

RESEARCH ARTICLE

Linking social axioms with behavioural outcomes in Romanian organizational settings

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Abstract

The present study attempts to explore how psychological characteristics measured through social axioms, affect the perception of organizational level constructs like organizational justice and job satisfaction and ultimately lead to behavioural outcomes measured through organizational commitment. The resulted models confirm the previously known relations between organizational justice, job satisfaction and commitment, expanding the existing base of knowledge by focusing on the relations between the dimensions of the constructs. Its main contribution is that it's among the first studies that tests the applicability of social axioms in an organizational setting. The research was successful in its main objective which was linking social axioms to behavioural outcomes in an organizational setting. The resulted model serves as proof that the construct is a valuable addition for understanding how people behave in an organization.

Keywords

social axioms, job satisfaction, organizational justice, organizational commitment

Introduction

According to the theoretical frameworks of Griffin and Moorhead (2014), Jex (2002) and Chiriță (2003; 2009) from a cognitive-behaviorist perspective, behavior in an organization, can be described as the result of a negotiation process, followed by forming of coalitions according to interests and purposes of members. Thus, irrelevant of how committed a manager is to the perceived objectives of an organization, the behavior of employees cannot be guided, without their consent regarding how targets should be accomplished. Implementing organizational objectives can become possible only through agreed-upon descriptions of the consequences

of each action, monitored by control systems and sanctioned by reward systems.

The perception of implemented reward systems, what constitutes accepted descriptions of consequences of actions and also the negotiation process is however influenced by the personality of the members inside an organization. According to cognitive psychology, personality can be conceptualized through cognitive structures/schemes/patterns that lead to specific behaviors (Kihlstrom, 1981) which in an organizational setting will influence an organizations ability to accomplish its assumed objectives and goals. Cognitive structures/schemes are defined by Young, Klosko, and Weishaar (2015) as generalized patterns that develop throughout a

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person's life, being composed of memories, emotions, cognitions, and corporal sensations, related to one's self and to relationships with others. The structures are internalized by individuals, used for assimilating sorting and interpreting incoming information, translated into attitudes that should convert into visible and congruent outcomes, or in other words behavior; however as shown by Mischel and Shoda (1995) this is not always the case. Most socio-psychological researches approach cognitive structures of individuals in an organizational setting from the perspective of values and norms (Chatman, Caldwell, O'Reilly, & Doerr, 2014; Ehrhart & Naumann, 2004; Tyler & Blader, 2000). There are however some limits to this type of approaches. Values (Eyal, Sagrisitano, Trope, Liberman, & Chaiken, 2009), which are abstract de-contextualized mental constructs, are more likely to be applied in the distant future, and, if based only on socially conditioned feelings, lacking cognitive support, have little chance in being translated into outcomes (Maio, Olson, Allen, & Bernard, 2001), thus linking them to behaviour has produced mixed results. The translation of norms, which are prescriptive beliefs about how one should behave, into visible predictable outcomes has also proven to be complicated as the process can be influenced by variables like mood and individual salience (Wellen, Hogg, & Terry, 1998). Thus even if norms and values do in a certain measure explain certain aspects of behavior in an organization (Kristiansen & Hotte, 1996; McClelland, 1985) there are still some gaps regarding the translation of internal personality structures into behavior. The present research attempts a new approach by using the relatively new construct of social axioms developed by Leung and Bond in an organizational context, by trying to link the construct to behavioural outcomes through a model that encompasses multiple aspects of corporate life, taking into consideration the psychological characteristics of members

measured through social axioms. To our knowledge it will be among the very few studies that will use all five dimensions of social axioms in an organizational context (i.e., Smith, Peterson, & Schwartz, 2002; Kwantes & Karam, 2009; West, Hillenbrand, Money, Ghobadian, & Ireland, 2016).

Theoretical framework

Social axioms, defined as generalized beliefs about the social and physical environment, or the spiritual world, in the form of an assertion about the relationship between them, are a relatively new psycho-social construct proposed by Leung and Bond (2002). The definition implies that the concept has an A related to B type of structure where the entities signified by A and B are in a causal or at least in a correlational relation (Leung & Bond, 2004). Social axioms differentiate themselves from constructs like values, beliefs, and norms by stating that axioms claim truth for the actor, they do not assess desired goals as beliefs and are not perspective in nature like norms. What differentiates axioms from values is that even if both have an evaluative aspect, values lack the secondary component specific to axioms. Even if the construct is new, it already made essential contributions in the fields of social-psychology but also in understanding human personality. For example, as Lam and his collaborators state, they have added predictive power over and above the Big-Five personality factor and proved to be an essential personality variable useful in clinical settings (Lam, Bond, Chen, & Wu, 2010). On a conceptual level the A related to B structure of social axioms is similar to that of a cognitive scheme. The logical and conceptual similarities between the two definitions are numerous, but a detailed theoretical analysis of this is beyond the scope of this present paper, and a concrete example should be more fitting (Figure 1).

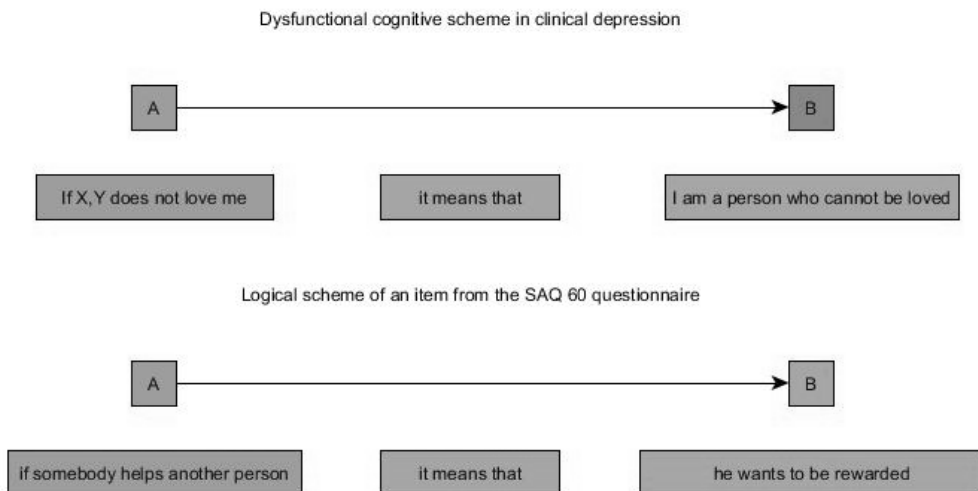


Figure 1. Comparison between a dysfunctional cognitive scheme and the logical scheme of a SAQ 60 item

