

ORGANIZATIONAL JUSTICE, EMPLOYEES TRUST AND ORGANIZATIONAL SUPPORT

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Abstract

Organizational justice refers to fairness and ethical behavior within an organization. One of the most important needs of employees is to build trust between them and their supervisors. High levels of trust in organisation would result in lower evaluation costs and control of other mechanisms. As building trust would cause reducing the cost of evaluation and control, and the effectiveness of organisation, therefore, it is important to examine the factors that lead to building trust between the employees and their supervisors. Trust as a willingness of person to vulnerable to the actions of the other partner and having expectation others will act in a way that is important for the trust. The fair behaviour by managers makes employees feel more trust and they could understand their true dignity in organization. Therefore, justice acts as a factor to increase trust in the organisation and makes employees more motivated to work together. If employees feel supporte by the organization, thus they will add the commitment to the organization. One of effective methods to increase organizational commitment is perceived organizational support. Organizational support has effect on increasing commitment and job involvement.

Keywords: Trust, Organizational Justice, Employees, Organizational Support

1. Introduction

Evolutionary process of human resource management shows that attention to human in management and organizational management of world has been always considered by scholars. This attention increased daily so that the human resources have been called as clients of organizations. This means that in the modern age, to respond to basic needs of employees in any organization is the top priority, because, achievement of the organization's goals depends on reasonable and legitimate demands of human resources. One of the most important needs of employees is to build trust between them and their supervisors. High levels of trust in organisation would result in lower evaluation costs and control of other mechanisms. As building trust would cause reducing the cost of evaluation and control, and the effectiveness of organisation, therefore, it is important to examine the factors that lead to building trust between the employees and their supervisors. Many researchers stated that a symbolic element to recognize trust in the organization is organizational justice following the

organizational changes. In fact, if there is the sense of justice and fairness in outcomes, procedures, and organizational interactions, employees will feel more secure and have more willing to build trust in supervisor and organisational trust. Also, Saunders & Thornhill stated that the managers have critical role to build fair sense in subordinates. They can increase their trust with their employees by good behaviour. In fact, the fair behaviour by managers makes employees feel more trust and they could understand their true dignity in organization. Therefore, justice acts as a factor to increase trust in the organisation and makes employees more motivated to work together.

2. Organizational Justice

Justice is the loveliest, holiest and most perfect words in the vocabulary of human civilization that its observation is considered the most essential affairs in term of every human perspective. Justice is namely to justice. According to the Dictionary of Dehkhoda Justice means endurance, in law is perseverance through right and avoiding what difficulty (forbidden) in religion. Oxford dictionary is described justice as protect the rights by using the authority and power, defending the rights with determines reward or punishment. Concept of justice means fairness, equality, judge with truth and honesty in dealing with the organization's staff is closer our goals in definition of this word.

Justice is an abstract concept that it takes consider the different interpretations. When this concept is used in the enterprise environment, in fact is organizational justice. Organizational justice concept first formed in philosophy and then entered to the social psychology literature. In organization and management literature, many definitions of organizational justice are provided:

Organizational justice can be defined as follows: "Study of equality at work". Organizational justice refers to fairness and ethical behavior within an organization. Organizational justice is defined as personal sense from fair wages and benefits. Organizational Justice emphasizes manager decision, perceived equality, effects of justice, and the relationship between individual and environmental and describes individuals' perceptions of fairness in organizations.

In Greenberg opinion, organizational justice is related to staff perceptions from work fairness in organization. In fact this term used to describe and interpret role of fairness in work environment. Folger & Cropanzano two of the main researchers in the field of organizational justice are defined "conditions of involvement people that they believe that have fair or unfair treatment with them".

2.1. Evolution and Development of Organizational Justice

Research in the field of organizational justice has a long history and scholars have proposed various classifications from organizational justice. The first research on justice in organizations goes back to the early 1960s. At the time psychologist J. Stacy Adams presented his theory of equality and in his theory showed that people are willing receives a fair reward for work. In other words, can benefit rewards equal to colleagues. Some experts, equity theory called the theory of justice, because will focus on equitable distribution of income among individuals to achieve a high level of motivation. In fact equity theory emphasized on the perceived fairness of outcomes, that this emphasis on outcomes later was

raised as distributive justice in the field of the theorizing. In the literature of organization and management, organizational justice term was used first by Greenberg in 1970. According to Greenberg view, organizational justice is related to staff perception of fairness in the organization. After 1990, a new chapter began in empirical studies about organizational justice that its implications was the three types of justice, namely distributive justice, procedural justice and interactional justice in organizations.

