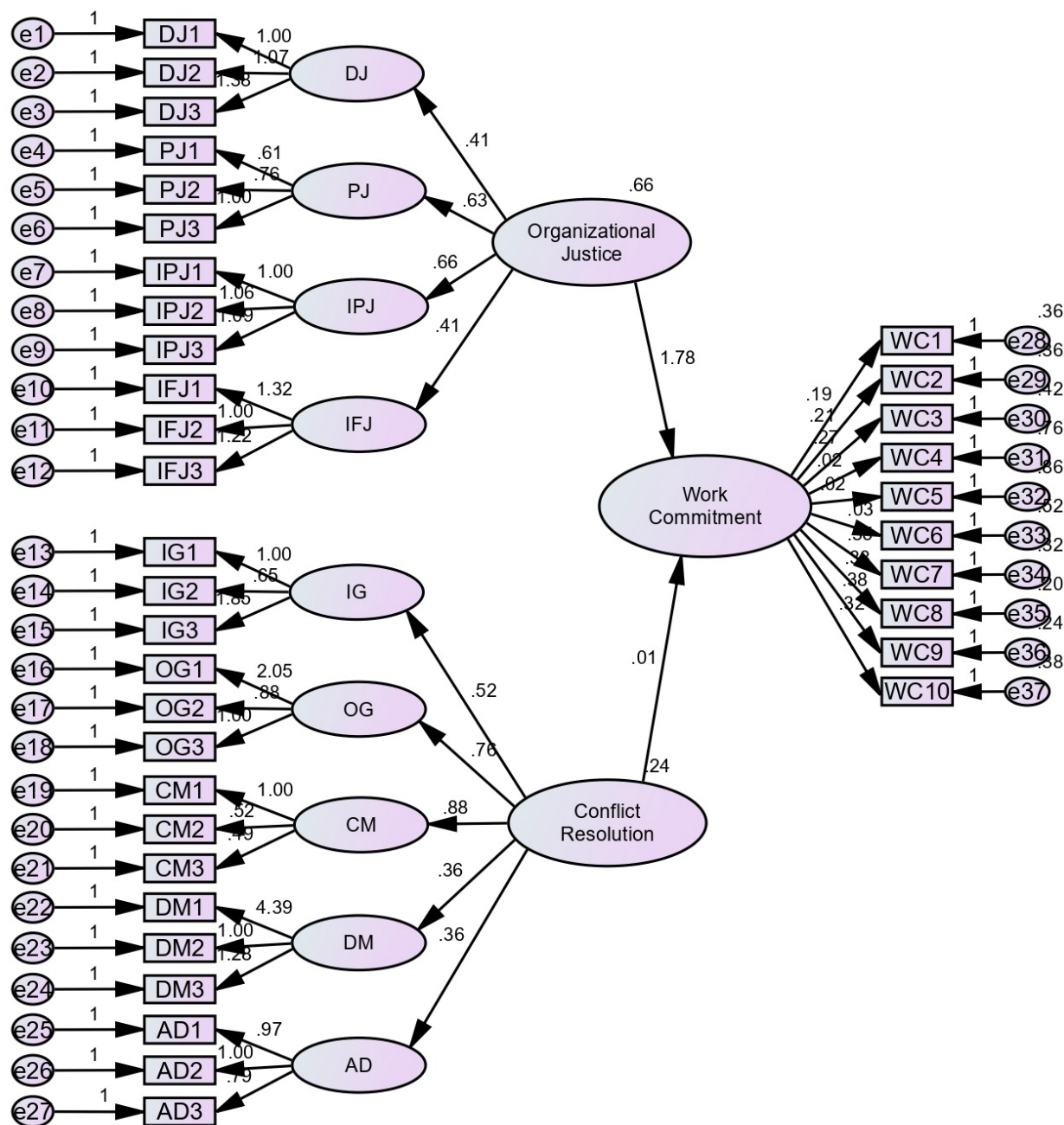
Figure 6. Path Diagram

The path estimate is greater than 0.05 for all variables, as shown in the table. The model admits that organizational justice and conflict resolution strongly influences work commitment in corporate organization in the SEM model.