A benefit of conceptualizing social axioms as cognitive schemes is in the increased probability of predicting behavior, as it was linked to clinical behavioral outcomes like anxiety and depressive disorders (Mak, Han, You, Jin, & Bond, 2011). The construct has the potential of serving as a “missing link” between the social and the individual level, because as Young and colleagues (2015) state, the behavior of an individual is not part of the cognitive scheme itself, but it is more of a reaction to the scheme, this being the reason why similar set of schemes that can be classified for example in a personality disorder can result at different individuals, and sometimes at the same individual behaviours that would be otherwise logically opposed. For instance, as presented in DSM IV (Frances et al., 2000), one person diagnosed with an obsessive-compulsive personality disorder can be obsessed with cleaning, and another person with the similar schemes is an extreme hoarder. Thus, we could presumptively state that social axioms are specific types of cognitive schemes that target not the self but are social.

Another advantage of the concept is the fact that compared with other psychological and socio-psychological ideas that were first conceived in Anglo-Saxon cultural space and

then exported to different cultural zones; axioms in their development had a multicultural approach as the original study was done with samples from Hong-Kong and Venezuela (Leung & Bond, 2004).

Regarding the dimensions of social axioms, Leung and Bond proposed two methods of conceptualization: on an individual level containing five dimensions and on a societal level containing two dimensions. Because the present paper focuses on the aspects that relate to the individual level, only these will be discussed further. Thus, the individual dimensions of social axioms are social cynicism, social complexity, religiosity, reward for application and fate control (Leung et al., 2002; Leung & Bond, 2004; Leung & Ip, 2010). We will briefly describe these factors, following the evoked sources (Leung et al., 2002; Leung & Bond, 2004; Leung & Ip, 2010). *Social cynicism* refers to a negative view about human nature, more precisely the belief that human beings are easily corrupted by power, a point of view based upon prejudices and erroneous judgments of certain social groups, of lack of trust in social institutions, of disdain for the ethical ways in which one can attain specific goals, and an evaluation of social events as mostly bad. *Social complexity* suggests that

there are no rigid rules, but rather multiple variants for reaching a particular goal, meaning that there are various ways in solving a problem, and the result of certain events is rather not sure, thus advocating that inconsistency in human behavior is something usual. *Reward for application*, describes the general belief that efforts, hard work, knowledge, meticulous planning and investing personal and social resources will lead to positive results and will help to avoid negative consequences. *Religiosity* (previously called spirituality), refers to the existence of supernatural, spiritual forces that influence and control the world, and that religious institutions have a facilitator role with a positive effect over how society is functioning. *Fate control* refers to the belief that social events are influenced by impersonal external forces, what happens in life is preordained, and there are several methods through which people can influence the predetermined results.

Through its relatively short life, the concept proved its value being linked to ethno-psychological concepts like intercultural adjustment (Safdar, Lewis, & Daneshpour, 2006), organizational level concepts like commitment (Kwantes & Karam, 2009), corporate social responsibility (West, Hillenbrand, & Money, 2015), job satisfaction (Leung & Ip, 2010), but also to more individual level concepts like life satisfaction (Lai, Bond, & Hui, 2007), suicidal tendencies (Lam, Bond, Chen, & Wu, 2010), attachment (Mak, Han, You, Jin, & Bond, 2011), and Big 5 personality traits and as Lam states, have added predictive power over and above the Big-Five personality factors and proved to be a vital personality variable useful in clinical settings (Lam, Bond, Chen, & Wu, 2010). Despite its potential, the constructs applicability in an organizational environment up until now was approached only by a few studies, and even then only partially, this being the gap that the present paper aims to address.

To be able to address the issue of how social axioms can influence the perception of the accepted descriptions of the consequences of actions, how reward systems are evaluated, and ultimately lead to behavior, we have selected the already well-established

constructs of organizational justice, job satisfaction, and organizational commitment

The reason for these choices is based upon the fact that the relation between the three concepts is already well documented as exemplified by the meta-analysis of Cohen-Charash and Spector (2001) and also by a series of other researches: the link between justice and satisfaction by Gillet and colleagues (2013), Fyrexell and colleagues (1989) and Tang and colleagues (1996) Ladebo and colleagues (2008); the connection between commitment and job satisfaction by the research of Huang and Hsiao (2007), Ma, Xing, Wang, Chen, (2013), Tuzun (2009), Sonia and Patrick (2012), Kwantes (2009) just to name a few.

Organizational justice, according to Greenberg (1987; 1990) and Lind (1992), can be defined as the perception that people have about justice inside an organization, or as Eigen and Litwin (2014) would state; as a measure of how fairly employees feel treated at work in terms of outcomes and processes. According to Byrne and Kiersch (2013), there are three to four types of fairness perceptions: distributive justice, procedural justice, and interactional justice. Interactional justice was split by Colquitt (2001) into two sub-dimensions: informational and interpersonal justice. *Procedural justice* is defined by Greenberg and Tornbloom (1986) as the perceived fairness of the policies and procedures used to make decisions and tends to be associated with the extent to which fair procedures and processes are in place and adhered to. According to Eigen and Litwin (2014) it is perhaps the most useful metric for understanding organizational level evaluations (ex. organizational commitment). *Distributive justice* as Greenberg and Tornbloom (1990) argue tends to be associated with the outcomes received. *Interactional justice* was proposed by Bies and Moag (1986) who defined it as the extent to which individual see their leaders as being fair, sincere and having logic or rationale for what they do. Based on this framework, Colquitt (2001) redefined interactional justice as the justness of interactions between authorities and employees. In the subsequent researches evidence was found for a further division of interactional justice into

interpersonal justice and informational justice. Interpersonal justice reflects the degree to which people are treated with politeness, dignity, and respect by authorities, especially by direct supervisors. Informational justice can be defined as the explanation given to employees to inform them about why procedures were applied in a certain way or why outcomes were distributed in a particular manner (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Even if some researchers tend to agree with these new classifications other still use interactional justice while there is also evidence, that informational justice has significant common variance with procedural justice (Roch & Shanock, 2006). Thus to clarify the epistemological disarray around this construct S. Roch and L. Shanock, (2006) arguing for the validity of all three constructs (interactional justice, informational justice, and interpersonal justice) state that the choice should be made based upon the research question. Taking into consideration Bies's updated conceptualization which postulates that people are concerned about interpersonal treatment in their everyday encounters in organizations, interactional concerns transcending formal decision-making contexts, (as cited in Roch & Shanock 2007) they developed a measuring scale based upon this reconceptualization, a scale that we will be also used in the present research and will be described later in the chapter regarding methodology.