2.2. Effective Factors on Organizational Justice

Justice perception is affected by (a) the outcomes that person receives (B) organizational procedures (procedures and quality of interactions) and (c) characteristics of perceived person.

2.2.1. Organizational Outcomes

Justice perception can be on the basis organization following from the rules of distributive justice (eg, equity, equality and need) and also by value of outcome. Thus at least to some extent by a positive or negative perception of the justice from outcome is determined by the perceiver.

2.2.2. Organizational Procedures

Also justice perception is dependent on following organization from rules of procedural justice. For example, the procedure which allows to participants to express their contents is more justice than procedure intended to prevent the practice.

2.2.3. Perceiver Characteristics

Justice perception may also be influenced by characteristics of the perceiver. These characteristics could be demographic characteristics (eg age, gender, and race) and work experience and personality characteristics (eg, negative emotions and self-esteem).

3. Trust

The word of trust is a Middle English word that derived from traust word of the Old Norse which also it is derived Old English treowe word that means having faith. In the Persian language, trust used to synonymous with rely, delegation of the job to someone, reliability, trustworthiness, belief to work (Khanifar, 2010:p52). Webster's dictionary, trust defines as reliance on features, capabilities and strengths and weaknesses of a person and also noted that trust is to belong to a thing or situation.

Mayer & et al defined trust as a willingness of person to vulnerable to the actions of the other partner and having expectation others will act in a way that is important for the trust (Mayer & et al, 1995, p 712).

Matthai defined trust as confident employees feel to profitability and stability of organizational behavior and statements when faced with instable and dangerous conditions.

Robbins defined trust as explicit expectation of others to avoid opportunism in speech and in actions or decisions. Terms of explicit expectations in this definition assumed knowledge and awareness about the other party. The term opportunism indicate inherent risks and vulnerabilities every communication that related to trust. The researchers analyzed trust in three levels: interpersonal trust, a trust between group, the trust among organization. These three categories of trust have closely relationship. Our trust to organization can be formed our trust to a person or people working in organization and also our trust to the person can be

because our trust to an organization where works. Trust to person and trust to organization is related through tasks and situations of people in organization and play roles in organization. Organizational trust represents the trust between the organization and member of organizations. This type of trust creates through interaction among colleagues, supervisors and leaders of organizations and develops.

Sashkin organizational trust is defined as: it is Assurance of the management to staff and the extent to which believes to the management.

Shockley-Zalabak & et al in definition of organizational trust stated that organizational trust is positive personal perceptions that people have about content and behavior of the organization's members and are formed based on roles, relationships, experiences and organizational affiliations. Gibbs defined organizational trust as a space where people feel confident, warmth and mutual acceptance.

Interpersonal trust is another form of trust that shows in the relationship of face to face. This form of trust encompass an area of interaction between friends, colleagues and also trust between boss and employee, supervisor and subordinate, employer and employee, teacher and student, doctor and patient, driver and passenger ... (Baird,Corrie., 2007).

Schlenker, Helm & Tedeschi believe that interpersonal trust is composed the three components of precarious position, communication, and reliance on the information. They believe that interpersonal trust is reliance of individual on information that achieve from other party (the other person). This information is uncertain environmental conditions and also about practical consequences of the risky condition that both parties are involved in it.

Giffin provides interpersonal trust in this way: person reliance on the other person, in order to achieve the desired objectives in a precarious position.

Macallister, defines trust between individuals as extent that one person ensure to another and tends to be based on trust, act and decide (Macallister,1995,p 25).

3.1. Effective Factors on Trust

In explaining the fields of enforcement and factors affecting reliability, Kaskivirta based on the model proposed by Burke & et al has been identified and classified predictors of trust on three levels: individual, team, and organizational (Kaskivirta, 2011,pp 20-24).

- Individual level:

- Characteristics of a trusted individual: Meyer et al, for trusted individual (supervisor) have described three characteristics: Ability, benevolence and integrity. - Ability is set of skills, competencies and characteristics that enable individual to be effective on a certain territory. According to Meyer et al, benevolent managers are who interest to subordinates, consider them and are important to communicate with them. Integrity is trusting understanding from this issue that trusted is loyal to the principles of trust.

