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The Impact of Supervisory Behavior on Organizational Commitment in Libyan Government Institutions: The Mediating Role of Organizational Justice

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Information of Article	ABSTRACT
	Purpose: This study was conducted to determine the impact of supervisory behaviour on organisational commitment in Libyan Government Institutions through the mediation role of organisational justice. The population of the study is managers and employees in the capital of Tripoli and the western part of Libya. The sample size was 302, selected randomly. This study used oriented supervisory behaviour, supportive supervisory behaviour, participatory supervisory behaviour, and supervision behaviour directed at achievement as independent variables. The mediating variable is organisational justice, and the dependent variable is organisational commitment. Results: The result confirmed a significant impact of the independent variables on organisational commitment. For the mediation effect, organisational justice mediates the relationship between supervisory behaviour, participatory supervisory behaviour, supervisory behaviour, and organisational commitment. In contrast, no significant mediation was found between supervision behaviour directed at achievement and organisational commitment.

1. Introduction

Many questions concern those interested in organisational behaviour about why an employee wishes to stay in one organisation throughout his life. What links connect the individual to the organisation, and what factors are common to this type of staff? All these statements revolve around organisational commitment (Anttila, 2014). Often, every person who works in any organisation automatically becomes part of a larger group, and the invisible relationship between that person and the community, in which most of the organisation, determines the person's behaviour towards his organisation. This relationship can be studied when looking at organisational commitment. Organisational commitment is significant for organisations and companies wishing to succeed. Increasing recognition of the power of information technology, particularly emerging technologies, could be harnessed to address issues in building organisational commitment. Technology revolutionises the traditional ways of dealing with commitment issues in different industries, such as real estate (Araya, Dahalan, & Muhammad, 2021a), healthcare, and open government (Chen, Chen, & Ou, 2023), and in finance, whether efficient or behavioural (Araya, Dahalan, & Muhammad, 2021b); (Hamshari, Alqam, & Ali, 2022). The economic crisis in 2008 and 2009 and its ongoing consequences and the emergence of a new situation in the 2019s have fundamentally altered the global economy paradigm (Araya, Dahalan, & Muhammad, 2022). Therefore, the presence of committed employees ensures that the company will pay for these resources and provide long-term human capital. It is, therefore, essential to study and know what affects organisational commitment (Kim, Eisenberger, & Baik, 2016). In this article, we focus on organisational commitment. The rest of the article is organised as follows; section 2 reviews the literature. Section 3 discusses the methodology. Section 4 focuses on data analysis and results. Section 5 discusses the Discussion and implications of the results, and the section provides the conclusion.

2. Literature Review

Organisational commitment, known as the workers' psychological association with their organisations, has been an area of active research over the past several decades (Choi, Oh, & Colbert, 2015). The commitment to the organisation has been positively associated with various desired outcomes, including satisfaction, Employee career, motivation and performance, and is negatively associated with absenteeism and turnover (Choi et al., 2015). According to the Meyer and Parfyonova (2010) study, the study of organisational commitment has many motivations. The problem of commitment is pressing in the modern labour force. It is more important than ever before for organisations looking for a competitive workforce, of operations, such as downsizing and mergers, to achieve organisational commitment. The concept of organisational justice is a crucial element in ensuring the development of organisational commitment (Xu & Payne, 2018). Organisational justice relates to staff perceptions about the accuracy of managerial decisions and their applications, besides the impact of these perceptions on staff (Choi et al., 2015). Monitoring justice also affects the organisation's

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long-term sustainability and protects its health. Monitoring justice is one of the political imperatives of organisational behaviour because it enhances people's interest, loyalty and trust and adds to the organisations' human and social investment (Yahaya & Ebrahim, 2016).

Organisational justice describes the individual concept of justice in organisations, his behavioural response to these concepts, and how these perceptions affect organisational outcomes such as organisational commitment and job satisfaction (Top, Akdere &Tarcan, 2015). The injustice limits job performance and reduces the quality of work and the degree of cooperation among workers (Fatimah, Amiraa & Halim, 2011). According to Mahramzadeh (2012), organisational justice refers to organisations' fair and equitable conduct with their employees. To achieve its complete objective by using a clear mission, optimal strategies, organisational structures, efficient job design and a competent and focused workforce are needed. Organisational justice has the potential to create enormous benefits for organisations and employees, and benefits include greater trust and commitment (Cropanzano & Rupp, 2008). Greenberg and Baron (2008) identified organisational justice as a study of people's perceptions of justice. Researchers from organisational behaviour identified four types of organisational justice: distributive, procedural, interactive and informational justice (Wang, Weng, McElroy, Ashkanasy & Lievens, 2014). Gemlik, Sisman & Sigri (2010) assume that organisational commitment is a multidimensional construct where the individual feels psychologically connected to an organisation. Douglas (2010) also points out that a corporate commitment describes an individual's identification and participation in a particular organisation. This commitment is characterised by a strong faith in the organisation's goals and values, a willingness to make a great effort on behalf of the organisation and a strong desire to maintain membership. According to Hodge & Ozag (2007), organisational commitment is the definition of an individual and involvement in a particular organisation. If this relationship is positive, it enhances personal and professional satisfaction levels and increases productivity.