Job satisfaction is among one of the most commonly measured constructs in industrial and organizational psychology. The construct is tied to attendance at work (Mobley, 1977), the decision to retire (Schmitt & McCune, 1981) or turnover (Hom & Kinicki, 2001). Job satisfaction can be defined, according to Vercellino (2008), as a construct that refers to what people feel regarding their job and the different ways in which employees perceive their work as satisfactory or as unsatisfactory.

Organizational commitment, as Reichers summarized, can be explored from a behavioral point of view, focusing on the observable manifestation of the concept, as Mowday, Steers, Porter do (as cited in Tudorescu, 2008, pp. 477–478) or from an

attitudinal point of view, seeing commitment as a psychological state in which an employee identifies with the values and objectives of the organization that he is working for, as Etzioni, Kanter (as cited in Meyer 1991) suggested. A new theoretical perspective, to find a common ground between these points of view, was suggested by Meyer and Allen (1991) that since dominates organizational commitment research. After conducting extensive study of the existing literature, it was concluded that organizational commitment definitions appear to base themselves around three general themes: affective attachment to the organization, perceived costs associated with leaving the organization and obligation to remain with the organization. After summing all the different perspectives of how one can explain organizational commitment Meyer and Allen (1991) proposed an integrative, three layered conceptualization. The three layers are: affective commitment; normative commitment; continuance commitment. Meyer, Irwing and Allen (1998) define affective commitment as the reflection of the employee's emotional attachment to, identification with and involvement in the organization; normative commitment as the employees feeling of obligation to remain with an organization; and continuance commitment as recognition of the costs associated with leaving the organization.

Based upon the theoretical framework presented the following hypotheses were formulated (Figure 2).

H1: Based upon literature review we know that social cynicism is connected to organizational commitment (Deng, Guan, Bond, Hu, & Zhang, 2011), and that procedural and distributive justice is linked job satisfaction and commitment (Leung & Ip, 2010). We also know that people who score high on social cynicism, have attachment and trust issues (Mak, Han, You, Jin, & Bond, 2011) and tend to pursue their welfare (Leung et al., 2002). Based upon these connections our hypothesis will state: *Social cynicism will be positively related to continuance commitment, relation that will be mediated first by distributive justice procedural justice (parallel mediation) then by job satisfaction (serial mediation).*

H2. People who have high social complexity scores tend to have a more complex view of social interactions (Leung et al., 2002) thus it is possible that social complexity will be related to a more affective type of organizational commitment. Connections between organizational justice and commitment (Yang, Peng, & Mossholder, 2004) and job satisfaction and commitment are already known facts (Huang & Hsiao, 2007). Therefore, *H2 states that social complexity will be positively related to affective commitment, a relationship that will be mediated by all aspects of organizational justice (parallel mediation) and job satisfaction (serial mediation).*

H3. People who have a high reward for application scores are characterized by high levels of conscientiousness, hardworking, long term oriented and working within the rules (Leung, Huang, Kurman, Niit, & Niit, 2007). It seems logical to hypothesize that aspects like procedural justice, distributive justice to be essential for them which in turn will translate into job satisfaction (Gillet, Colombat, Micinov, Pronost, & Fouquereau, 2013) leading to continuance commitment (Kwantes, 2009). Following these trends, our hypothesis states that *reward for application*

will be positively related to continuance commitment, relation that will be mediated first by procedural justice distributive justice (parallel mediation) and satisfaction (serial mediation).

H4. Individuals who score high on fate control tend to put less emphasis on job satisfaction, on education or on mutual attraction has a tendency to use wishful thinking as a coping mechanism, thus (Leung, Huang, Kurman, Niit, & Niit, 2007). Therefore, our hypothesis states that *the relation between fate control and affective commitment will be positively mediated by distributive justice (serial mediation).*

H5. Individuals that score high on religiosity usually have a preference for accommodation, are not very hedonistic (Leung, Huang, Kurman, Niit, & Niit, 2007) thus in their case a high normative commitment mediated through procedural justice should be an essential aspect. We also expect that job satisfaction will not be an important mediating aspect. Therefore, our hypothesis will state that *the relation between religiosity and normative commitment will be positively mediated only by procedural justice (serial mediation).*

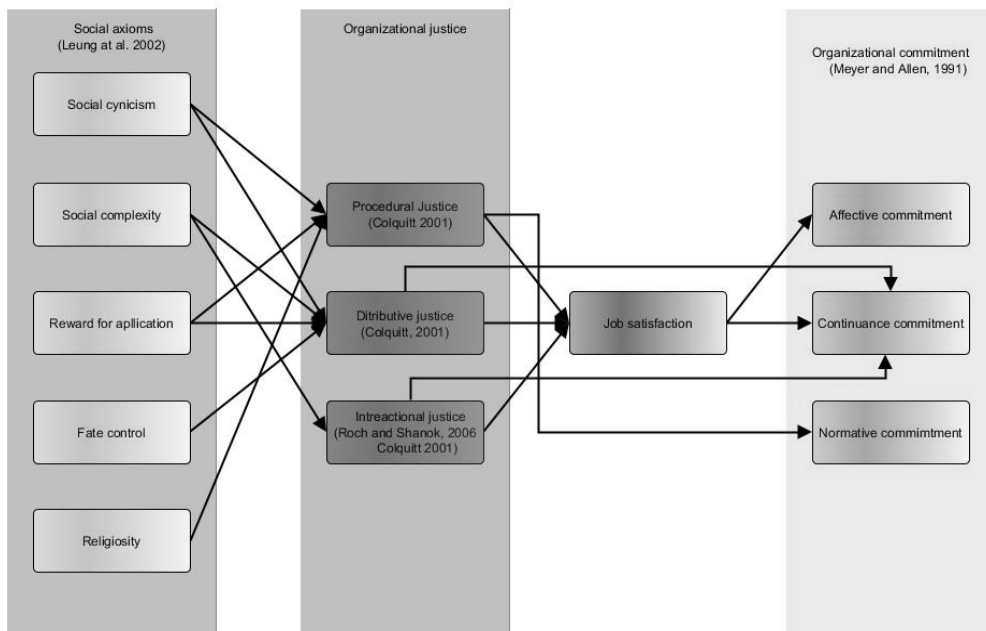


Figure 2. *Graphical illustration of the hypothesis*

Methods

Sample

The study took place in two organizations, one with 100% Romanian capital, and one that is the local branch of a major international corporation, both organizations focusing on manufacture. Data collection was organized with help from the management, participation was voluntary, anonymous, and measures were taken to ensure the privacy of the information given by respondents. Two versions of the questionnaires were administered. For the workforce the authors personally read the questions to groups of workers (a group containing between 20 and 25 individuals), and the participants marked their answers on a response sheet. In case of management full versions of the questionnaires were given which then were collected in a sealed ballot

