Influence of Perceived Distributive Justice on Affective Commitment: The Mediating Role of Perceived Supervisor Trust among UAE Government Employees

Ahmed Z. E. Ahmed[1], Abdallah M. Elamin[2], Hazem Aldabbas[3]

Abstract

Although many factors affect employees' affective commitment, its relationship with distributive justice and perceived supervisor trust is significant. Many studies have investigated the relationship between distributive justice and trust, but there is limited research on the mediating role of perceived supervisor trust. This study examines the mediating role of perceived supervisor trust in the relationship between distributive justice and affective commitment. The study's sample comprises 168 United Arab Emirates (UAE) government employees. It is a cross-sectional study that uses a standardized questionnaire. The results reveal that distributive justice is directly related to supervisory and organizational trust, where supervisor trust partially mediates the relationship between distributive justice and affective commitment. Finally, the findings indicate that trust in the supervisor plays a crucial mediating role in the relationship between distributive justice and affective commitment, reinforcing the significance of fairness perceptions in fostering employee commitment.

Keywords: Perceived Distributive Justice, Affective Commitment, Perceived Supervisor Trust, Government Employees, United Arab Emirates

Introduction

The relationship between perceived distributive justice in organizations and its outcomes, especially distributive justice's impact on affective commitment, has recently received substantial attention from researchers. This study examines how perceived distributive justice affects affective commitment. It focuses on the moderating role of perceived supervisor trust in organizations in the United Arab Emirates (UAE) (Pathardikar et al., 2023). Although previous research has analyzed these variables separately, studies on their interaction, particularly in non-Western cultural and economic settings, are scarce (Lin & Shin, 2021; Abdullah & Al-Abrrow, 2023).

The UAE's diverse workforce and unique sociocultural environment provide an excellent context to investigate how perceived distributive justice and supervisor trust impact organizational commitment (Cherian et al., 2021). Understanding these dynamics will provide practical strategies for promoting fair treatment and trust, which are important factors for enhancing employee retention, performance, and overall organizational effectiveness (Kim & Beehr, 2020).

---

[1] College of Business Administration, University of Fujairah, Fujairah, United Arab Emirates. Email: a.zainelabdin@uof.ac.ae

[2] College of Business Administration, University of Fujairah, Fujairah, United Arab Emirates. Email: a.elamin@uof.ac.ae

[3] College of Business Administration, University of Fujairah, Fujairah, United Arab Emirates. Email: h.aldabbas@uof.ac.a, (Corresponding Author)

This study contributes to the existing literature by addressing gaps related to justice particulary in correlating justice perceptions with affective commitment (Malla & Malla, 2023). It investigates (1) the effect of perceived distributive justice on affective commitment and (2) the mediating role of perceived supervisor trust in the relationship between distributive justice and affective commitment (Khaola & Rambe, 2021). The findings connect theoretical insights with empirical evidence, offering practical recommendations for improving justice-driven practices and commitment in UAE governmental organizations (AlHammadi & Abu Elanain, 2024).

The primary research question identifies the conditions under which perceived distributive justice impacts affective commitment via supervisor trust.

The study's results are expected to provide meaningful implications for managers and policymakers, illustrating how perceptions of fairness and supervisor trust can foster a committed workforce, ultimately reducing turnover risks and promoting long-term organizational success (Zayed et al., 2022).

Literature Review and Theoretical Framework

Theoretical Background

Perceived distributive justice is a construct that explores the fairness of resource allocation and its relationship with variables such as affective commitment and perceived supervisor trust (Bak, 2020). This concept is grounded in theories such as the norm of reciprocity, equity theory, and social exchange theory, which emphasize the role of fairness in shaping organizational members' perceptions and behaviors (Huo et al., 2023). Existing research has extensively examined the relationship between perceived supervisor trust and affective commitment, emphasizing their interconnectedness in the workplace (Fischer et al., 2020; Paluri & Mishal, 2020; Ahmad et al., 2020; Yuan et al., 2022).

The literature highlights that perceived distributive justice significantly influences critical organizational outcomes, including job satisfaction, organizational citizenship behaviors, and affective commitment (Aeknarajindawat & Jermsittiparsert, 2020; Shimamura et al., 2021). These findings highlight justice's importance in fostering positive employee attitudes and behaviors. For example, Jang et al. (2021) demonstrated that perceived distributive justice enhances affective commitment and promotes relationship-oriented organizational behaviors. Similarly, trust has been identified as a key factor in managing employee behaviors (Islam et al., 2021). Prior research has examined the relationship between organizational justice, job satisfaction, and organizational citizenship behaviors, exploring various mediating and moderating factors (Edezaro, 2022; Yorulmaz et al., 2021). For instance, Edezaro (2022) found that effective communication played a negative mediating role between justice perceptions and job-related outcomes, while Yorulmaz et al. (2021) investigated the mediating effect of organizational identification and the moderating role of emotional intelligence in justice perceptions. However, the specific role of trust in supervisors as a mediator between distributive justice and affective commitment remains underexplored, particularly in the UAE government sector, which this study aims to address). Moreover, trust and justice are recognized as essential organizational instruments for enhancing employee readiness to engage with their work (Purnama et al., 2020).

Although numerous studies have contributed to understanding perceived distributive justice, its role in predicting affective commitment remains underexplored, especially in contexts requiring clear hypotheses and purposeful relationship constructions (Malla & Malla, 2023).

Study Variables

Perceived Distributive Justice

Perceived distributive justice denotes employees' perceptions of fairness in allocating valued outcomes based on their input and contributions. It is a critical research area in organizational studies (Rea et al., 2021). Employees' satisfaction or dissatisfaction with resource allocation impacts their work practices and overall attitudes (Khumalo, 2022). When employees perceive that outcomes are distributed equitably, they are likely to reciprocate with positive behaviors (Davlembayeva et al., 2021). Conversely, perceptions of inequity can lead to dissatisfaction and decreased motivation (Jahanzeb & Bouckenooghe, 2024).

The equity, fairness heuristic, and organizational justice theories highlight the value of distributive justice in foreseeing workplace phenomena. The equity theory highlights how employees evaluate their reward-to-input ratio against referent others (Purwanto, 2020). The fairness heuristic theory emphasizes the role of fair allocation in enhancing employees' perceptions of organizational value (Davlembayeva et al., 2021). Additionally, the organizational justice theory outlines fairness and practicality as key criteria for evaluating justice-related processes (Rehman et al., 2021).

Empirical evidence supports the notion that distributive justice serves as a basis for designing adequate pay, promotion, and motivation systems, which foster satisfaction and organizational citizenship behaviors (Saad & Elshaer, 2020). Thus, distributive justice is a cornerstone of organizational success (Zwiech, 2021).

Affective Commitment

Affective commitment refers to employees' identification, emotional attachment, and organizational involvement (Mittal et al., 2022; Liu et al., 2022; Khaskheli et al., 2020). High-affective commitment employees are more likely to stay in their organization because they feel valued and recognized. This commitment significantly impacts job performance and organizational behavior (Alqudah et al., 2022).

Theories of workplace commitment highlight its critical role in organizational effectiveness. They link affective commitment to reduced turnover intentions and increased organizational growth (Akpa et al., 2021; Guzeller & Celiker, 2020). Recent research emphasizes the need to leverage opportunities and address challenges that affect organizational outcomes at individual, group, and organizational levels (Akinyemi et al., 2022; Serhan et al., 2022; Tetteh et al., 2020). Affective commitment is associated with positive behaviors such as in-role performance, contextual performance, organizational citizenship, and reduced withdrawal behaviors (Wang, 2020).

This study focuses on understanding how perceptions of fairness influence affective commitment, particularly in multiethnic contexts such as the UAE, where over 80% of private-sector employees are expatriates. This unique setting offers valuable insights into applying

Western organizational models in diverse cultural environments (Khassawneh & Abaker, 2022; Elessawy, 2020; Antwi-Boateng & Al Jaberi, 2022).