- Leader reputation: Leaders have a positive reputation, their actions are also generally positive. Leader reputation is a special situation that affects self-esteem, individual behavior, personality and social interaction. Also future interactions can enhance his reputation or it will distort.

- Trusted individual tendency to trust: the basis of trust is interpersonal relationships And therefore individual differences in their decision to trust is effective. Obviously tend to trust

means Desire to ensure good intentions and positive behaviors offset from the other side of the relationship.

- Trustworthy model of leadership: subordinates have different mental models from characteristics of trustworthy leader. These factors are effective in their decision for trust to the supervisor, while they due to different cultural backgrounds about the ideal model of trustworthy leader have different characteristics and attitudes.

- Team level

Factors of team level are defined as team members shared belief about safety of communication in terms of risk-taking interpersonal relationships. In an environment where relationships has a high trust level, subordinates to question leadership and provide recommendation or decisions are consistent with each other.

- Organizational level

Organizational climate is another factor that influences trust in supervisor. Although trust to a supervisor is interpersonal relationships but external factors of this relationship also has an impact on it. For example, done work in the field of human resources, organizational policies and procedures have significant effect on the development of trust in employees.

3.2. Consequences of trust

Success in the competitive world of organizations need the ability to develop relationships based on trust. Organizations and employees need that they are also trustworthy and to trust each other. Trust has a positive and significant impact on organizational results. Trust facilitates behaviors and organizational practices. In organizations with dominating trust can be seen an open participative atmosphere, employee accountability, productivity, organizational commitment, consensus culture, teamwork, high job satisfaction and participation in decision making. A high level of trust in the organization reduces the disagreement between the employee, the correlation between individuals the increase in abet organization to improve morale working, reduce absenteeism and staff desertion and create an environment that encourages innovation. Generally trust makes personal interests for people. Interests of trust outcomes raises in the form of trusting behavior which is caused to increase private social capital for trusted. These benefits are:

Trusted person obtain improved performance of tasks relating to trusting person. Experimental studies have verified that there is significant relationship between trust in the supervisor, and the organization and performance of trusting.

Trusting want to help and cooperation with trusted that this will increase citizenship behavior.

The trust has a positive influence on the willingness to share information. Dirks & ferrin Proved that trust in has positive relationship with communication and information sharing between subordinates and leaders.

Empirical evidence has shown that trusted obtain trusting commitment.

There is relationship between trust and welfare of workplace. This indirectly indicates that trust is source of benefits the organization members. Trust has negatively related to stress and positively related to satisfaction.

4. Models of Organizational Support

Models of organizational support include:

4.1. Perceived organizational support¹ model by Eisenberger & et al

In the model presented by Eisenberger et al has been pointed on role of the exchange relationship of perceived organizational support with affective commitment organizational spontaneity, job performance and avoidance behavior (Eisenberger & et al, 2001, pp 42-44).

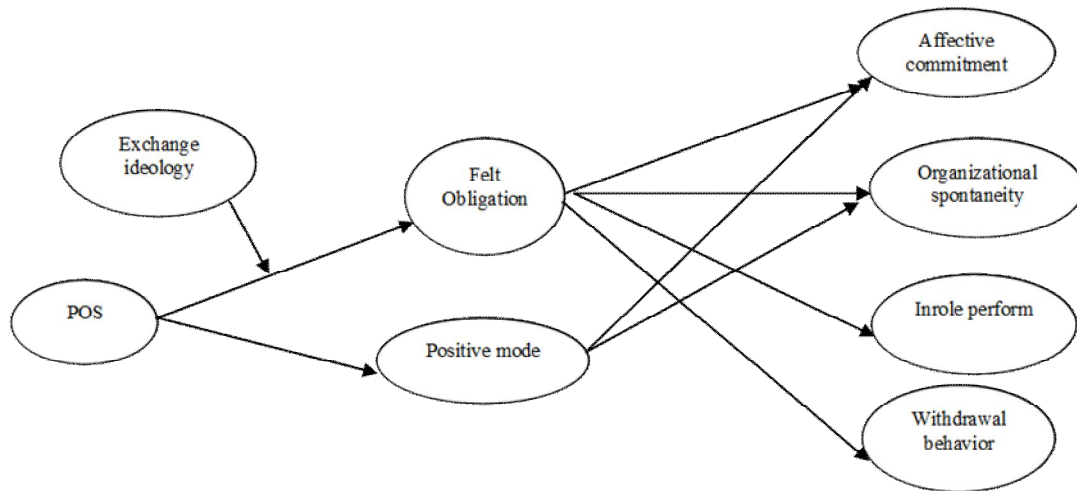


Figure 1) Perceived organizational support (POS) model by Eisenberger & et al (Eisenberger & et al, 2001,p 43)