box opened only after the conclusion of the time allocated for the field study. Only the authors of the study have seen the response sheets and the questionnaires, the management of the companies receiving only a statistical analysis of the results. Sample sizes and sampling methodology was done according to the guidelines of Babbie (2008). In the first organization (organization A) the data was collected during April-May 2017 where a total of 370 questionnaires were administered, and the data from the other organization (organization B) was collected during May 2018 where the number of questionnaires collected was of 350. The study relies itself on the information obtained from the questionnaires thus it can be described as single source. In total 720 questionnaires were administered.

Table 1 summarizes the composition of the sample on which the present research is based.

Table 1. *Descriptive statistics of sample (N=676)*

Age groups	Category	Percentage		
		Organization 1	Organization 2	Total sample
	20 or less	3.0	2.1	4.4
	21-30	17.2	32.2	24.2
	31-40	33.7	31.3	31.9
	41-50	31.6	17.6	24.2
	51-60	12.7	12.2	12.2
	60 or more	1.8	4.6	3.1
Gender	Male	41.7	48.6	45.7
	Female	58.3	51.4	54.3
Education	Primary school	3.4	.6	4.6
	Gymnasium	27.8	1.5	13.9
	Trade school	35.8	24.0	29.2
	High school	25.7	36.2	30.1
	College	7.3	37.7	22.1

Instruments

Social axioms were measured with the scale developed by M. Bond and K. Leung. The original scale is the result of a multicultural study using samples from Hong-Kong and Venezuela, the resulting scales were then adapted to multiple countries around the world. The scale has three versions of 182, 82, and 60 items, with a robust transcultural resonance due to the universal character of the examined subjects. During the original factorial analysis done on the specific national samples the previously described five factors

were identified, which are constant in all versions of the survey. For the purposes of this study we will use the 60 item variant. The scale uses five subscales for measuring social cynicism (item example: It is rare to see a happy ending in real life), fate control (item example: Fate determines one’s successes and failures), social complexity (item example: One has to deal with matters according to the specific circumstances), religiousness (item example: “Religious faith contributes to good mental health”) and reward for application

(item example: “Knowledge is necessary for success”).

The original Colquitt Organizational Justice Questionnaire (2001) has 20 items that are evaluated on a Likert scale with scores between 1 (complete disagreement) and 7 (complete agreement). However because of the scope of the present research, the subscale measuring interactional justice was expanded by including the interpersonal justice scale developed by S. Roch and L. Shanock (2006) that contains 4 items (item example: “My supervisor is rude to me”) developed based upon Bies’s updated definition of the concept but also keeping Colquitt’s items measuring informational justice (item example: “To what extent has he/she communicated details in a timely manner”). The other two subscales of the questionnaire are used for measuring procedural justice (item example: “To what extent does your outcome reflect the effort you have put into work”) and normative justice (item example: “To what extent have those procedures been free of bias”).

For measuring job satisfaction the P. Warr, J. Cook and T. Wall Job Satisfaction Scale

(1979) was used, which in itself is part of a larger questionnaire that measures constructs like job motivation, life satisfaction, happiness, etc. and of course job satisfaction. In this present case only the items regarding job satisfaction were used which contained 2 subscales measuring intrinsic (item example: “How satisfied are you with colleagues”) and external sources of satisfaction (item example: “How satisfied are you with your direct superior”) using a 7-point Likert scale.

For measuring organizational commitment, the used scale was the updated N. Allen and J. Meyer Organizational Commitment Scale (2004). All items were measured using a 7-point Likert scale. The scale uses three subscales measuring normative (item example: I feel very little loyalty to this organization), affective (item example: “I am proud to tell others that I am part of this organization”) and continuance commitment (item example: “I would accept almost any type of job assignment in order to keep working for this organization”).

The internal consistency indices for the whole sample are presented in Table 2.

Table 2. *Scale analysis for Colquitt organizational justice scale*

Dimension	<i>α coefficient</i>
<i>Colquitt organizational justice scale</i>	
Distributive justice	.82
Procedural justice	.81
Interpersonal justice	.47
Informational justice	.84
Total scale	.88
<i>Meyer and Allen organizational commitment scale</i>	
Normative commitment	.71
Affective commitment	.70
Continuance commitment	.80
Total scale	.87
<i>Warr & Cook sources of the satisfaction scale</i>	
Internal Sources of satisfaction	.84
External Sources of satisfaction	.81
Total scale	.90
<i>Leung and Bond Social Axioms scale</i>	
Social cynicism	.902
Reward for application	.833
Fate control	.739
Religiousness	.886
Social complexity	.880
Total scale	.960

Results and data analysis

For the analysis of the obtained data, SPSS v.22, and AMOS v.22. was used. When presenting the results of the analysis, the present paper uses the guidelines recommended by Pallant (2006), Howitt and Cramer (2010).

For checking the underlying factor structure we have done a confirmatory factor analysis through structural equation modeling. The results are presented in Table 3. In all cases we have compared the model provided by literature with a one-factor model. In case of the Colquitt scale 5-factor model has a GFI .94 of CFI .95 of and RMSEA of .05 compared to the one-factor model which has the following fit indices: GFI .79, CFI .77, RMSEA .11. In case of the Meyer and Allen scale the 3-factor model has a GFI of .92, CFI of .96 and RMSEA of .04 which is better than the one scale model which has the following fit indices: GFI .66, CFI .78, RMSEA .08. In case of War & Cook scale we have tested based

upon literature 3 possible models one with two underlying factors (GFI .93, CFI .93, RMSEA. 06), one with three underlying factors (GFI .90, CFI .9, RMSEA. 06) and a one-factor model (GFI .90, CFI .93, RMSEA .06). Based upon results we can conclude that the three-factor model has slightly better indices than the two-factor model; however both versions have better indices than the one-factor model. In case of social axioms the five-factor model (GFI .85, CFI.88, RMSEA .05) also has better fit indices than the one-factor model (GFI .69, CFI .75, RMSEA .06); however the obtained indices are below the recommended .9 cut-off. However in the Romanian adaptation study the obtained fit indices were very similar (GFI .85, RMSEA .05) Based upon the recommendations of Kenny (2015) we have calculated the RMSEA for the base model which is .121. and according to him CFI indices should not be calculated for models that have a base model with a RMSEA smaller than .158.