Perceived Supervisor Trust

Perceived supervisor trust refers to employees' confidence in their direct supervisors as organizational representatives (Arif et al., 2020). This trust influences employees' psychological, emotional, and transactional experiences, especially in performance appraisals, promotions, and layoffs (Nabawanuka & Ekmekcioglu, 2022).

High levels of supervisor trust enhance employee commitment and foster better workplace relationships (Silva et al., 2023). Trust also acts as a moderating variable in the relationship between distributive justice and affective commitment, significantly shaping employee attitudes and behaviors (González-Cánovas et al., 2024). Research highlights that supervisor trust enhances extra efforts, organizational commitment, and overall job performance (Alharbi & Abuelhassan, 2020; Ababneh, 2020).

In conclusion, perceived supervisor trust plays a crucial role in moderating the relationship between distributive justice and affective commitment, reinforcing the importance of trust as a key driver of organizational success (Pathardikar et al., 2023).

Theoretical Framework

This study constructs a structured model to explore the relationships between perceived distributive justice, same-source perceived supervisor trust, and affective commitment (Zayed et al., 2022; Lin et al., 2024). It investigates how perceived distributive justice influences same-source perceived supervisor trust and affective commitment directly and positively. Additionally, it examines the moderating role of same-source perceived supervisor trust in the relationship between perceived distributive justice and affective commitment. This theoretical framework follows a systematic approach—it begins by defining each construct, positions the relationship between independent and dependent variables, explains the interplay between them through the lens of supervisor trust, and concludes by justifying the proposed moderator in the model (Malla & Malla, 2023).

Perceived Distributive Justice

The concept of perceived distributive justice is central to this study, reflecting how fairness in distributing resources and rewards influences workplace relationships. The justice framework implies that perceptions of fairness are critical in shaping relational dynamics (Yu, 2022). This study examines perceived distributive justice as an antecedent, considering its relevance in the context of the UAE. Unmet expectations and workforce diversity present unique challenges, such as the following:

•	In regions where expectations often remain unfulfilled, unmet expectations contribute to employee turnover. (Hom et al., 2012; Zhao et al., 2007).

•	Workforce diversity necessitates comparability among employees, making perceptions of distributive fairness crucial. (Colquitt et al., 2013; Cropanzano et al., 2007).

•	Perceptions of fairness involve a subjective evaluation process. It further emphasizes the importance of distributive justice as a predictor of key organizational outcomes (Greenberg, 1990; Cohen-Charash & Spector, 2001).

Therefore, this study hypothesizes that when employees perceive distributive justice—that is, a

fair allocation of rewards and resources—they are more likely to develop a stronger emotional attachment to their organization (affective commitment). Additionally, this perception of fairness is expected to enhance their trust in their direct supervisor, as both concepts are influenced by the same organizational context. This hypothesis aligns with recent research findings (Lin et al., 2024; Zayed et al., 2022).

Theoretical Foundations

The conceptual framework is grounded in theoretical perspectives that model the influence of perceived distributive justice on employee affective commitment (Mahfouz et al., 2022; Alhefeiti, 2021) in UAE governmental organizations. These perspectives draw on the well-established social exchange theory (SET) and social identity theory (Seuring et al., 2020).

SET emphasizes mutual investments and reciprocity between social actors, positing that employees are rational actors who seek to maximize the returns on their investments. SET is further supported by complementary frameworks, including the power dependence theory, social learning theory, and social motivational theory (Zhao et al., 2021). These perspectives help explain how distributive justice fosters emotional attachment and perceptions of fairness in organizations (Laine & Lindberg, 2020).

The Temporally Sequenced Affective Commitment (AC) Theory, as proposed by Jang et al. (2021), provides a structured framework for understanding how employees' emotional attachment to their organization evolves over time. This theory suggests that affective commitment is not formed instantly but develops sequentially through employees' experiences and perceptions of fairness, trust, and workplace interactions.

In the context of organizational justice, particularly distributive justice (DJ), the theory posits that employees assess fairness in resource allocation before forming deeper emotional ties with their organization. When employees perceive that rewards, salaries, and benefits are equitably distributed, their sense of fairness strengthens, leading to a progressive increase in affective commitment. This aligns with prior research indicating that perceptions of justice serve as foundational antecedents to commitment, reinforcing employees' willingness to remain engaged and dedicated to their organizations (Colquitt et al., 2013; Meyer & Allen, 1997).

Furthermore, the role of trust—specifically supervisor trust—is critical in moderating this relationship. According to the temporally sequenced AC theory, trust in supervisors serves as an intermediary step in commitment development. Employees who trust their supervisors are more likely to perceive justice positively, reinforcing their emotional investment in the organization (Jang et al., 2021). This perspective aligns with studies emphasizing the importance of leadership and trust in shaping employee attitudes (Dirks & Ferrin, 2002).

Thus, this study extends the application of Temporally Sequenced AC Theory by empirically demonstrating that perceived distributive justice is a key predictor of affective commitment and that this relationship is moderated by perceived supervisor trust. These findings highlight the dynamic and time-sensitive nature of commitment formation, particularly in the context of UAE government employees, where hierarchical structures and trust in leadership play pivotal roles in shaping workplace attitudes.

The study also integrates utilitarian and deontological ethics. They reflect the increasing relevance of corporate social responsibility in the workplace (Varpio et al., 2020). The self-determination theory further supports the exploration of attitudinal components and underlying

mechanisms that influence organizational behavior, particularly in the context of perceived distributive justice and affective commitment.

Research Hypotheses and Model Evaluation

This study investigates whether perceived distributive justice enhances supervisor trust (instead of merely influencing organizational affective commitment) and how it interacts with traditional performance criteria. González-Cánovas et al. (2024) found that authentic leadership significantly increases affective commitment through the mediating role of distributive justice, but interactional justice weakens the effect of distributive justice on affective commitment. These findings provide a foundation for the present study's hypothesis and analysis.

By analyzing these constructs within the proposed framework, this study provides valuable insights into the mechanisms linking perceived justice, trust, and employee commitment, offering practical implications for fostering fairness and trust in diverse organizational contexts.

Hypotheses Development

Perceived Distributive Justice and Affective Commitment

The covert psychological processes of employees, particularly their perceptions of fairness in procedures and distributive justice, influence organizational outcomes. A direct and positive relationship is often observed between perceived procedural justice and affective commitment (Pathardikar et al., 2023; Febriandika, 2020; Lambert et al., 2020). However, this can only be strongly proven by testing test how distributive and procedural justices affect employee attitudes, such as trust and satisfaction, especially in cultures where people tend to avoid uncertainty.

Based on the above information, the present study hypothesizes that perceived distributive justice exerts a significant and direct positive effect on affective commitment. Moreover, it promotes employee engagement and satisfaction in organizations (Sun et al., 2022). Thus, the first hypothesis is proposed as follows:

H1: Perceived distributive justice is positively related to affective commitment.

The proposed conceptual framework will empirically test this hypothesis to determine the significance of the relationships, following prior research (Casula et al., 2021).

Perceived Distributive Justice and Perceived Supervisor Trust

Perceived distributive justice denotes the fairness of outcomes and resource distribution among employees, which is a critical factor that influences supervisor trust and shapes workplace dynamics. Supervisor trust is a key element in fostering positive employee perceptions of their work environment and relationships with management and colleagues (Le & Nguyen, 2023).

Moreover, trust and justice perceptions are vital in enhancing workplace engagement, improving interactions, and promoting overall job satisfaction (Bulińska-Stangrecka & Bagieńska, 2021; Nazarian et al., 2021). Therefore, the second hypothesis is proposed as follows:

H2: Perceived distributive justice is positively related to perceived supervisor trust.