4.2. Model of Perceived Organizational Support by Wahab & Et Al

In the model presented by Wahab & Et Al, Variables supervisor support, informal practices, interactional justice, distributive justice, internal satisfying Job condition, external satisfying Job condition are considered as predictors pos and organizational commitment in employees. Also, in this model, the impact of two cultural dimensions (power distance, collective ownership) as moderator variables in the relationship between organizational support and organizational commitment dimensions examined (Wahab & et al, 2009, pp 1-4).

¹ POS

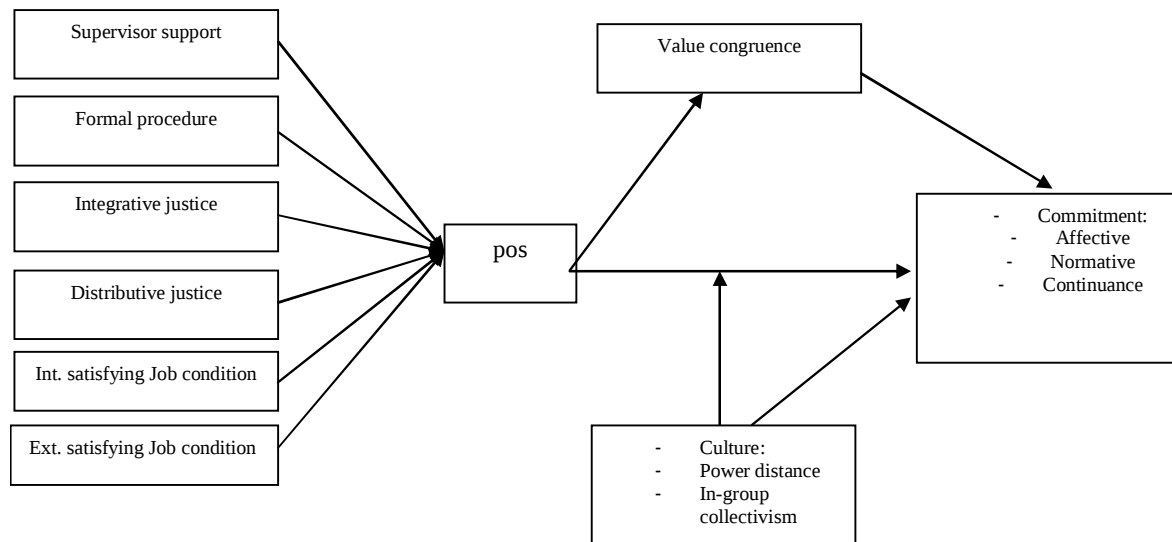


Figure 2) Model Of Perceived Organizational Support By Wahab & Et Al (Wahab & et al, 2009,p 5)

4.3. Model of Perceived Organizational Support by Liu

In model presented by Liu, variables pay level satisfaction, career development opportunities, work-family support, leader-member exchange as predictors of pos and and variable (better performance organizational citizenship behavior, organizational commitment, turnover intention) are considered as its consequences (Liu, 2004, pp 18-32).

