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Entitled

*THE IMPACT OF PERCEIVED ORGANISATIONAL JUSTICE ON ORGANISATIONAL CITIZENSHIP
BEHAVIOUR IN THE CONTEXT OF MERGERS*

by

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Abstract

Scholars have relied on various approaches and methods to explain why organisations enter into a merger relationship, and how organisational initiatives impact employees' work outcomes. However, minimal attention has been directed towards the study of the relationship between Organisational Justice (OJ) and Organisational Citizenship Behaviour (OCB) in the post-merger period. The objective of this study was to examine how Organisational Justice affects Organisational Citizenship Behaviour in the context of mergers in the UAE. The study relied on quantitative research method, social exchange mechanisms, and organisational justice theory to achieve the intended objectives. A total of 15 hypotheses were identified on the basis of the research model. Data was gathered from 323 employees working in merged organisations in the UAE through online questionnaires. Structural Regression (SR) modeling via AMOS 23 was used to test the direct relationship hypotheses. The study showed that perceived organisational justice affected organisational citizenship behaviour through positive social exchange mechanism. Through the two positive Social Exchange Mechanisms, LMX was found to mediate the relationship between perceived Organisational Justice (Procedural Justice and Distributive Justice) and Organisational Citizenship Behaviour (OCB) but not that of Interactional Justice and OCB-O. Also, Perceived Organisational Support (POS) mediated the relationship between perceived Organisational Justice (Procedural Justice, Distributive Justice and Interactional Justice) and Organisational Citizenship Behaviour (OCB-O and OCB-S). The Perceived Organisational Obstruction (POO), the negative Social Exchange Mechanism, did not mediate the relationship between perceived Organisational Justice (Procedural Justice, Interactional Justice and Distributive Justice) and Organisational Citizenship Behaviour (OCB-O and OCB-S). we also found the moderating effect of Supervisor's Organisation Embodiment (SOE) on the relationship between organizational justice (Procedural Justice, Distributive Justice, and Interactional Justice) and LMX in such a way that the relationship is stronger when SOE is high than when it is low. However, the results also indicate that SOE did not moderate the relationship between Perceived Organisational Obstruction (POO) and Organisational Citizenship Behaviour- Organisational (OCBO). Evidence from this research adds to existing literature and provides vital insights that HR practitioners can use to improve performance and competitiveness in the post-merger period in the UAE. The study adds to the research on human resource management by exploring the relationship between organisational justice and Organisational citizenship behaviour. Moreover, it highlights key areas that human resources practitioners should endeavour to examine even as they work towards a successful merger. From a managerial perspective, the results of the study can assist HRM practitioners and managers to come up with policies and interventions that promote positive actions, perceptions, behaviours, and attitudes in the post-merger period.

Keywords: Organisational Justice, Organisational Citizenship Behaviour, Supervisor organisational embodiment, perceived organisational obstruction, Leader member exchange, perceived organisational support, Social Exchange Mechanisms.