Perceived Supervisor Trust and Its Impact on Affective Commitment

Perceived supervisor trust and affective commitment are crucial to understanding employee engagement in organizations, particularly in a context such as the UAE, where cultural dynamics and leadership styles significantly influence workplace interactions (Alqudah et al., 2022;

Alshaabani et al., 2021). Research has explored the influence of leadership and trust on various organizational outcomes. For instance, Mahmood et al. (2021) examined the impact of transformational leadership on organizational innovation, highlighting the moderating role of trust in enhancing innovative practices. While leadership approaches and trust mechanisms are recognized as influential in shaping workplace dynamics, further investigation is needed to understand their direct impact on employee motivation and commitment in different organizational contexts. Thus, the third hypothesis is proposed as follows:

H3: Perceived supervisor trust is positively related to affective commitment.

Perceived Supervisor Trust as a Mediator

To explore workplace dynamics comprehensively, it is essential to examine how perceived distributive justice influences employees' emotional attachment to their organization and the mediation role of supervisor trust in this relationship (Jang et al., 2021). Research highlights various mechanisms connecting fairness perceptions to employees' affective commitment. For example, Bai et al. (2023) examined the role of psychological safety and job burnout in mediating the effect of servant leadership on affective commitment. While supervisor trust remains a crucial factor in fostering workplace fairness and commitment, additional research is necessary to clarify its specific role in this dynamic. Thus, the fourth hypothesis is proposed as follows:

H4: Perceived supervisor trust mediates the relationship between perceived distributive justice and affective commitment.
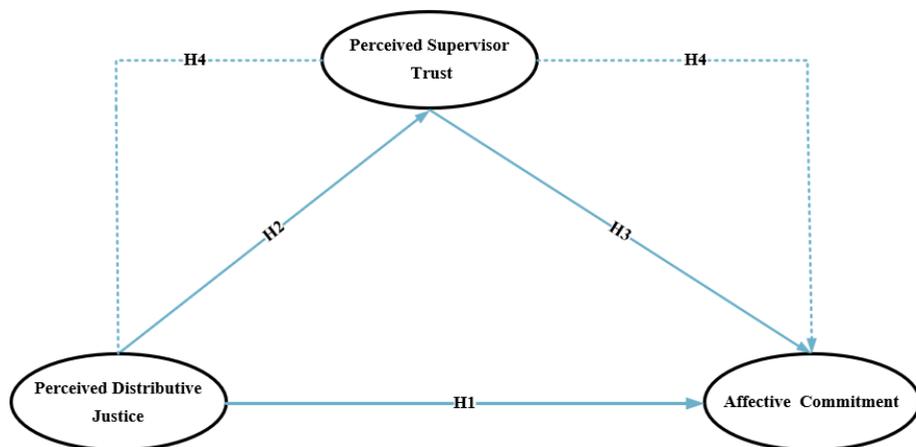

Figure 1. The Hypothetical Model

Method

Approach

This study employs a survey-based research design using a cross-sectional dataset, which is common for exploring causal relationships in contemporary research (Elamin, 2024; Wynen et al., 2020). Guided by a positivist paradigm, the study focuses on understanding the relationships between distributive justice and affective commitment, particularly emphasizing the mediating

role of supervisor trust.

Participants

The study utilized a cross-sectional design to examine the causality among the research variables in a sample of government employees. In the Middle East, gathering data are frequently challenging and plagued with methodological restrictions (Elamin & Tlaiss, 2015). To address these challenges, a convenience sampling method was employed. The survey was distributed to full-time employees working across various government sectors in the UAE, including federal and emirate-level entities. These employees engage in a diverse range of roles, such as professionals, administrators, and support staff in sectors such as municipalities, education, healthcare, infrastructure, finance, security, transportation, and public services. The questionnaire was administered via an online platform, and the data were collected in January 2025. Participation was entirely voluntary. Before filling out the survey, each respondent provided written, informed consent. We received 184 responses out of the 300 questionnaires distributed, with a 61.3% response rate. We excluded incomplete and inconsistent responses, and 168 surveys were deemed valid for data analysis. The final sample is large enough to statistically analyze data, test the hypotheses, and provide robust conclusions. The findings provide valuable insights into the relationships between the variables in the context of government employees in the UAE.

Measurements

The questionnaire employed in this study comprised 21 items adapted from established research. We divided the questionnaire into four sections—demographic information, distributive justice (DJ), supervisor trust (ST), and affective commitment (AC). In this framework, DJ is the independent variable; AC is the dependent variable; and ST acts as the mediator.

We utilized the five-item scale developed by Niehoff and Moorman (1993) to assess DJ (e.g., "My work schedule is fair"), with Cronbach's alpha (reliability estimate) of 0.874.

We utilized the six-item measurement scale developed by Podsakoff et al. (1990) to assess ST, which evaluates employees' trust in their immediate supervisor (e.g., "I feel quite confident that my leader will always try to treat me fairly"), with Cronbach's alpha of 0.901.

We evaluated AC using the revised six-item AC scale of Meyer and Allen (1997), which measures employees' emotional attachment and their organizational sense of belonging (e.g., "I feel a strong sense of belonging to my organization"), with Cronbach's alpha of 0.936.

All responses were recorded on a five-point Likert scale, where one indicates "strongly disagree" and five indicates "strongly agree."

Reliability and Validity of the Survey Instrument

Reliability refers to the consistency of a variable or set of variables in measuring what it is intended to measure (Hair et al., 2010). It assesses whether a questionnaire, scale, or item consistently yields the same results when administered repeatedly to the same individuals, thereby indicating the ability to reimplement the study. Various methods are used to measure reliability, including equivalent forms, test–retest, split-halves, and internal consistency approaches. Internal consistency has the highest reliability that requires a single application (Sureshchandar et al., 2001). Thus, this study employed internal consistency as its reliability measure, using Cronbach's alpha as the metric. It calculates average correlation coefficients

between items (Nunnally, 1978). The study's constructs resulted in good to excellent internal consistency, with values exceeding 0.85 for all three constructs (Hair et al., 2010).

Exploratory factor analysis (EFA) was conducted to further validate the constructs and determine the variables' underlying structure (Hair et al., 2010). Factorial validity, a subset of construct validity, was assessed through factor analysis (Allen & Yen, 1979). This was particularly important given the limited prior application and validation of these measures in the UAE context. Although a few studies, such as those by Ibrahim and Perez (2014), Al Afari and Abu Elanain (2014), and AlHammadi and Abu Elanain (2024), have used Niehoff and Moorman's (1993) DJ scale and Meyer and Allen's (1997) reviewed AC scale (as applied by Ibrahim and Aljneibi, 2022), they did not conduct factor analysis for these measures in the UAE. Furthermore, to the best of our knowledge, the six-item scale for assessing ST developed by Podsakoff et al. (1990) has not been utilized in the UAE. Thus, conducting EFA was essential to ensure the robustness and appropriateness of these constructs in the UAE's unique sociocultural and organizational context, ultimately enhancing the findings' validity. To examine the structure of the scales, a principal component analysis with Varimax rotation was applied, measuring DJ, ST, and AC. Based on the recommendations by Hair et al (2010), 0.40 was used as a cut-off for factor loadings for the given number of items and sample size. The analysis extracted a three-factor solution that explained 72.03% of the total variance (Table 1). All item loadings for each factor in the pattern matrix exceeded 0.636. Factor one (AC) has a 9.401 eigenvalue and explains 27.6% of the variance, with 0.764–0.841 factor loadings. Factor two (ST) has a 1.537 eigenvalue and explains 22.4% of the variance, with 0.669–0.744 factor loadings. Factor three (DJ) has a 1.307 eigenvalue and explains 22.0% of the variance, with 0.636–0.803 factor loadings. The sample adequacy for factor analysis was confirmed through the Kaiser–Meyer–Olkin measure, which yielded a superb value of 0.912. Values close to 1 indicate compact patterns of correlations, supporting reliable and distinct factors (Kaiser, 1974). Moreover, Bartlett's test of sphericity was used to evaluate the multivariate normality of the data and factor analysis suitability. The test results were highly significant (Chi-square = 2326.022, df = 136, p < 0.001). This indicates that the data were suitable for factor analysis and that the correlation matrix was not an identity matrix. These findings strongly support the validity and reliability of the constructs used in this study.