Supervisors are known to significantly impact staff morale and behaviour at work (Wang, Caldwell & Yi, 2015). Since the 1970s, researchers have learned that supervisors influence the well-being of mental staff (Mathieu, Fabi, Lacoursière, & Raymond, 2016). These results continued to accumulate during the 1980s and 1990s. Among these focal points, the supervisor can be more important to staff. The supervisor behaves as an agent of the organisation, often with team daily, formal and informal formalisation of organised activities, and most importantly, acts as an officer in charge of subordinates (Farh, Podsakoff, & Organ, 1990). Organisational commitment helps managers in programming, improving job performance and decreasing absenteeism (AfsharSomayyeh, Mohsen & Zahed, 2013). On the other hand, the presence of committed staff provides a background for improving and expanding the organisation. In contrast, individuals with little or no commitment to the organisation remain indifferent to the organisation's overall objectives and success. As cultural centres are organisations, the administration of justice can be essential work to improve job performance, competence, job satisfaction and organisational commitment in these organisations.

On the other hand, administrative supervision is the practice of organisational leadership in the group of operations through which supervisors and managers influence the behaviour of their subordinates. Supervision is adequate when it leads to achieving corporate objectives, the most important of which is organisational commitment (Lean, Burga and Morales, 2017). Sheaffer (2015) and Burton, Lee & Holtom (2002) addressed that organisational commitment is the degree to which employees feel committed and involved with their organisation. A committed employee is one of the company's foundations for creating and maintaining a competitive advantage, where committed staff tend to stay with the organisation and seek to achieve the organisation's vision, mission, and objectives (Sari, 2018). The Libyan cultural institutions suffer from the absence of committed employees and their lack of loyalty to the organisational culture. Despite the accumulation of the job in terms of quantity, this has extended to the closure of several cultural institutions in the face of readers of reading and research on (Karinko, 2017).

One of the symptoms of the lack of organisational commitment in the cultural centres in Libya is absenteeism, turnover and delay, which is suffered by local organisations, including cultural centres in Libya (Dappa, Bhatti, & Aljarah, 2019). The absence of an employee is a costly problem for organisations and draws the attention of both theorists and practitioners. Significant research on this topic has concerned the relationship between joblessness and work-related attitudes such as organisational commitment and job satisfaction (Shibani & Gherbal, 2018). Raišien & Avilke (2014) emphasised that a high level of employee commitment is fundamental and significant organisational significance. Committed employees are more attentive and more absorbed in the movement while performing tasks and awareness when pursuing common goals, creativity and motivation to solve enterprise problems. Such employees are also more productive (Vandewalle, 2018), less oriented to financial incentives and more toward professional growth. This results in firm profits and performance directly impacting developing economies (Araya & Miras, 2015).

In addition, at the individual level, engagement and commitment reduce stress and the potential for fatigue. Higher organisational commitment increases staff and leadership efficiency, improves customer satisfaction with services and products, and increases the organisation's sales growth and overall competitiveness. Unfortunately, contemporary organisational studies show that only 20% of employees believe that their leaders have sufficient skills to engage their subordinates and inspire them to work with dedication (Salem, 2019). Supervisors are the first level of leadership where they are given vital duties and responsibilities to form and lead work groups in organisations. Play an essential role as an intermediary between management and executive staff. As experienced leaders, problem solvers, and a model at the

group level, supervisors often work side by side with employers (Meza et al., 2021; Chikeleze et al., 2021). A study on the effects of teachers' perceptions of organisational justice and culture on organisational commitment in Gopinath (2021) suggested that concepts of justice and commitment should be evaluated in different cultural settings and countries. In this context, we find that the relationship of supervisory behaviour may change its impact on organisational commitment in the case of an intermediate variable such as organisational justice.

Thus, the problem of the study focused on the need to work to achieve the organisational commitment to overcome the dilemmas experienced by Libyan public organisations. Reflected in the absence and delay and non-compliance of employees by activating the role of supervisory behaviour in achieving organisational commitment, but through the existence of organisational justice act as a mediator between Supervisory behaviour and organisational commitment.