Table 3. *Structural modeling results for the used scales in case of the whole sample*

<i>Scale</i>	<i>X²</i>	<i>(df)</i>	<i>GFI</i>	<i>CFI</i>	<i>RMSEA</i>
Colquitt organizational justice scale	393.919	0.00	0.94	0.95	0.05
Colquitt organizational justice scale one factor	1598.147	0.00	0.79	0.77	0.11
Meyer and Allen organizational commitment scale	316.524	0.00	0.92	0.96	0.04
Meyer and Allen organizational commitment one factor	950.141	0.00	0.66	0.78	0.08
War&Cook job satisfaction scale 2 factor	337.810	0.00	0.93	0.93	0.06
War&Cook job satisfaction scale 3 factor	342.013	0.00	0.90	0.93	0.06
War&Cook job satisfaction one factor	342.013	0.00	0.90	0.92	0.06
Social axiom scale 60 5 factor	3570.24	0.00	0.85	0.88	0.05
Social axiom scale 1 factor	5811.67	0.00	0.69	0.75	0.06

Note: * p<.05,

The next step was structural equation modeling using AMOS. For the structural equation modeling we used the aggregated scores, not latent variables from the CFAs.

Firstly, we explored the relationship between organizational justice, job satisfaction, and organizational commitment Because of the low Alpha Cronbach score obtained by the

interpersonal justice subscale (Table nr.2.) the decision was made to eliminate it from the analysis. Table nr.5, presents the correlations, standard deviations, and means of the concepts used. When constructing the model we have started exploring relations between constructs according to theory. Using job satisfaction as mediator between justice and commitment can be considered unorthodox as most studies find job satisfaction on the same structural level with commitment (Lee, 2000; ; Lambert, Hogan, & Griffin, 2007; Lowe & Vodanovich, 1995; Moorman, Niehoff, & Organ, 1993)

with only a few using JS as mediator (Fulford, 2005; Tang & Strasfield-Baldwin, 1996; Crow, Lee, & Joo, 2012). To determine whether job satisfaction functions better as a mediator than a construct on the same structural level with commitment, two probable situations were analysed, one in which the relation between organizational justice and organizational commitment is not mediated by job satisfaction (M1A figure 6), and one in which job satisfaction mediates the relationship between the two constructs (M1B figure 7).

Table 4. Means, standard deviations and interrelations of variables

	M	S.D.	1	2	3	4	5	6	7	8	9	10	11
1.Distributive justice	5.08	1.44											
2.Procedural justice	4.58	1.37	.55**										
3.Interactional justice	5.37	1.51	.49**	.52**									
4.Normative commitment	3.89	1.32	.32**	.42**	.42**								
5. Affective commitment	4.2	1.27	.3**	.41**	.42**	.65**							
6. Continuance commitment	4.14	1.42	.3**	.29**	.38**	.67**	.51**						
7.Total satisfaction	4.65	1.27	.49**	.58**	.6**	.57**	.54**	.45**					
8.Social cynicism	3.42	.82	.28**	.23**	.34**	.35**	.26**	.5**	.32**				
9.Fate control	3.09	.9	.27**	.24**	.26**	.39**	.28**	.49**	.31**	.72**			
10.Social complexity	3.66	.75	.35**	.33**	.39**	.39**	.33**	.45**	.43**	.77**	.67**		
11.Reward for application	3.82	.76	.39**	.38**	.43**	.39**	.35**	.46**	.49**	.76**	.67**	.85**	
12. Religiosity	3.32	.88	.27**	.27**	.33**	.38**	.25**	.41**	.32**	.66**	.65**	.65**	.66**

Correlation is significant at the 0.01 level (2-tailed)**

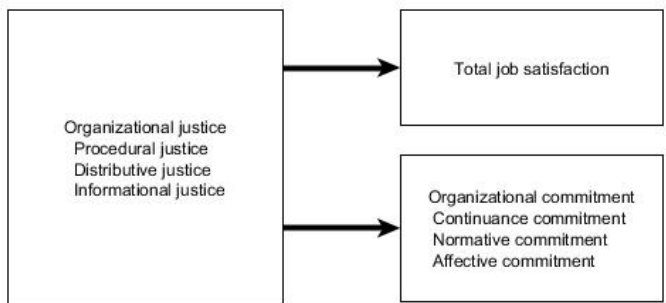


Figure 6. MIA with OJ and JS on the same level

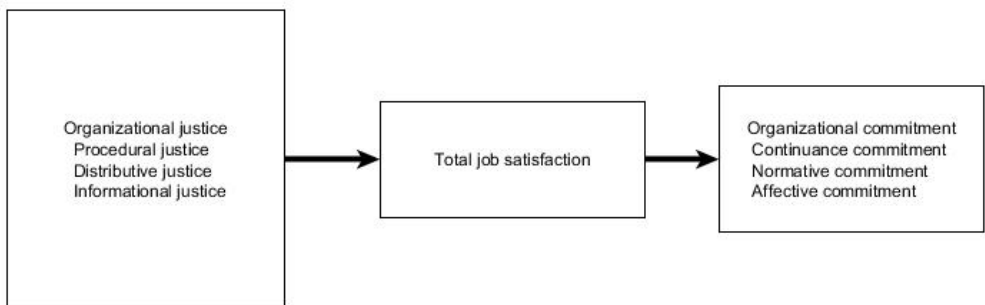


Figure 7. M1B, JS mediating the relation between OJ and OC

Table 5. Model fit for evaluating the mediating role of total job satisfaction

Model	X^2	P	GFI	CFI	RMSEA
M1A: model with OJ and JS on the same level	27.193	<.01	.97	.98	.077
M1B: model with JS as mediator including IPJ	12.738	>.05(.254)	.99	.99	.021

Note: * $p < .05$

Because model M1B (GFI .99, CFI .99, RMSEA .021) had better statistical indices than M1A (GFI .97, CFI .98, RMSEA .077) it was concluded that for our data total job satisfaction will fit better as a mediator.