Item No.	Factor 1 AC	Factor 2 ST	Factor 3 DJ
AC1	0.764		
AC2	0.809		
AC3	0.765		
AC4	0.841		
AC5	0.796		
AC6	0.765		
TS1		0.669	
TS2		0.702	
TS3		0.744	
TS4		0.721	
TS5		0.711	
TS6		0.741	
DJ1			0.803

DJ2			0.739
DJ3			0.722
DJ4			0.636
DJ5			0.720
Eigenvalue	9.401	1.537	1.307
Percentage of the variance	27.608	22.395	22.029
Cumulative percentage of the variance	27.608	50.002	72.032

Table 1. EFA of the Constructs

Source: Field Survey (2025). Note: Loadings >0.40.

Procedures

This study employed a rigorous methodological approach to ensure the reliability and validity of its findings. To adapt the questionnaire for Arabic-speaking participants, back-translation was necessary. The survey was first translated from English to Arabic and then independently back-translated into English. The translations were reviewed by two management professors to confirm their accuracy and consistency with the original content. The data analysis began with descriptive statistics, including frequencies, means, and standard deviations, to summarize demographic information and provide an initial understanding of the variables. Then, hierarchical regression analysis was utilized for hypotheses testing, examining whether the predictor variable influenced the dependent variable significantly while controlling for other factors. Mediation analysis investigated the role of ST. IBM SPSS software was used in the statistical analyses because of its reliability, flexibility, and ease of use in quantitative research. This comprehensive approach ensured a thorough and valid examination of the relationships among the variables.

Results

Sample Description

The collected data were analyzed by using SPSS version 29.0. As presented in Table 2, the demographic profile of the sample provides insights into the participants' gender, education level, age distribution, and organizational tenure. The majority of the respondents are females (58.3%), with males comprising 41.7%. This indicates a slightly higher representation of women. Most participants are educated and hold a bachelor's degree (55.4%), indicating a relatively educated sample, while smaller proportions have a high school education or less (25.0%), a diploma (14.9%), or graduate-level qualifications (4.8%). In terms of tenure, a significant portion (33.9%) has been with their organizations for three years or less, followed by 4–5 years (25.6%) and 6–10 years (21.4%), with only a small percentage having more than 15 years (4.8%) of tenure. The age distribution leans heavily toward younger individuals, with 61.9% aged 30 years or less and only 4.2% older than 40 years. Overall, the sample predominantly comprises young, female, early-career professionals with a bachelor's education. This demographic profile implies that the findings may be particularly reflective of early-career professionals with a higher level of education.

Variables	Frequency	
	Total (n = 168)	Percentage
Gender		
Male	70	41.7
Female	98	58.3
Level of Education		
High School or less	42	25.0
Diploma	25	14.9
Bachelor's Degree	93	55.4
Graduate (Masters/Ph.D.)	08	04.8
Organizational Tenure		
3 years and less	57	33.9
4–5 years	43	25.6
6–10 years	36	21.4
11–15 years	24	14.3
More than 15 years	08	04.8
Age		
25 years and less	57	33.9
26–30 years	47	28.0
31–35 years	35	20.8
36–40 years	22	13.1
More than 40 years	07	04.2

Table 2. Demographics of the Respondents

Descriptive Results

A descriptive analysis was conducted to achieve the study's objective of examining DJ, ST, and AC among UAE government employees. Table 3 presents a summary of the statistics.

The results indicate that government employees in the UAE exhibit positive perceptions across key organizational dimensions. DJ, which reflects fairness in resource allocation and decision-making, received a strong overall mean rating (3.63). ST, an essential factor for effective leadership and workplace harmony, was perceived at a moderately high level, with a mean of 3.74. Furthermore, employees demonstrated a notable degree of AC, highlighting their emotional attachment, sense of belonging, and loyalty to their organizations, with a mean of 3.81. These results collectively reveal a robust organizational environment in UAE government sectors, characterized by fairness, trust, and commitment.

Variables	M	SD	1	2	3
Distributive justice	3.63	0.94	(0.874)		
Supervisor trust	3.74	0.88	0.662**	(0. 901)	
Affective commitment	3.81	0.98	0.664**	0.656**	(0.936)

Notes: *p < 0.05; **p < 0.01; ***p < 0.001.

Table 3. Means, Standard Deviation, And Intercorrelations Among the Variables

Source: Field Survey (2025)

The Pearson correlation test revealed positive significant relationships among the variables at the 0.01 level, underscoring the robustness of the findings and providing initial support for H1–H3. As illustrated in Table 3, DJ has a strong positive correlation with AC (r = 0.664, p < 0.01), supporting H1. Similarly, DJ and ST have a significant positive correlation (r = 0.662, p < 0.01), supporting H2. Furthermore, ST has a notable positive relationship with AC (r = 0.656, p < 0.001), providing strong support for H3. These findings highlight the critical role of DJ and trust in fostering employees' emotional attachment and commitment to their organizations. The significant correlations underscore the interconnectedness of fairness, trust, and AC in shaping positive organizational outcomes, particularly in the context of UAE government sectors.

Hypotheses Testing

A hierarchical regression analysis was performed in two stages to examine the relationship between DJ and AC (H1). In the first stage, demographic control variables, including gender, level of education, organizational tenure, and age, were included in the model. In the second stage, the DJ variable was included. Table 4 summarizes the results of this analysis. The findings indicate that DJ is a significant predictor of AC. Specifically, organizational justice explained an average of 44.1% of the variance in AC. The analysis demonstrated a significant impact of DJ on AC (β = 0.667, p < 0.001). Additionally, the introduction of DJ in the second stage led to a substantial increase in R^2 by 0.442 (F (5,162) = 27.332, p < 0.001). Accordingly, H1 is strongly supported, confirming a positive and significant linear relationship between DJ and AC.

Criterion variables		
	Affective commitment	
Predictors	ΔR^2	B
Step 1: Controls	0.016	
Gender		0.061
Level of education		0.090
Organizational tenure		0.067
Age		−0.020
Step 2:	0.442***	
Distributive justice		0.667***
N	168	
Adjusted R^2	0.441	
Equation *F*-value	27.332***	
Notes: β denotes standardized beta. *p < 0.05; **p < 0.01; ***p < 0.001.		

Table 4. Results of Hierarchical Regression Test of the Relationship Between Distributive Justice and Affective Commitment

Source: Field Survey (2025)

A hierarchical regression analysis was conducted in two stages to investigate the correlation between distributive and ST (H2). In the first stage, demographic control variables, including

gender, level of education, organizational tenure, and age, were included in the model. In the second stage, the DJ variable was included. Table 5 presents the results of this analysis. It is confirmed that DJ is a significant predictor of ST. Specifically, DJ accounted for 42.7% of the variance in ST. The analysis demonstrated a significant and strong effect of DJ on ST ($\beta = 0.659$, $p < 0.001$). Additionally, the introduction of DJ in the second stage caused a substantial increase in R^2 by 0.430 ($F(5,162) = 25.910$, $p < 0.001$). The results robustly support H2, validating the positive and significant linear relationship between the variables.

Criterion variables		
	Supervisor trust	
Predictors	ΔR^2	β
Step 1: Controls	0.014	
Gender		0.056
Level of education		-0.029
Organizational tenure		0.036
Age		0.022
Step 2:	0.430***	
Distributive justice		0.659***
N	168	
Adjusted R^2	0.427	
Equation *F*-value	25.910***	
Notes: β denotes standardized beta. *p < 0.05; **p < 0.01; ***p < 0.001.		

Table 5. Results of Hierarchical Regression Test of the Relationship Between Distributive Justice and ST

Notes: β denotes standardized beta. *p < 0.05; **p < 0.01; ***p < 0.001.