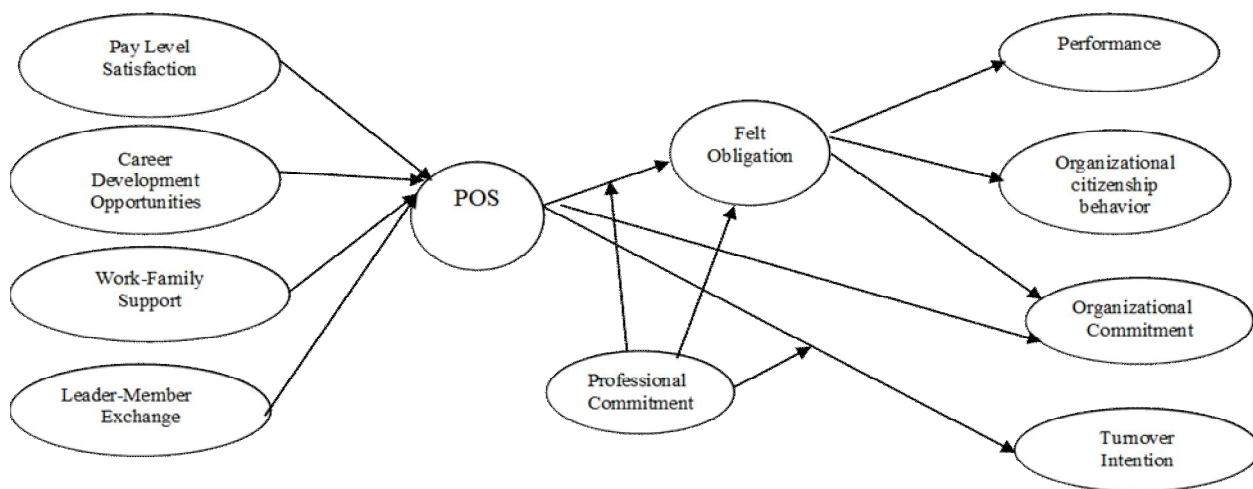


Figure 3) Model of Perceived Organizational Support by Liu (Liu, 2004, p 14)

5. Model of Trust

Model of Trust include:

5.1. Model of Trust by Martins

A survey conducted by Martins focus on on trust in an organizational position, emphasizing the relationship between employers and the people who reporting directly to these employees.

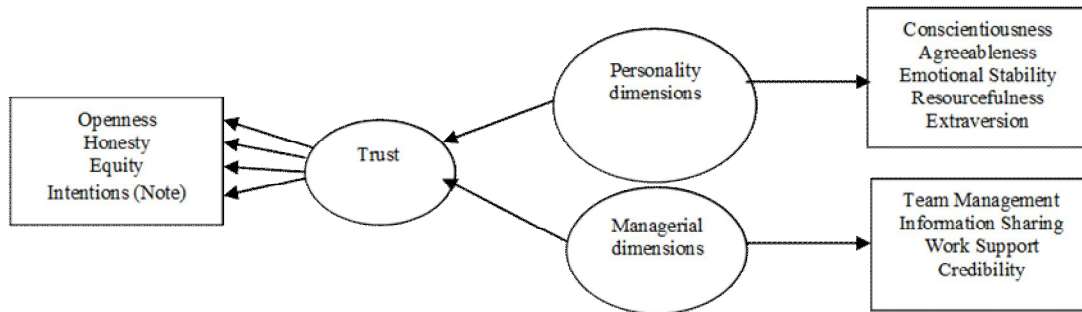


Figure 4) Model of Trust by Martins

5.2. Model of trust by Mayer & et al

When trust has been seen as an interaction between two individuals or especially when truster and their behavior be as the most important factor affecting the trust and its structure, is often used integrative model of organizational trust by Mayer. This model is based on three different factors perceived trustworthiness. Trustworthiness is defined as the result of three factors: ability, benevolence, integrity (Kaskivirta, 2011, pp 4-6).