The next step in analyzing the data was adding to the previously mentioned model the construct of social axioms, organizational justice and total job satisfaction serving as a mediator between social axioms and organizational commitment. Even if the first part of the model is well researched as presented before, to our best of knowledge

there is no research that connects social axioms to organizational justice. There are researches that deal with the impact of cynicism on different organizational aspects (Aküzüm, 2014; Bernerth, Armenakis, & Walker, 2007; Tabatabaei & Bigdelli, 2015), organizational justice being among them, but in these cases cynicism is not conceptualized as part of social axioms. Table 6 and 7 present the statistical parameters of the model. (GFI .99, CFI .99, RMSEA .021)

Table 6. Model fit for evaluating the mediating role of total job satisfaction

Model	X^2	P	GFI	CFI	RMSEA
M3: Model with the relation between social axioms and organizational commitment mediated by organizational justice and total job satisfaction	39.076	>.05(.124)	.99	.99	.021

Note: * $p < .05$

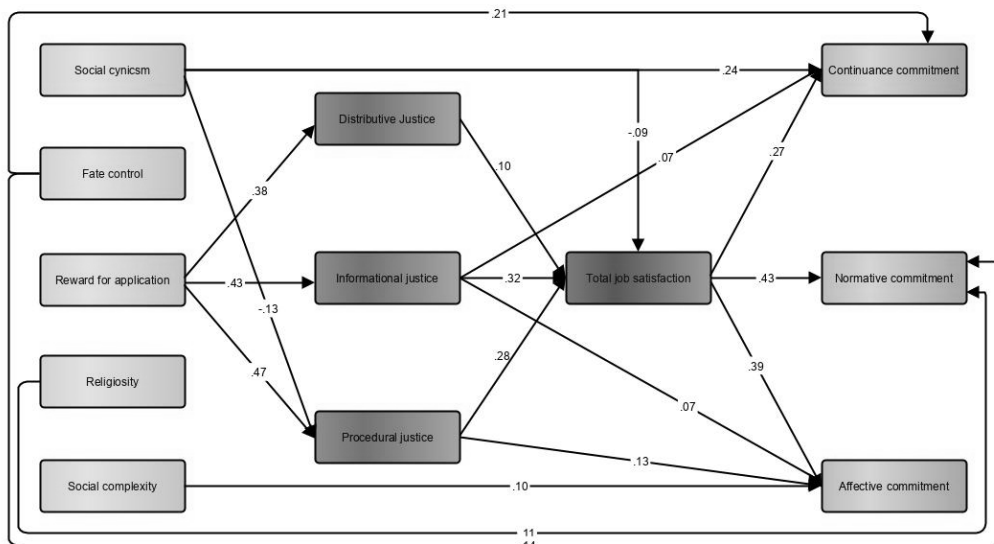


Figure 8. M3, JS and OJ mediating the relation between SA and OC with dimensions included

Table 7. Standardized regression coefficients of model M3.

			Estimate	S.E.	P	Standardized Estimate
Distributive justice	←	Reward for application	.74	.070	***	.37
Informational justice	←	Reward for application	.86	.070	***	.43
Procedural justice	←	Reward for application	.87	.092	***	.47
Procedural justice	←	Social cynicism	-.22	.076	.003	-.12
Total job satisfaction	←	Informational justice	.26	.029	***	.31
Total job satisfaction	←	Reward for application	.47	.075	***	.28
Total job satisfaction	←	Distributive justice	.09	.030	.003	.10
Total job satisfaction	←	Procedural justice	.25	.033	***	.27
Total job satisfaction	←	Social cynicism	-.14	.065	.028	-.09
Normative commitment	←	Total job satisfaction	.43	.037	***	.42
Continuance commitment	←	Total job satisfaction	.29	.041	***	.27
Affective commitment	←	Procedural justice	.11	.034	***	.13

Table 7. Standardized regression coefficients of model M3.

			Estimate	S.E.	P	Standardized Estimate
Continuance commitment	←	Fate control	.32	.064	***	.20
Affective commitment	←	Social complexity	.17	.055	.002	.10
Affective commitment	←	Informational justice	.05	.031	.054	.07
Affective commitment	←	Total job satisfaction	.38	.042	***	.38
Normative commitment	←	Fate control	.20	.050	***	.14
Normative commitment	←	Procedural justice	.11	.030	***	.12
Normative commitment	←	Religiosity	.16	.048	***	.10
Continuance commitment	←	Social cynicism	.40	.067	***	.23
Continuance commitment	←	Informational justice	.06	.031	.054	.06

Note: **p<.01

In the above model (Figure 8.) although the unmediated relationships between informational justice and continuance commitment together with the relationship between informational justice and affective commitment add to the robustness of the model when performing bootstrap analysis, they failed to reach statistical significance ($p > .05$), thus these relationships will be disconfirmed from further analysis.

From model M3, we can observe that the relationship between fate control and continuance commitment ($B = .20$, $SE = .064$ CI 95% [.135, .278], $p < .001$) and fate control and normative commitment ($B = .14$, CI 95% [.086-.206], $p < .001$) is unmediated.

There is an unmediated relationship between social complexity and affective commitment of .10 ($SE = .05$ CI 95% [.34, .171], $p < .05$).

Another unmediated relationship is between religiosity and normative commitment ($B = .10$, $SE = .048$ CI 95% [.053, .153], $p < .05$).

Tables 8, 9 and 10 present in detail the significance levels, lower and upper bounds of paths presented in model M3. Based upon these results we can summarize that in case of social cynicism we have an unmediated effect between social cynicism and continuance commitment ($B = .23$, $SE = .067$ CI 95% [.190, .363] $p < .001$); an unmediated effect between

social cynicism and total job satisfaction ($B = -.091$, $SE = .042$ CI [-.021, -.159] $p < .05$); and a direct effect between social cynicism and procedural justice ($B = -.12$, $SE = .076$ CI [-.101, -.375] $p < .005$). In case of indirect effects we have mediation by procedural justice between social cynicism and total job satisfaction by procedural justice ($B = -.036$, $SE = .14$ CI [-.017, -.061] $p < .010$); a mediation between social cynicism and normative commitment through procedural justice and total job satisfaction ($B = -.071$, CI 95% $SE = .02$ [-.107, -.036] $p < .010$); a mediation between social cynicism and affective commitment ($B = -.066$; $SE = .02$ CI 95% [-.101, -.035] $p < .010$) through procedural justice and total job satisfaction; and a mediation between social cynicism and continuance commitment through ($B = -.01$, $SE = .02$ CI 95% [-.014, -.061] $p < .010$) procedural justice and total job satisfaction.