Source: Field Survey (2025)

A hierarchical regression analysis was performed in two stages to examine the relationship between ST and AC (H3). In the first stage, demographic control variables, including gender, level of education, organizational tenure, and age, were included in the model. In the second stage, the trust-in-supervisor variable was introduced. The results of this analysis are presented in Table 6. The findings indicate that ST significantly predicts AC. As presented in Table 6, ST explained 42.5% of the variance in AC. The analysis revealed a strong and significant effect of ST on AC ($\beta = 0.658$, $p < 0.001$). Additionally, the introduction of ST in the second stage led to a substantial increase in R^2 by 0.426 ($F(5,162) = 25.673$, $p < 0.001$). These results provide strong evidence in support of H3, confirming the positive and significant linear relationship between ST and AC.

Criterion variables		
	Affective commitment	
Predictors	ΔR^2	β
Step 1: Controls	0.016	
Gender		0.020
Level of education		0.096

Organizational tenure		0.037
Age		−0.012
Step 2:	0.426***	
Supervisor trust		0.658***
N	168	
Adjusted R²	0.425	
Equation *F*-value	25.673***	
Notes: β denotes standardized beta. *p < 0.05; **p < 0.01; ***p < 0.001.		

Table 6. Results of the Hierarchical Regression Test of the Relationship Between ST and Affective Commitment

Notes: β denotes standardized beta. *p < 0.05; **p < 0.01; ***p < 0.001.

Source: Field Survey (2025)

Baron and Kenny's (1986) four-step mediation framework is used to assess the mediating effect of ST on the relationship between DJ and AC (H4). Table 7 presents a summary of the results. In the first stage, DJ was found to significantly and positively predict AC ($\beta = 0.664$, $p < 0.001$). The second stage demonstrated that the relationship between DJ and ST is strong and positive ($\beta = 0.662$, $p < 0.001$). In the third stage, when ST was added to the model, it indicated a significant impact on AC ($\beta = 0.386$, $p < 0.001$). However, the β coefficient for the relationship between DJ and AC decreased significantly, although it remained significant ($\beta = 0.408$, $p < 0.001$). These findings indicate that ST partially mediates the relationship between DJ and AC. The Sobel test (1982) was conducted to further validate this mediation. The Sobel test statistic was calculated at 4.89, exceeding the critical value of 1.96 for a 95% confidence level. This confirms that ST significantly mediates the relationship between DJ and AC ($z = 4.89$, $p < 0.001$), These results provide strong evidence in support of the fourth hypothesis (H4).

Criterion variable		
	Supervisor trust	Affective commitment
Predictor	B	B
Step 1:		
Distributive justice	0.662***	0.664***
Adjusted R²	0.434	0.437
Step 2:		
Distributive justice		0.408***
Supervisor trust		0.386***
Adjusted R²		0.519
ΔR²		0.094
F for ΔR² (Stages 1 and 2)		32.484***

Table 7. Results of the Hierarchical Regression Test of the Mediating Effect of ST In the Relationship Between Distributive Justice and Affective Commitment

Source: Field Survey (2025). Notes. β denotes standardized beta. ***p < 0.001

Discussion: The Role of ST in the Affective Commitment–DJ Relationship

This study contributes to the growing body of literature on organizational behavior and human resource management by examining the relationship between perceived DJ and AC while exploring the moderating role of perceived ST in the UAE. Our findings highlight supervisors' critical role in shaping employees' perceptions of justice and commitment within public sector organizations.

Consistent with the temporally sequenced AC theory (Jang et al., 2021), our results confirm the direct influence of perceived DJ on AC, emphasizing that employees' sense of fairness in resource distribution significantly impacts their emotional commitment to an organization. This finding supports prior evidence that DJ is a key antecedent to AC to an organization (Chernyak-Hai et al., 2024; Aggarwal et al., 2022).

Additionally, perceived ST emerged as a significant channel mediating this relationship, echoing the findings of Pathardikar et al. (2023) and Lambert et al. (2020). The study emphasizes the critical role of trust in strengthening commitment outcomes. However, unlike some prior studies, our findings do not support the moderating effect of trust in the supervisor. Instead, the results confirm H4, indicating that ST significantly mediates the relationship between DJ and AC. This suggests that employees' perceptions of fairness in resource distribution enhance their trust in supervisors, which, in turn, strengthens their emotional commitment to the organization. This aligns with studies conducted in the UAE by Abudaqa et al. (2021) and Alriyami et al. (2024), where ST stems from their dual role as in-group members and power-wielding figures responsible for equitable resource distribution.

The results underscore the importance of fostering environments where supervisors cultivate trust and uphold fairness in resource distribution, as these factors directly influence affective commitment. This insight supports earlier works by Li (2020) and Ahmad et al. (2022), which highlighted the dual role of supervisors as enforcers of distributive justice and facilitators of psychological contract fulfillment.

Moreover, our findings expand on previous studies (Mumtaz & Nadeem, 2024; Mehmood et al., 2021) by illustrating how perceived injustices, particularly in resource distribution, can erode ST and negatively impact AC. This finding reflects the fragile nature of the psychological contract in the UAE, where supervisors are expected to balance organizational demands with employees' expectations of fair treatment.

Implications for Theory

This study contributes to the expanding literature on distributive justice by providing empirical findings specific to the UAE context, highlighting the role of ST as a mediating factor in shaping affective commitment.

By introducing an expanded model, the results enhance our understanding of justice-related phenomena and offer organizations critical insights into effectively managing employee behavior (Le & Nguyen, 2023). The study responds to calls for integrating emotional reaction models within the justice theory, providing empirical evidence that reinforces the validity of these theories while highlighting areas for refinement (Javaid, 2024).

Furthermore, this study advances the theoretical assessment of distributive, procedural, and interactional justices by addressing the underexplored emotional reaction component. The results emphasize the importance of empirically testing these theoretical frameworks to enrich

their applicability (Javaid, 2024). The findings underscore that employees' perceptions of betrayal by their supervisors play a vital role in framing justice as an essential element in decision-making, resource allocation, and organizational behavior.

Interactions between employees and supervisors require deeper conceptual development and empirical validation (Le & Nguyen, 2023). This study affirms that the lack of empirical inquiry, rather than theoretical gaps, necessitates further attention to supervisor–subordinate dynamics. The findings also contribute to the growing discourse on ST and relational theories, particularly in the domain of AC and attitudes of trust (Budhwar et al., 2023).

Overall, this study offers significant theoretical contributions, including the potential for refining existing justice models and frameworks. Challenging existing paradigms and expanding the boundaries of practical and theoretical understanding provides a robust foundation for further theoretical advancements (Le & Nguyen, 2023).

Implications for Practice

Organizations must consider employees' perceptions of fairness in administrative decisions, as these perceptions strongly influence organizational commitment. Further, human resource professionals are encouraged to adopt management practices grounded in scientific principles to foster employee fulfillment, engagement, and productivity (Changaranchola & Samantara, 2024).

Moreover, managers and policymakers should consider these findings when designing interventions to enhance organizational commitment. Training programs aimed at improving supervisors' awareness and implementation of procedural and informational justice can have far-reaching effects on employee satisfaction and their willingness to go beyond contractual obligations (Kyei-Frimpong et al., 2024). By cultivating trust-based supervisor–subordinate relationships, organizations in the UAE can mitigate the adverse effects of perceived injustice and strengthen employees' AC to their organization.

The key practical implications include the following:

1. DJ and Supervisory Support: The interplay between DJ and supervisory support significantly enhances employees' AC. Therefore, management should foster supervisory trust to strengthen this relationship.

2. Enhanced Procedural Control: Organizations should prioritize giving employees greater control over procedural decisions to mitigate perceived biases and improve procedural efficiency. For instance, implementing performance-based incentives can align employee perceptions with organizational objectives.

3. Trust as a Cultural Pillar: Cultivating an environment of trust is essential. Organizations should establish legal and structural mechanisms to ensure unbiased and fair supervisory practices, particularly in a low DJ environment.

4. Localized Justice Sensitivity: Organizations should adapt their policies to balance bureaucratic processes with employee trust-building initiatives in regions with high decentralization.