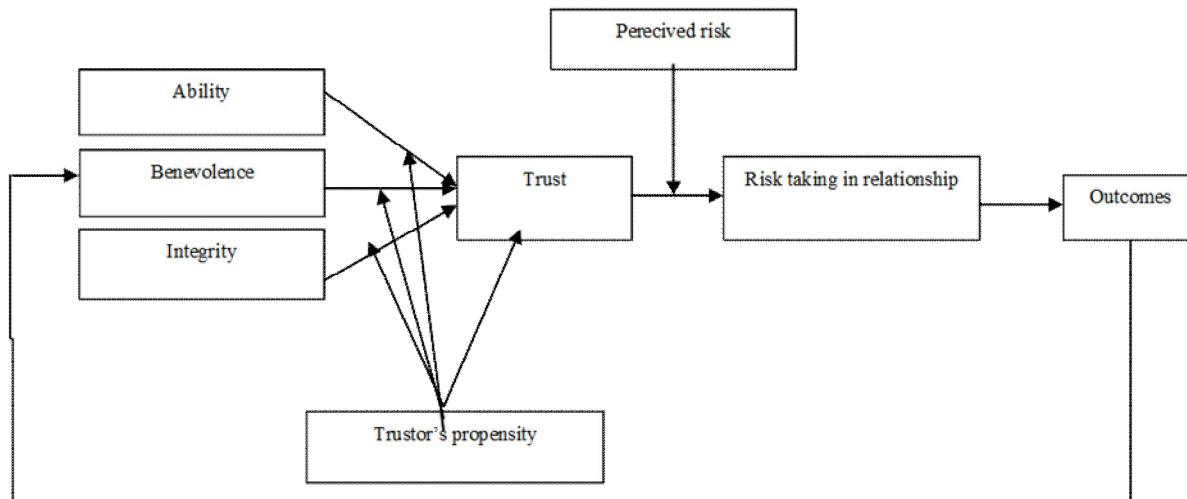


Figure 5) Model of trust by Mayer & et al (Kaskivirta, 2011, p 5)

5.3. Model of trust Connell & et al

Connell and et al presented a model of what is known as the determining factors trust among managers and concluded that the most important effective factor in trust among superior and subordinate is pos, or perceived organizational support (Kaskivirta,2011,pp 15-17).

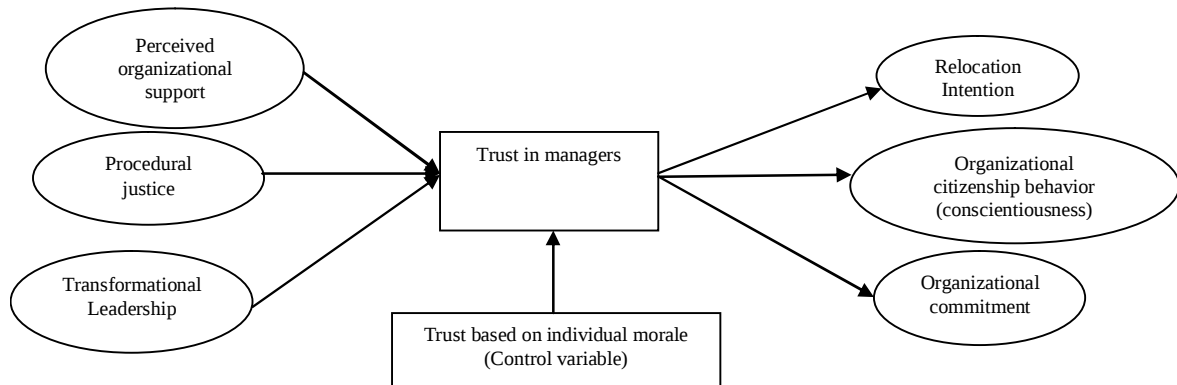


Figure 6) model of trust by Connell & et al (Kaskivirta, 2011, p 17)

5.4. Model of trust by Costa & et al

In the model proposed by Costa et al, Cooperative behaviors and lack of control as components of trust (or not trust effects) are defined. This behavior enables individuals to make decision more than expressing their role (Kaskivirta, 2011, pp 7-8).

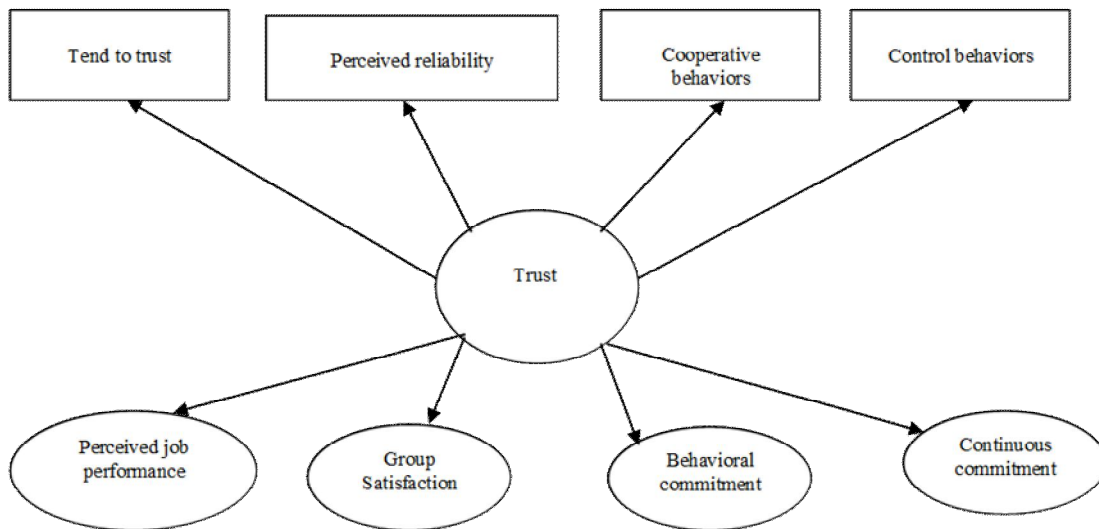


Figure 7) Model of trust by Costa & et al (Kaskivirta, 2011, p 8)