Regarding total effects between social cynicism and continuance commitment or data shows a score of .202 (CI 95% $SE = .04$ [.126, .279] $p < .010$). Regarding the total effect between social cynicism and affective commitment we have a score of -.066 (CI $SE = .02$ 95% [-.035, -.101] $p < .010$). Regarding the total effect between social cynicism and normative commitment we have a score of -.71 ($SE = .02$ CI.95% [-.036, -.107] $p < .010$).

Table 8. Standardized Total Effects Model M3 with confidence intervals

	Social complexity	Religiosity	Fate control	Reward for application	Social cynicism	Distributive justice	Informational justice	Procedural justice	Job satisfaction
Distributive commitment	.00	.00	.00	.37(.29,.45)**	.00	.00	.000	.00	.00
Informational justice	.00	.00	.00	.43(.33,.51)**	.00	.00	.000	.00	.00
Procedural justice	.00	.00	.00	.47(.36,.57)**	-.12(-.2,-.05)*	.00	.000	.00	.00
Job satisfaction	.00	.00	.00	.58(.48,.68)**	-.12(-.19,-.05)**	.1(.04,.16)**	.31(.25,.38)**	.27(.21,.33)**	.00
Continuance commitment	.00	.00	.2(.13,.27)**	.18(.14,.24)**	.2(.12,.27)**	.02(.01,.05)**	.15(.09,.21)**	.07(.04,.10)**	.27(.19,.35)**
Affective commitment	.1(.03,.17)*	.00	.00	.31(.25,.39)**	-.06(-.1,-.03)**	.04(.04,.07)**	.19(.12,.26)**	.23(.17,.30)**	.38(.29,.46)**
Normative commitment	.00	.1(.05,.16)**	.14	.31(.25,.37)**	-.07(-.1,-.03)**	.04(.01,.07)**	.13(.1,.17)**	.24(.18,.30)**	.42(.36,.49)**

Values in parenthesis represent confidence intervals after performing bootstrap analysis

Note: ** $p < .01$.

* $p < .05$

Table 9. Standardized Direct Effects Model M3 with confidence intervals

	Social complexity	Religiosity	Fate control	Reward for application	Social cynicism	Distributive justice	Informational justice	Procedural justice	Job satisfaction
Distributive commitment	.00	.00	.00	.37(.29,.45)**	.00	.00	.00	.00	.00
Informational justice	.00	.00	.00	.43(.33,.51)**	.00	.00	.00	.00	.00
Procedural justice	.00	.00	.00	.47(.36,.57)**	-.12(-.2,-.05)**	.00	.00	.00	.00
Job satisfaction	.00	.00	.00	.28(.18,.38)**	-.09(-.15,-.02)*	.1(.04,.16)**	.31(.25,.38)**	.27(.21,.33)**	.00
Continuance commitment	.00	.00	.2(.13,.27)**	.00	.23(.16,.31)**	.00	.06(.00,.13)	.00	.27(.19,.35)**
Affective commitment	.1(.03,.17)*	.00	.00	.00	.00	.00	.07(.00,.14)	.13(.06,.21)**	.38(.29,.46)**
Normative commitment	.00	.1(.05,.16)**	.14(.08,.2)**	.00	.00	.00	.00	.12(.12,.18)**	.42(.36,.49)**

Values in parenthesis represent confidence intervals after performing bootstrap analysis

Note: ** $p < .01$.

* $p < .05$

Table 10. Standardized indirect Effects Model M3 with confidence intervals

	Social complexity	Religiosity	Fate control	Reward for application	Social cynicism	Distributive justice	Informational justice	Procedural justice	Job satisfaction
Distributive justice	.00	.00	.00	.00	.00	.00	.00	.00	.00
Informational justice	.00	.00	.00	.00	.00	.00	.00	.00	.00
Procedural justice	.00	.00	.00	.00	.00	.00	.00	.00	.00
Job satisfaction	.00	.00	.00	.30(.23,.37)**	-.03(-.06,-.01)**	.00	.00	.00	.00
Continuance commitment	.00	.00	.00	.18(.14,.24)**	-.03(-.06,-.01)**	.02(.01,.05)**	.08(.05,.12)**	.07(.04,.1)**	.00
Affective commitment	.00	.00	.00	.31(.25,.39)**	-.06(-.1,-.03)**	.04(.01,.07)**	.12(.08,.16)**	.10(.07,.14)**	.00
Normative commitment	.00	.00	.00	.31(.25,.37)**	-.07(-.1,-.03)**	.04(.01,.07)**	.13(.1,.17)**	.11(.08,.15)**	.00

Values in parenthesis represent confidence intervals after performing bootstrap analysis

Note: ** $p < .01$.

* $p < .05$

In case of reward for application we have direct effects between it and procedural justice ($B=.470$ $SE=.06$ CI [.369,-.573] $p<.005$); reward for application and informational justice ($B=.432$ $SE=.05$ CI 95% [.337,-.517] $p<.005$); reward for application and distributive justice ($B=.377$, $SE=.05$ CI 95% [.290,-.456] $p<.005$). Regarding indirect effects the relationship between reward for application and total job satisfaction ($B=.306$ $SE=.04$, CI 95% [.238, -.374] $p<.005$) is mediated by all three aspects of organizational justice. We can also establish mediations between reward for application and continuance commitment ($B=.189$, $SE=.02$ CI 95% [.147, .243] $p<.005$) through all aspects of organizational justice and total job satisfaction; between reward for application and normative commitment ($B=.310$, $SE=.03$ CI 95% [.253, .375], $p<.005$) through all aspects of organizational justice and total job satisfaction; and reward for application and affective commitment ($B=.319$, $SE=.04$ CI 95% [.257,-.392] $p<.005$) through all aspects of organizational justice and total job satisfaction.

Regarding total effects between reward for application and continuance commitment, we have a score of .189 ($SE=.02$ CI 95% [.147, .243] $p>.05$). Regarding total effects between reward for application and normative commitment we have a score of .310 ($SE=.03$ CI 95% [.253, .392] $p>.05$). Regarding total effects between reward for application and affective commitment we have a score of .319 ($SE=.04$ CI 95% [.253, .375] $p<.005$).