5. Micro-Level Dynamics: The relationship between trust and justice extends to micro-level organizational interactions. Therefore, managers should foster fairness in coworker relationships to support a collaborative organizational environment.

6.   Cross-Cultural Insights: Econometric analysis should consider the individualistic impact of trust across cultural contexts to develop universally applicable frameworks (Khaola & Rambe, 2021).

Conclusion and Future Research Directions

This study confirms that perceived DJ and AC are positively related and demonstrates that ST moderates this relationship. Specifically, perceived distributive justice has a stronger positive effect on AC when ST is high (Abuelhassan & Alharbi, 2020; AlMazrouei & Zacca, 2021). These findings highlight the critical role of supervisory behavior in directing employee perceptions and their subsequent organizational commitment.

The study contributes to the distributive justice literature by emphasizing the importance of trust as a moderating factor and shedding light on its micro-level implications. Trustworthy supervisors who are perceived as effective and honest play a vital role in enhancing employees' AC (Goswami et al., 2020). Organizations can use these findings to develop strategies to foster trust and fairness, ultimately enhancing employee commitment and organizational effectiveness.

Future research should replicate this study in other national and organizational contexts to validate the findings. Expanding the investigation to include other justice dimensions—procedural and interactional—alongside AC, is more likely to enhance our understanding of these relationships. Longitudinal studies can further explore the temporal dynamics of ST as a moderator, offering deeper insights into its evolving impact on organizational behavior (Allozi et al., 2022).

In conclusion, organizations must recognize the profound impact of supervisors' personality traits, voice behaviors, and interpersonal dynamics on employees' organizational commitment. Future research should empirically explore these relationships in different organizational contexts, especially in industries such as banking, to provide further insights into commitment-building strategies (Lee et al., 2022).

By addressing these avenues, researchers can contribute to the development of more robust theoretical frameworks and practical interventions that enhance trust, fairness, and employee commitment across diverse organizational settings.

References

Ababneh, K. I. (2020). Effects of met expectations, trust, job satisfaction, and commitment on faculty turnover intentions in the United Arab Emirates (UAE). The International Journal of Human Resource Management, 31(2), 303-334.

Abdullah, H. O., & Al-Abrow, H. (2023). Impact of perceived organisational justice, support and identity on workplace behaviour through job attitudes: verification in the role of LOC. International Journal of Organizational Analysis, 31(6), 2645-2664.

Abudaqa, A., Hilmi, M. F., & Dahalan, N. (2021). The Relationship Between Psychological Contract, Commitment, Quality of Work Life and Turnover Intention in Oil And Gas Companies In UAE: Moderating Role Of Appreciative Leadership. International Journal for Quality Research, 15(1).

Abuelhassan, A. E., & Alharbi, S. S. (2020). Investigating the relative impacts of distributive, procedural, and interactional justice on affective organizational commitment in the Egyptian hotel industry. International journal of heritage, tourism and hospitality, 14(1), 260-275.

Aeknarajindawat, N., & Jermsittiparsert, K. (2020). Does organization justice influence the organization citizenship behavior, job satisfaction & organization outcomes. Systematic Reviews in Pharmacy,

11(1), 489-496.

Aggarwal, A., Jaisinghani, D., & Nobi, K. (2022). Effect of organizational justice and support on organizational commitment and employee turnover intentions: the mediating role of employee engagement. International Journal of Quality and Service Sciences, 14(4), 525-554.

Ahmad, N. A., Lee, U. H. M. S., & Salim, S. S. (2022). Relationship between distributive justice and organizational commitment: Job satisfaction as mediator among public employees in Malaysia. International Journal of Academic Research in Business and Social Sciences, 12(12), 2676-2689.

Ahmad, R., Ahmad, S., Islam, T., & Kaleem, A. (2020). The nexus of corporate social responsibility (CSR), affective commitment and organizational citizenship behavior in academia: A model of trust. Employee Relations: The International Journal, 42(1), 232-247.

Akinyemi, B., George, B., & Ogundele, A. (2022). Relationship between job satisfaction, pay, affective commitment and turnover intention among registered nurses in Nigeria. Global Journal of Health Science, 14(2), 37.

Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational performance: A review of literature. International Journal of Advances in Engineering and Management, 3(1), 361-372.

Al Afari, T. S., & Elanain, H. M. A. (2014). Procedural and distributive justice as mediators of the relationship between interactional justice and work outcomes: An empirical study of the UAE public health care sector. Journal of Applied Business Research (JABR), 30(4), 1091-1108.

AlHammadi, A., & Abu Elanain, H. M. (2024). Enhancing organizational citizenship behavior in a non-western context of the UAE: the role of organizational justice, leadership and psychological empowerment. Journal of Asia Business Studies, 18(3), 666-687.

Alharbi, S. S., & Abuelhassan, A. E. (2020). The impact of trust in supervisor on turnover intention: organizational commitment as a mediating mechanism. International Journal on Recent Trends in Business and Tourism (IJRTBT), 4(2), 1-8.

Alhefeiti, K. S. (2021). Non-Work-Related Factors that Influence the Work Commitment of Generation Y UAE Nationals.

Allen, M.J. and Yen, W.M. (1979), Introduction to Measurement Theory, Books/Cole, Monterey, CA.

Allozi, A., Alshurideh, M., AlHamad, A., & Al Kurdi, B. (2022). Impact of transformational leadership on job satisfaction with the moderating role of organizational commitment: Case of UAE and Jordan manufacturing companies. Academy of Strategic Management Journal, 21(2), 1-13.

AlMazrouei, H., & Zacca, R. (2021). Organizational justice and decision latitude influence expatriate organizational commitment and job performance. In Evidence-based HRM: A Global Forum for Empirical Scholarship (Vol. 9, No. 4, pp. 338-353). Emerald Publishing Limited.

Alqudah, I. H., Carballo-Penela, A., & Ruzo-Sanmartín, E. (2022). High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. European Research on Management and Business Economics, 28(1), 100177.

Alriyami, H. M., Alneyadi, K., Alnuaimi, H., & Kampouris, I. (2024). Employees trust, perceived justice, on task performance: Mediating and moderating role of autonomy and organizational culture. International Journal of Industrial Ergonomics, 104, 103647.

Alshaabani, A., Naz, F., Magda, R., & Rudnák, I. (2021). Impact of perceived organizational support on OCB in the time of COVID-19 pandemic in Hungary: employee engagement and affective commitment as mediators. Sustainability.

Antwi-Boateng, O. & Al Jaberi, N. H. S. (2022). The post-oil strategy of the UAE: An examination of diversification strategies and challenges. Politics & Policy.

Arif, S., Kundi, O., & Khan, M. S. (2020). What is the effect of Organizational Justice and Perceived Organizational and Supervisor Support on Employee's Level of Trust?. SEISENSE Journal of Management, 3(1), 47-63.

Bai M, Zheng X, Huang X, Jing T, Yu C, Li S and Zhang Z (2023) How serving helps leading: mediators between servant leadership and affective commitment. Front. Psychol. 14:1170490. doi: 10.3389/fpsyg.2023.1170490

Bak, H. U. (2020). Supervisor feedback and innovative work behavior: the mediating roles of trust in supervisor and affective commitment. Frontiers in Psychology.

Budhwar, P., Chowdhury, S., Wood, G., Aguinis, H., Bamber, G. J., Beltran, J. R., ... & Varma, A. (2023). Human resource management in the age of generative artificial intelligence: Perspectives and research directions on ChatGPT. Human Resource Management Journal, 33(3), 606-659.

Bulińska-Stangrecka, H., & Bagieńska, A. (2021). The role of employee relations in shaping job satisfaction as an element promoting positive mental health at work in the era of COVID-19. International journal of environmental research and public health, 18(4), 1903. mdpi.com.

Casula, M., Rangarajan, N., & Shields, P. (2021). The potential of working hypotheses for deductive exploratory research. Quality & Quantity.

Changaranchola, M. N. & Samantara, R. (2024). Organizational justice and organizational citizenship behavior: exploring the mediating role of psychological well-being at work. Rajagiri Management Journal.