5.5. Model of trust by Aryee & et al

In model presented by Aryee & et al, three dimension of organizational justice (distributive, procedural and interactional) is associated with trust in the organization and the only interactional justice is related to trust in supervisor. Also three dimensions of organizational justice with different forms are associated with job-related behaviors and attitudes. One of the key implications of this model is OCB which is defined as: that optional behavior and directly by the formal reward system doesn't identify and the overall will be strengthening affecting performance of the organization. In a lot of research on OCB, among individually-directed (OCBI) and organizationally-directed (OCBO) are distinguished (Aryee & et al, 2002, pp 267-272).

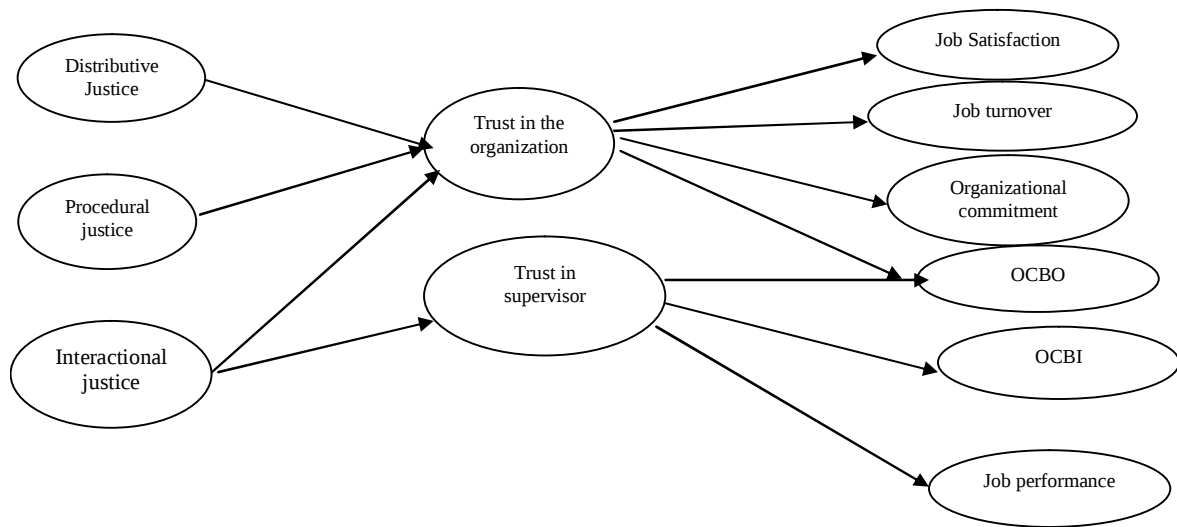


Figure 8) model of Aryee & et al (Aryee & et al, 2002, p 270)

6. Conclusion

Justice perception is affected by (a) the outcomes that person receives (B) organizational procedures (procedures and quality of interactions) and (c) characteristics of perceived person. If there is the sense of justice and fairness in outcomes, procedures, and organizational interactions, employees will feel more secure and have more willing to build trust in supervisor and organisational trust. The fair behaviour by managers makes employees feel more trust and they could understand their true dignity in organization. Therefore, justice acts as a factor to increase trust in the organisation and makes employees more motivated to work together.

In general we can say that trust is related to individual interests that lead to private social capital. Quality of social interactions allows to individuals to acquire different types of resources and benefits. In addition, the trust could have a positive effect on social capital in general. However, in overall trust at the individual level can lead to performance,

strengthening citizen action, willingness to share information, commitment and welfare in the workplace and in general can lead to innovate, collaborate, exchange ideas and knowledge. On the one hand increasing perceived organizational support will increase the performance of employees and desire to stay in an organization. On the other hand, decreases job stress and feedback behavior (such as the tendency to desertion). If employees have more perceived organizational support, thus it will more effect on their performance. In addition, it increases desire to stay. Job stress is decreased by feelings of organizational support and turnover is reduced

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