3. Methodology

In this search, we used primary data sources for qualitative study. A qualitative study investigated a social or humanitarian problem based on a complex and comprehensive picture consisting of words and reported in a natural environment (Marzanah, 2009). This search used the questionnaire tool to be a data collection tool following (Mohammed Abdulellah Yousuf Saeed, Bekhet, & Dhar, 2017; Mohd Abdulellah Yousuf Saeed & Bekhet, 2018). This research was located in the Libyan capital of Tripoli. The capital of the State of Libya because the headquarters of most cultural centres are located there. The sample of this research was 364 employees and managers in cultural centres. The questionnaire was conducted with structured questions and data that which answered by the research participants. The random sampling method was applied to the research in distributing questionnaires to the sample. Data analysis was carried out using a popular statistical program called SPSS. The analysis included several tests, such as descriptive statistics, correlation and regression. It will also use the Smart PLS program to study and analyse the relationship between independent variables and the dependent variable through the middle variable. This program was applied to the analysis of the effect of the intermediate variable on the relationship.

4. Data Analysis and Results

The distributed questionnaires were 350 questionnaires. Only 24 questionnaires were not returned and another 24 questionnaires of the returned were not usable. However, the returned and usable questionnaires were 302 representing 93.14 % of the response rate, which is an excellent and acceptable response rate. The following table 1 shows the sample profile results, table 2 revealed Summary of the Direct Effect and Table 3 shows Summary of the Mediation Effect

Table:1 sample profile results

	Frequency	%		Frequency	%
Gender			**Educational Level**		
Male	193	64.2	High Diploma	24	8.2
Female	109	35.8	Bachelor	72	23.8
Age			Master	136	45.1
Below 25 years old	27	9.0	PhD	70	23.0
25 - 35 years	64	21.3	**Job Position**		
36 - 45 years	153	50.8	Top management level	34	11.4
45 years & Above	58	18.9	Middle management level	36	12.2
Experience			Operational management level	71	23.7
Below 5 years	20	6.6	Employees and staff	161	52.4
6 – 10 Years	24	8.2			
11 – 15 Years	136	45.1			
More than 15 Years	122	40.1			

Table: 2 Summary of the Direct Effect

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision
H1	OJ -> OC	0.370	0.184	6.540	0.000***	Supported
H2	OSB -> OC	0.418	0.258	4.444	0.000***	Supported
H3	PSB -> OC	0.113	0.200	3.610	0.003**	Supported
H4	SOA -> OC	0.126	0.230	11.341	0.000***	Supported
H5	SSB -> OC	0.061	0.148	9.600	0.000***	Supported

*OSB: oriented supervisory behaviour; SSB: supportive supervisory behaviour; PSB: participatory supervisory behaviour; SOA: supervision behaviour directed at achievement; OJ: organisational justice; OC: organisational commitment. Note: * = p < 0.05, ** = p < 0.01, ***= p < 0.001*

Table: 3 Summary of the Mediation Effect

H	Relationship	Std Beta	Std Error	t-value	p-value	Decision
H6	OSB -> OJ -> OC	0.015	0.014	5.465	0.000***	Supported
H7	PSB -> OJ -> OC	0.110	0.044	8.681	0.000***	Supported
H8	SOA -> OJ -> OC	0.021	0.008	1.430	0.410	Not Supported
H9	SSB -> OJ -> OC	0.081	0.011	13.206	0.000***	Supported

*OSB: oriented supervisory behaviour; SSB: supportive supervisory behaviour; PSB: participatory supervisory behaviour; SOA: supervision behaviour directed at achievement; OJ: organisational justice; OC: organisational commitment. Note: * = p < 0.05, ** = p < 0.01, *** = p < 0.001.*

5. Discussion and Implications

These results are similar to the results of the previous studies. People in different roles in life wish to be treated fairly, especially in their workplace. In the organisational context, justice refers to the employee's perceptions of justice in organisations and their behavioural, cognitive and emotional responses (Rana, Iftikhar, Abbasi, & Abbas, 2018). Organisational justice involves three different elements: distributive, procedural and interactive. Distributive justice relates to the rules applied by staff to determine the fairness of the distribution of results. This includes the rules of equity, equality, and need. Procedural justice relates to the fairness of the procedures used to determine those results. These actions must be consistent, impartial, accurate, correct, representative and ethically acceptable. Interactive justice assumes the integrity of personal treatment about regulatory actions (Mayowa-Adebara, 2018). It includes how information is communicated (accurate, sincere and comprehensive explanations of decisions taken) and whether individuals affected by a decision have been treated with politeness, dignity, and respect. Traditionally, researchers have studied individual perceptions of justice and their impact on individual outcomes. The perceptions of justice at the individual level are linked to a wide range of important outcomes at the organisational level: attitudes towards work, leadership and organisation, motivation and performance at work, organisational citizenship and behaviour resulting from reversing impact, stress and mental health. It has also been shown that staff considers different types of justice (i.e., distribution, procedural and interactive) and the factor or source of the situation perceived as unfair. In addition, the similarity model developed by (Gan & Yusof, 2018) argues that staff may also establish unique and multiple social exchange relationships with different sources of justice. The model is nullified in that when treated fairly by a particular source, the social exchange relationship between the employee and the specific source may develop. Moreover, behavioural attitudes and reactions are generally not formed but return to the source with reciprocity. Thus, supervisory justice perceptions are expected to be more satisfied with supervisor behaviours and organisational citizenship directed at supervisors rather than global complacency or attitudes/behaviours directed at a different source (Lim & Loosemore, 2017).