Cherian, J., Gaikar, V., Paul, R., & Pech, R. (2021). Corporate culture and its impact on employees' attitude, performance, productivity, and behavior: An investigative analysis from selected organizations of the United Arab Emirates (UAE). Journal of Open Innovation: Technology, Market, and Complexity, 7(1), 45.

Chernyak-Hai, L., Bareket-Bojmel, L., & Margalit, M. (2024). A matter of hope: Perceived support, hope, affective commitment, and citizenship behavior in organizations. European Management Journal, 42(4), 576-583.

Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. Organizational Behavior and Human Decision Processes, 86(2), 278-321.

Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. Journal of Applied Psychology, 98(2), 199-236.

Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organizational justice. Academy of Management Perspectives, 21(4), 34-48.

Davlembayeva, D., Papagiannidis, S., & Alamanos, E. (2021). Sharing economy platforms: An equity theory perspective on reciprocity and commitment. Journal of Business Research, 127, 151-166.

Dirks, Kurt T., Ferrin, Donald L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. Journal of Applied Psychology, Vol 87(4), Aug 2002, 611-628

Edezaro, P. O. (2022). Relationship between organizational justice, job satisfaction, perceived trust, employee voice, and organisational citizenship behaviuor. The Mediation role of organisational communication. International Journal of Social Science and Education Research Studies, 2(1), 22-28.

Elamin, A. M. (2024). Exploring the relationship between perceived organizational support and affective commitment among Saudi employees: the mediating effect of organizational trust. Business: Theory Practice. 25 (2), 434–446.

Elamin, Abdallah M., and Hayfaa A. Tlaiss. (2015). Exploring the relationship between organizational citizenship behavior and organizational justice in the Islamic Saudi Arabian context. Employee Relations 37: 2–29.

Elessawy, F. M. (2020). The consequences of population growth on the demographic characteristics of Abu Dhabi City in the United Arab Emirates. Adv. Econ. Bus.

Febriandika, N. R. (2020). The effect of distributive justice, procedural justice of compensation and emotional intelligence on affective commitments. Jurnal Ilmiah Ekonomi Islam.

Fischer, S., Hyder, S., & Walker, A. (2020). The effect of employee affective and cognitive trust in leadership on organisational citizenship behaviour and organisational commitment: Meta-analytic findings and implications for trust research. Australian Journal of Management, 45(4), 662-679.

González-Cánovas, A., Trillo, A., Bretones, F. D., & Fernández-Millán, J. M. (2024). Trust in leadership and perceptions of justice in fostering employee commitment. Frontiers in Psychology, 15, 1359581.

Goswami, A., Park, H. I., & Beehr, T. A. (2020). Does the congruence between leaders' implicit followership theories and their perceptions of actual followers matter?. Journal of Business and Psychology.

Greenberg, J. (1990) Organizational Justice: Yesterday, Today, and Tomorrow. Journal of Management, 16, 399-432. http://dx.doi.org/10.1177/014920639001600208.

Guzeller, C. O., & Celiker, N. (2020). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. International Journal of Culture, Tourism and Hospitality Research, 14(1), 102-120.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. 2010. Multivariate data analysis (7th ed.). Prentice Hall.

Hom, P. W., Mitchell, T. R., Lee, T. W., & Griffeth, R. W. (2012). Reviewing employee turnover: Focusing on proximal withdrawal states and an expanded criterion. Psychological Bulletin, 138(5), 831-858. https://doi.org/10.1111/j.1744-6570.2007.00087.x.

Huo, B., Liu, X., & Li, S. (2023). The impact of justice on information sharing and innovation performance: a social exchange theory perspective. Journal of Business & Industrial Marketing.

Ibrahim, A., & Aljneibi, F. (2022). The influence of personal and work-related factors on teachers' commitment during educational change: A study on UAE public schools. Heliyon, 8(11).

Ibrahim, M. E., & Perez, A. O. (2014). Effects of Organizational Justice, Employee Satisfaction, and Gender on Employees' Commitment: Evidence from the UAE. International Journal of Business and Management, 9(2),45-59. http://dx.doi.org/10.5539/ijbm.v9n2p45

Islam, M. N., Furuoka, F., & Idris, A. (2021). Mapping the relationship between transformational leadership, trust in leadership and employee championing behavior during organizational change. Asia Pacific Management Review.

Jahanzeb, S., & Bouckenooghe, D. (2024). Perceived supervisor remorse and turnover intentions: the role of organization based self-esteem and affective commitment. The Journal of Applied Behavioral Science, 60(3), 429-448.

Jang, J., Lee, D. W., & Kwon, G. (2021). An analysis of the influence of organizational justice on organizational commitment. International Journal of Public Administration, 44(2), 146-154.

Javaid, H. A. (2024). Improving Fraud Detection and Risk Assessment in Financial Service using Predictive Analytics and Data Mining. Integrated Journal of Science and Technology.

Kaiser, H. (1974). An index of factorial simplicity. Psychometrika, 39(1), 31–36. https://doi.org/10.1007/BF02291575

Khaola, P. & Rambe, P. (2021). The effects of transformational leadership on organisational citizenship behaviour: The role of organisational justice and affective commitment. Management Research Review.

Khaskheli, A., Jiang, Y., Raza, S. A., Qureshi, M. A., Khan, K. A., & Salam, J. (2020). Do CSR activities increase organizational citizenship behavior among employees? Mediating role of affective

commitment and job satisfaction. Corporate social responsibility and Environmental Management, 27(6), 2941-2955.

Khassawneh, O., & Abaker, M. O. S. M. (2022). Human resource management in the United Arab Emirates: Towards a better understanding. In HRM in the Global South: A Critical Perspective (pp. 103-128). Cham: Springer International Publishing.

Khumalo, N. (2022). Factors That Affect the Morale of Employees in the Institution of Higher Learning in South Africa.. International Journal of Higher Education.

Kim, M., & Beehr, T. A. (2020). Empowering leadership: leading people to be present through affective organizational commitment?. The International Journal of Human Resource Management, 31(16), 2017-2044.

Kyei-Frimpong, M., Kodwo Amoako, E., Akwetey-Siaw, B., Owusu Boakye, K., Nyarko Adu, I., Suleman, A. R., & Abdul Bawa, A. (2024). Employee empowerment and organizational commitment among employees of star-rated hotels in Ghana: does perceived supervisor support matter?. Journal of Work-Applied Management, 16(1), 65-83.

Laine, T. H., & Lindberg, R. S. (2020). Designing engaging games for education: A systematic literature review on game motivators and design principles. IEEE Transactions on Learning Technologies, 13(4), 804-821.

Lambert, E. G., Keena, L. D., Leone, M., May, D., & Haynes, S. H. (2020). The effects of distributive and procedural justice on job satisfaction and organizational commitment of correctional staff. The Social Science Journal, 57(4), 405-416.

Lambert, L. S., Bingham, J. B., & Zabinski, A. (2020). Affective commitment, trust, and the psychological contract: contributions matter, too!. European Journal of Work and Organizational Psychology, 29(2), 294-314.

Le, P. B. & Nguyen, D. T. N. (2023). Stimulating knowledge-sharing behaviours through ethical leadership and employee trust in leadership: the moderating role of distributive justice. Journal of Knowledge Management.

Lee, C., Li, Y., Yeh, W., & Yu, Z. (2022). The effects of leader emotional intelligence, leadership styles, organizational commitment, and trust on job performance in the real estate brokerage industry. Frontiers in psychology.

Li, Y. (2020). Linking organizational justice to affective commitment: The role of perceived supervisor support in Chinese higher education settings. Asia-Pacific Journal of Teacher Education.

Lin, M., Liu, Q., & Li, Z. (2024). Perceived superior trust and organizational commitment among public employees: The mediating role of burnout and the moderating role of public service motivation. Heliyon.

Lin, Z. & Shin, H. (2021). Structural relationship between organizational justice, organizational trust, and knowledge sharing and innovative behavior: Focus on professors from Chinese …. Journal of Physical Education and Sport.