Discussions

One of the first observable complex links between a dimension of social axioms and organizational commitment is between social cynicism and commitment. This connection is one of the most interesting of all analyzed paths. Our original hypothesis stated that social cynicism will be positively related to continuance commitment, relationship that will be mediated by distributive justice, procedural justice (parallel mediation) and job satisfaction (serial mediation) (H1). Based on our data, we can observe that we only have one direct path to procedural justice, which is a negative relation. This leads to the possibility

that people with high cynicism on the one hand don't trust procedures, but on the other hand it is the only way through which they evaluate organizational justice. If they are more or less satisfied with the "game rules" this may lead to positive job satisfaction. It is also worth mentioning that in this case we also have an unmediated negative path with job satisfaction, meaning that high cynicism can lead to slightly low job satisfaction, but a direct positive path with continuance commitment. It is possible that a person with high social cynicism may consider staying with an organization because the subject involved believes that any other organization is as bad as the one he/she is currently in. This supposition is based on the results of J. HiuWai, M. Bond and N. Hui (2009) that cynical persons, because of the negative view about human nature will have less social engagement and more negative social feedback thus organizations, in general, will also be viewed in a negative manner. When we look at the total effects the only positive path found is between social cynicism and continuance commitment; thus we can assume that a person with a high social cynicism score will stay with an organization due of the belief that he has nowhere better to go. From the point of the organization this is the worst possible attitude an employee can have, as it could lead to low motivation and passive-aggressive behavior. Our results regarding the effects of social cynicisms on organizational commitment tend to support the observations made by H. Deng at al. (2011) who state that even high social cynicism can lead to commitment although less significantly than in cases with low cynicism. The present data give more substantiality to the conclusions of H. Deng, showing that the increase is in continuance commitment, while affective and normative commitment tends to decrease. As a summation we can say that social cynicism is related to all three forms of organizational commitment a path that is partially mediated by procedural justice and job satisfaction, thus we can state that H1 is partially confirmed.

In case of social complexity, our hypothesis stated that reward for application will be positively related to continuance commitment, relation that will be mediated all

aspects of organizational justice (parallel mediation) and job satisfaction (serial mediation) (H2). In case of our data the only statistically significant path found was between it and affective commitment, thus we failed to confirm the relations stated in H2.

Our original hypothesis stated that reward for application will be related to continuance commitment, a relationship that will be positively mediated by procedural and distributive justice (parallel mediation) followed by job satisfaction (serial mediation) (H3). Based upon our data the strongest link between the dimensions of social axioms and organizational commitment mediated by organizational justice and job satisfaction is through reward for application, which is (Leung & Bond, 2004) the general belief that, efforts, hard work, knowledge, meticulous planning and investing personal and social resources will lead to positive results and will help to avoid negative consequences, thus this relation should not come as a surprise. The dimension is very strongly related to all aspects of organizational justice, first with procedural justice, followed by informational justice and distributive justice, which in turn mediate the measure in which someone with high scores at reward for application would evaluate if he or she is satisfied with its job, which will in our case led first to a strong affective commitment and then to a normative commitment to the organization. This path brings further proof regarding the link between reward for application and commitment also described by C. Kwantes at al. (2009). Summarizing these results we can state that the path between reward for application all three forms of organizational commitment is fully mediated by all three types of organizational justice and total job satisfaction, thus H3 is partially confirmed.

In case of fate control, our hypothesis stated that the relationship between it and commitment will be positively mediated only by distributive justice (serial mediation) (H4). Based upon our data we could only find direct relations with continuance and normative commitment. In other words a person with high fate control score cares less about organizational justice and job satisfaction, committing to an organization believing that it

is pointless fighting something that is preordained, thus we failed to confirm any mediation by organizational justice (H4).

In the case of religiosity, the proposed hypothesis stated that the path between it and organizational commitment will only be related to normative commitment, path that is mediated only by procedural justice (H5). Based upon our data we could establish only a direct path between religiousness and normative commitment. The direct path between religiousness and normative commitment, although quite weak, would suggest that a person with a high religiousness score would stay with an organization because "it is the right thing to do". In this case the present research managed to capture the relationship between the two dimensions which until now was intuited by C. Kwantes and C. Karam (2009) but were unable to prove it. Thus, because of the lack of mediation between this aspect of social axioms and organizational justice, H5 is only partially confirmed.

Conclusions

To summarize our results, we can state that three of five hypotheses were partially confirmed and two were not. Taking into consideration that study, to the best of our knowledge, is among the very few to apply all five dimensions of social axioms in an organizational setting, the results can be considered acceptable.

Based upon literature review very few researches have attempted to use all five dimensions in an organizational context (Kwantes & Karam, 2009; Deng, Guan, Bond, Hu, & Zhang, 2011) much less propose a complex model that links multiple aspects of organizational life, which based upon our presented results the present paper manages to do. The research was successful in its primary objective which was linking social axioms to behavioral outcomes in an organizational setting. The resulted model serves as proof that the construct is a valuable addition for understanding how people behave in an organization. More specifically it is among the first to signal how social axioms, which were used to evaluate psychological aspects of

individuals, can lead to paradoxical organizational outcomes (cynicism can lead to continuance commitment even if it causes low job satisfaction), and in some cases bypassing completely aspects designed to regulate and increase efficiency of behaviour inside an organization (lack of mediation between fate control and commitment; lack of mediation between religiousness and commitment; lack of mediation between social complexity and commitment).

One major limitation of the study is of a methodological nature which is the failure to measure interpersonal justice in a statistically significant way, thus this dimension had to be dropped from the data analysis because of the low internal consistency of the scale. In our opinion, this failure is not related to a theoretical deficiency of the scale proposed by S. Roch and L. Shanock (2006) but it has more to do with the personal nature of the questions and the unwillingness of the employees to answer truthfully. The scales measuring affective commitment, normative commitment, and fate control have also internal consistencies below 0.8, however they are in the limits considered as acceptable by J. Pallant (2006). Because of the complexity of the social axiom scale the fit indices are also lower than .9, however the original adaptation study had very similar indices. We have also to take into consideration that the data collected is single source as it relies solely on information gathered from questionnaires.

Further directions that can be taken regarding social axioms is further researching the way in which these interact with organizational level constructs a link which is underrepresented in social and organizational setting but also using them in a clinical setting as they have the potential to better explain the connection between individual and social levels.

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