In addition, the meta-analysis results (Rob, Shaw, Jones, and Liao, 2014) show that the organisation of justice by source can explain (admin and organisation) more variance in attitudes and behaviours of staff oriented towards the source than the structure by type of justice. In addition, this study supported the target similarity model, showing that social exchange with a source mediates multi-focal effects. Multi-focal and theoretical research focuses on the main effects and mediation of different sources of justice on staff reactions. As such, little is known about the possibility of mutual interactive effects from different sources on staff attitudes and behaviours. There are hardly a few recent studies that examine the potential for these effects (Lee & Wei, 2017). For example, Price, Lavelle, Henley, (Jiang, Gollan, & Brooks, 2017) found that only one source was required to act unfairly at any stage of the decision-making process to affect subsequent reactions adversely. Trybou, De Caluwe, Verleye, Gemmel, & Annemans (2015) showed evidence of a negative impact of the mismatch between the regulatory and regulatory climate of justice on staff reactions. According to (Trybou et al., 2015), the possibility of discovering interactive multi-focal effects is interesting and can benefit the literature from further research in this area.

6. Conclusion

Sheaffer (2015) and Burton, Lee, & Holtom (2002) addressed that organisational commitment is the degree to which employees feel committed and involved with their organisation. A committed employee is one of the company's foundations for creating and maintaining a competitive advantage. The committee staff tends to stay with the organisation and seek to achieve the organisation's vision, mission, and objectives (Sari, 2018). The Libyan cultural institutions suffer from the absence of committed employees and their lack of loyalty to the organisational culture, despite the accumulation of the job in terms of quantity, and this has extended to the closure of a number of cultural institutions in the face of readers of reading and research (Karinko, 2017). One of the symptoms of the lack of organisational commitment in the cultural centres in Libya is absenteeism, turnover, and delay, which is suffered by local organisations, including cultural centres in Libya (Dappa, Bhatti, & Aljarah, 2019). The absence of an employee is a costly problem for organisations and draws the attention of both theorists and practitioners. Significant research on this topic has concerned the relationship

between joblessness and work-related attitudes such as organisational commitment and job satisfaction (Shibani & Gherbal, 2018). In a study on the effects of teachers' perceptions of organisational justice and culture on organisational commitment in Turkey, Yavuz (2010) suggested that concepts of justice and commitment should be evaluated in different cultural settings and in different countries. In this context, we find that the relationship of supervisory behaviour may change its impact on organisational commitment in the case of an intermediate variable such as organisational justice. Thus, the problem of the study focused on the need to work to achieve the organisational commitment to overcome the dilemmas experienced by the Libyan public organisations and reflected in the absence and delay and non-compliance of employees by activating the role of supervisory behaviour in achieving organisational commitment, but through the existence of organisational justice act as a mediator between Supervisory behaviour and organisational commitment. The study's main objectives were to examine the impact of (oriented supervisory behaviour, supporting supervisory behaviour, participatory supervisory behaviour, and supervisory oriented towards achievement) of organisational justice in Libyan cultural centres. And to examine the impact of organisational justice on organisational commitment in Libyan cultural centres. Finally, to examine the mediating role of organisational justice for the impact of (oriented supervisory behaviour, supporting supervisory behaviour, participatory supervisory behaviour, and supervisory oriented towards achievement) of organisational commitment in Libyan cultural centres.

In this research, the researcher decided to use a quantitative methodology. For this issue, the primary data source for this search was applied. A qualitative study investigated a social or humanitarian problem based on a complex and comprehensive picture consisting of words and reported in a natural environment (Marzanah, 2009). This search has used the questionnaire tool to be a data collection tool. This research was located in the Libyan capital of Tripoli. The capital of the State of Libya because the headquarters of most cultural centres are located there. The sample of this research was 364 employees and managers in cultural centres. In this regard, the current research has used a conceptual framework that contains four independent variables, one mediating variable, and one dependent variable. The independent variables were oriented supervisory behaviour, supporting supervisory behaviour, participatory supervisory behaviour, and supervisory oriented towards achievement. In contrast, the mediating variable was organisational justice, and the dependent variable was organisational commitment. The result confirmed a significant impact of the independent variables on organisational commitment. For the mediation effect, organisational justice mediates the relationship between supervisory behaviour, participatory supervisory behaviour, supervisory behaviour, and organisational commitment. In contrast, no significant mediation was found between supervision behaviour directed at achievement and organisational commitment.

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