Liu, S., Lucy Liu, X., Wang, H., & Wang, Y. (2022). Humble Leader Behavior and Its Effects on Performance at the Team and Individual Level: A Multi-Perspective Study. Group & Organization Management, 47(5), 1008-1041. https://doi.org/10.1177/10596011211024429

Mahfouz, S., Halim, M. S. A., Bahkia, A. S., & Alias, N. (2022). The impact of organizational justice on intention to stay: The mediating role of organizational commitment. Corporate Governance and Organizational Behavior Review, 6(1), 139-149.

Mahmood, S., & Iqbal, S. M. J. (2021). How Leadership styles facilitate Innovative Behavior and Firm Performance: Examining the role of Change Management & Trust. Journal of the Research Society of Pakistan, 58(3), 256.

Malla, S. S. & Malla, S. (2023). Does the perception of organizational justice determine employees' affective commitment? The mediating role of organizational trust. Benchmarking: An International Journal.

Mehmood, S. A., Malik, M. A. R., Saood Akhtar, M., Faraz, N. A., & Memon, M. A. (2021). Organizational justice, psychological ownership and organizational embeddedness: a conservation of resources perspective. International Journal of Manpower, 42(8), 1420-1439.

Meyer, J. P., & Allen, N. J. (1997). Commitment in the workplace: Theory, method and application. Sage. https://doi.org/10.4135/9781452231556

Mittal, S., Gupta, V., & Motiani, M. (2022). Examining the linkages between employee brand love, affective commitment, positive word-of-mouth, and turnover intentions: A social identity theory …. IIMB Management Review.

Mumtaz, S. & Nadeem, S. (2024). How far can I trust you? Understanding the social identity perspective of trust development in global virtual teams. Cross Cultural & Strategic Management.

Nabawanuka, H., & Ekmekcioglu, E. B. (2022). Millennials in the workplace: perceived supervisor support, work–life balance and employee well–being. Industrial and Commercial Training, 54(1), 123-144.

Nazarian, A., Atkinson, P., Foroudi, P., & Soares, A. (2021). Working together: Factors affecting the relationship between leadership and job satisfaction in Iranian HR departments. Journal of General Management, 46(3), 229-245.

Niehoff, B. and Moorman, R.H. (1993), "Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior", Academy of Management Journal, Vol. 36 No. 3, pp. 527-556.

Nunnally, J. (1978), Psychometric Theory, 2nd ed., McGraw-Hill, New York, NY.

Paluri, R. A. & Mishal, A. (2020). Trust and commitment in supply chain management: a systematic review of literature. Benchmarking: an international journal.

Pathardikar, A. D., Mishra, P. K., & Sahu, S. (2023). Procedural justice influencing affective commitment: mediating role of organizational trust and job satisfaction. Journal of Asia Business Studies.

Podsakoff, P.M., MacKenzie, S.B., Moorman, R.H. and Fetter, R. (1990), "Transformational leader behaviors and their effects on followers' trust in leader, satisfaction and organizational citizenship behaviors", Leadership Quarterly, Vol. 1 No. 2, pp. 107-142.

Purnama, Y. H., Tjahjono, H. K., Assery, S., & Dzakiyullah, N. R. (2020). The relationship of organizational justice on job satisfaction and job performance in banking company. International Journal of Scientific and Technology Research, 9(3), 4012-4015.

Purwanto, A. (2020). The relationship of transformational leadership, organizational justice and organizational commitment: a mediation effect of job satisfaction. Journal of Critical Reviews.

Rea, D., Froehle, C., Masterson, S., Stettler, B., Fermann, G., & Pancioli, A. (2021). Unequal but fair: Incorporating distributive justice in operational allocation models. Production and Operations Management, 30(7), 2304-2320.

Rehman, N., Mahmood, A., Ibtasam, M., Murtaza, S. A., Iqbal, N., & Molnár, E. (2021). The psychology of resistance to change: the antidotal effect of organizational justice, support and leader-member exchange. Frontiers in psychology, 12, 678952.

Saad, S. K. & Elshaer, I. A. (2020). Justice and trust's role in employees' resilience and business' continuity: Evidence from Egypt. Tourism Management Perspectives.

Serhan, C., Nehmeh, N., & Sioufi, I. (2022). Assessing the effect of organizational commitment on turnover intentions amongst Islamic bank employees. ISRA International Journal of Islamic Finance, 14(2), 141-156.

Seuring, S., Yawar, S. A., Land, A., Khalid, R. U., & Sauer, P. C. (2020). The application of theory in literature reviews–illustrated with examples from supply chain management. International Journal of Operations & Production Management, 41(1), 1-20.

Shimamura, M., Fukutake, M., Namba, M., & Ogino, T. (2021). The relationship among factors of organizational justice, organizational citizenship behavior, job satisfaction, and ease of work among Japanese nurses.. Applied Nursing Research.

Silva, P., Moreira, A. C., & Mota, J. (2023). Employees' perception of corporate social responsibility and performance: the mediating roles of job satisfaction, organizational commitment and organizational trust. Journal of Strategy and Management.

Sun, I. Y., Wu, Y., Otu, S. E., Aro, G. C., Akor, I. C., & Nnam, M. U. (2022). Linking organizational justice to organizational commitment among Nigerian police officers. Criminal justice and behavior, 49(2), 220-238.

Sureshchandar, G.S., Rajendran, C. and Ananthrman, R.N. (2001), "A holistic model for total quality service", International Journal of Service Management, Vol. 12 No. 3, pp. 338-412.

Tetteh, S., Wu, C., Opata, C. N., Asirifua Agyapong, G. N. Y., Amoako, R., & Osei-Kusi, F. (2020). Perceived organisational support, job stress, and turnover intention: The moderation of affective commitments. Journal of Psychology in Africa, 30(1), 9-16.

Varpio, L., Paradis, E., Uijtdehaage, S., & Young, M. (2020). The distinctions between theory, theoretical framework, and conceptual framework. Academic medicine, 95(7), 989-994.

Wang, X. & , S. (2020). Work-related flow: the development of a theoretical framework based on the high involvement HRM practices with mediating role of affective commitment and …. Frontiers in Psychology.

Wynen, Jan, Jan Boon, Bjorn Kleizen, and Koen Verhoest. (2020). How multiple organizational changes shape managerial support for innovative work behavior: Evidence from the Australian Public Service. Review of Public Personnel Administration 40: 491–515

Yorulmaz, Y. İ., Püsküllüoğlu, E. I., Colak, I., & Altınkurt, Y. (2021). The relationship of organisational trust with organisational justice, organisational commitment, and organisational citizenship behaviours in educational organisations: A meta-analysis. Education & Science/Egitim ve Bilim, 46(208).

Yu, T. W. (2022). The effects of organizational justice, trust and supervisor–subordinate guanxi on organizational citizenship behavior: a social-exchange perspective. Management Research Review.

Yuan, Y., Kong, H., Baum, T., Liu, Y., Liu, C., Bu, N., ... & Yin, Z. (2022). Transformational leadership and trust in leadership impacts on employee commitment. Tourism Review, 77(5), 1385-1399.

Zayed, M., Jauhar, J., Mohaidin, Z., & Murshid, M. A. (2022). The relation of justice and organizational citizenship behaviour in government ministries: The mediating of affective commitment. Employee Responsibilities and Rights Journal, 34(2), 139-167.

Zhao, H., Wayne, S. J., Glibkowski, B. C., & Bravo, J. (2007). The Impact of Psychological Contract Breach on Work-Related Outcomes: A Meta-Analysis. Personnel Psychology, 60, 647-680.

Zhao, Y., Llorente, A. M. P., & Gómez, M. C. S. (2021). Digital competence in higher education research: A systematic literature review. Computers & Education.

Zwiech, P. (2021). Perception of justice in performance appraisal: empirical findings from enterprises from the West Pomeranian Voivodship in Poland. Procedia Computer Science.