Table 26. Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P
Work Commitment <--- Organizational Justice	1.779			

			Estimate	S.E.	C.R.	P
Work Commitment	<---	Conflict Resolution	.007			
DJ	<---	Organizational Justice	.406			
PJ	<---	Organizational Justice	.631			
IPJ	<---	Organizational Justice	.656			
IFJ	<---	Organizational Justice	.406			
IG	<---	Conflict Resolution	.524			
OG	<---	Conflict Resolution	.758			
CM	<---	Conflict Resolution	.882			
DM	<---	Conflict Resolution	.355			
AD	<---	Conflict Resolution	.358			
DJ2	<---	DJ	1.065	.099	10.718	***
DJ1	<---	DJ	1.000			
PJ3	<---	PJ	1.000			
WC1	<---	Work Commitment	.193			
WC2	<---	Work Commitment	.206			
WC3	<---	Work Commitment	.267			
WC4	<---	Work Commitment	.017			
WC5	<---	Work Commitment	.024			
WC6	<---	Work Commitment	.025			
WC7	<---	Work Commitment	.348			
WC8	<---	Work Commitment	.375			
WC9	<---	Work Commitment	.376			
WC10	<---	Work Commitment	.316			
PJ2	<---	PJ	.764	.059	12.911	***
PJ1	<---	PJ	.610	.052	11.652	***
DJ3	<---	DJ	1.379	.115	12.020	***
IPJ1	<---	IPJ	1.000			
IPJ2	<---	IPJ	1.063	.051	21.011	***
IPJ3	<---	IPJ	1.089	.051	21.204	***
IFJ1	<---	IFJ	1.318	.139	9.468	***
IFJ2	<---	IFJ	1.000			
IFJ3	<---	IFJ	1.222	.134	9.133	***
IG2	<---	IG	.651	.131	4.979	***
IG1	<---	IG	1.000			
OG3	<---	OG	1.000			
OG2	<---	OG	.878	.080	10.925	***
OG1	<---	OG	2.053	.130	15.737	***
IG3	<---	IG	1.849	.221	8.358	***
CM1	<---	CM	1.000			

			Estimate	S.E.	C.R.	P
CM2	<---	CM	.518	.067	7.708	***
CM3	<---	CM	.488	.072	6.766	***
DM1	<---	DM	4.395	.636	6.915	***
DM2	<---	DM	1.000			
DM3	<---	DM	1.282	.238	5.376	***
AD1	<---	AD	.975	.197	4.939	***
AD2	<---	AD	1.000			
AD3	<---	AD	.789	.195	4.042	***

Table 27. Variances: (Group number 1 - Default model)

	Estimate
Organizational Justice	.663
Conflict Resolution	.237

Table 28. Model Fit Indices

Goodness -of-fit indices	Value	Reference Value
CFI (Comparative Fit Index)	0.984	0.95 < CFI < 1
RMSEA (Root Mean Square Error)	0.038	RMSEA < 0.08
GFI (Goodness of Fit Index)	0.957	>0.90 (Hair et al., 2006)
AGFI (Adjusted Goodness of Fit Index)	0.963	> 0.90 (Hair et al. 2006)

From the above table it is found that the goodness-of-fit indices namely Adjusted Goodness of Fit Index, Goodness of Fit Index, Root Mean Square Error and Comparative Fit Index have values within the accepting limit for good model fit. The SEM model found that organizational justice and conflict resolution strongly influences work commitment in corporate organization in the SEM model.

Table 29. Chi-square Statistics

Chi-square	803.321
Degrees of freedom	78
Probability level	.000

The overall fit of the model, as well as the 2 values relative to the degrees of freedom, are computed. This is an absolute test of model fit that is commonly referred to as the chi-square test. In the result, the p-value associated with the χ^2 value is 0.000, which is below 0.05 indicating the statistical significance. The table above showed a 'P' value, '***', means the p-value is less than .001. Thus, it infers that each variance is statistically significant. This indicates that the model is a very good fit.

Discussion

The findings show the effect of independent variables like organisational justice conflict resolution on the dependent variable that are statistically significance. Thus, denoting the strong influence of distributive justice on work commitment. The 37-item measure of spirituality at work was evaluated utilizing a 5-point Likert scale. The model admits that organizational justice and conflict resolution strongly influences work commitment in corporate organization in the SEM model. The variables are statistically significant with respect to work commitment in Corporate Organizations. Hence, the results suggest that organizational justice have a significant positive influence on work commitment amongst the working professionals in Corporate Organizations, which indicates the rejection of null hypothesis. The variables are statistically significant with respect to work commitment in Corporate Organizations. Hence, the results suggest that conflict resolution have a significant positive influence on work commitment amongst the working professionals in Corporate Organizations, which indicates the rejection of null hypothesis.

Conclusion

To conclude, the study examined the relationship between the effect of organisational justice and conflict resolution on work commitment. The effective mechanism of conflict resolution influences commitment and engagement of employees that fosters harmonious and supportive work environment. A SEM based analysis is employed in the research study to evaluate the indirect and direct effect of the variables like organisational justice and conflict resolution on work commitment across different types of organisational settings. The multi sample study strengthens the findings to provide valuable insights to the organisational leaders for enhanced performance and employee retention. The results suggest that conflict resolution and organization justice have a significant positive influence on work commitment amongst the working professionals in Corporate Organizations.

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