



The Impact of Organizational Justice on Organizational Citizenship Behavior with the Mediating Role of Trust

Qudrat Ullah^a, Dr. Alam Rehman^b, Muhammad Zeeshan ^{*c}, Ismail Shah^d, Saqib Umer^e, Wahab Khan^f

^aMS Scholar National University of Modern Languages (Peshawar Campus). ^bFaculty of Management Sciences, National University of Modern Languages; Pakistan. ^cCollege of Business Administration, Liaoning Technical University, Liaoning province, XingCheng, 125105, China. ^dSchool of Architecture and Civil Engineering, Yunnan Agricultural University, 650000, Kunming China). ^eNational university of Modern Languages Peshawar Campus. ^fMBA Finance National University of Modern Languages Islamabad. *Email: abobakarmzk1@gmail.com

Abstract: The study aims to observe the nexus between organizational justice with organizational citizenship behaviors in the presence of a mediating variable i.e., trust, in the context of Pakistani academics. Data was collected through a questionnaire personally distributed among the teachers, teaching in these three sisters' institutions FCA (Frontier Children Academy), FYA (Frontier Youth's Academy), and FSA (Frontier Science Academy) of Peshawar. Our data contain 180 teachers who are selected randomly from the mentioned three institutes. The data was scrutinized through reliability and validity tests, descriptive statistics, correlation, and Regression. Baron and Kenny [1], a four-step approach has been followed to test the hypothesis of the study. The results revealed that all organizational justice dimensions i.e., distributive justice, procedural justice, and interactional justice have a positive significant effect on the organizational citizenship behavior of these teachers, teaching in these three institutions. The results also revealed that trust as a mediating variable partially mediates the associations of distributive and PJ with OCB, while trust has been found to fully mediating the nexus of interactional justice and organizational citizenship behavior relationship. This research may subsidize the text by examining the joint impacts of organizational justice and trust in direction on citizenship behavior in various cultural and occupations. The results show some theoretical and managerial implications also.

Keywords: Organizational justice; Organizational Citizenship Behavior; Trust, Correlation; Regression.

1. Introduction

In any education institute, teachers have a very important role in the improvement of productivity and efficiency, as well as a teacher is to consider the backbone of any educational organization as well as known as the pillar of the

organization. Therefore, this study observes the teacher behavior related to that organization where they perform their duty. For the betterment of the organization and for society they try to improve their performance. Here in this study for the enhancement of the performance of a teacher, citizenship behavior, organizational justice, and trust are known as vital and required variables. This research examines the nexus between OCB i.e., DJ, PJ and IJ, and OJ and organizational citizenship behavior among the worker of the company and enhancing employees and organization effectiveness. Hence, administrations need to hire the most competent, devoted, punctual, and dedicated teaching staff. In some divisions, procedural and interactional justice is combined introduced as procedural justice [2]. Organizational justice and its subtypes (distributional, interpersonal/Interactional, and procedural justice) may forecast many of the organizational parameters such as absence, leaving job, organizational commitment, and trust, etc. Therefore, one of the most stable and effective results in the history of research is related to justice. People are more curious and have more positive senses about procedures and methods in which they believe justice is observed [3]. Likewise, Lipponen, Olkkonen [4] states that different reasons have their effect on the perception of the people about justice. For example, Cohen [5] believes that when procedures and methods used in an organization follow specific structural guidance such as decision-based on fixed criteria, without any doubt is considered as a procedure mixed with justice. So shortly we can say that different types of factors in an organization affect the overall performance of the employees directly or indirectly. From the beginning of the proposal of the concept of justice in organizations, many researchers have discussed this phenomenon as a multidimensional or multi-functional phenomenon. However, Lipponen, Olkkonen [4] express that after 25 years of continuous research, it is said without any doubt that the perception of the staff from organizational justice is a critical factor affecting their behavior at work. Because of the effect of the perception of justice on satisfaction in organizations, researchers have tried to discuss this phenomenon. Naturally, in this situation, organizational justice is a very close factor related to organizational citizenship behavior. According to primary researches, organizational citizenship behavior is an arbitrary action is done by the staff that is typically not recognized or is not given gratuity, but it improves the performance of the organization [6, 7]. However, in recent research, it is expressed that organizational citizenship behavior may be recognized at the time of measurement of performance and be rewarded [8]. Likewise, Organ and Ryan [9] revealed that OCB help the person who is in an organization it is not his routine task, as well as it contains behavior like dedication, loyal, punctuality and helps others and do volunteer work and they did not sit idle not waste their time. On the other hand, the OCB plays a vital role in enhancing the organization's performance. Additionally, OCB and OJ is the other factor like trust, its role that works with cooperation, it can mediate the nexus between OJ and OCB.

The concept of trust is used widely in the literature of international marketing [10]. Trustor losing trust is an important matter in any organization which may play important role in the success or failure of an organization. Trust is a positive expectation of the person that others will not act opportunistically against it. Workers in organizations expect that others don't behave opportunistically and have benefits for them. They should be able to trust Robbins [11]. Trust outcomes in collaboration bring down the argument, reduces labor costs, and improves the market value of any organization. In the exchange [12] trust may forecast several administrative matters such as OCB [13, 14]. Shortly we can say, that the factors mentioned earlier show that all of them are significant factors which play an active positive role in the development and success of organizations all over the world. It is also necessary besides understanding these factors, how they are practically created and implemented in the organization, for the development and performance of the organization. Likewise, Vogt [15] investigated in his study that justice is the source of interaction between employees and management and it improves organizational citizenship behavior of the staff. Their conclusion showed that managers who are focusing on their development achieved the desired information. On the contrary, managers highlight the role of an individual employees. Similarly, Wong, Ngo [16] showed that organizational justice plays as a positive predictor for organizational recognition of the staff: positive organizational recognition improves citizenship behavior and organizational recognition is playing a mediate role between organizational justice and organizational behavior of citizens. In this case, Stanco, Tanasi [17] expressed

that organizational trust tells us about mental and physical health and in other words organizational citizenship behavior also, Seyed Nazari, Hassani [18] looks at the effect of OJ on OCB the staff. Further, he showed that it has a statistically significant relation with every part of OCB. Likewise, Khatibi and Jawawi [19] also expressed that distributional justice in gratuity has a positive and significant relation with distributional justice in the task. Procedural justice and distributional justice in gratuity and information justice have a positive and significant relationship. Information justice has a positive and significant relation with distributional justice in the task and distributional justice in gratuity. As we saw, in recent years different research have discussed simultaneously or independently three parameters organizational trust, organizational justice, and organizational citizenship behavior. Results of national or international research about parameters of current research show nearly similar results and that there is positive and significant relationship in different organizations between three components of organizational justice with citizenship behavior and with organizational trust but a few of them have discussed the simultaneous correlation of that three parameters. In our country, these multiple correlations haven't been discussed. So current study discusses the relation between these parameters of organizational justice and its three subtypes distributive, procedural, and interactional justice in private education institutions in Peshawar Pakistan.

In educational literature of management, extensive and large concentration is started to be devoted to considerate the dynamics and extraordinary workers behaviors that are considered to give a positive performance to the organization. The significance of organizational citizenship behavior for organizational usefulness is based on committed and competent teachers. Incorporate importance of research in this area Cohen and Vigoda [20] conducted their research in this area and highlighted the role of organizational citizenship behavior for almost all types of organizations and they assured that organizational citizenship behavior develops organizational effectiveness through different ways. However, it is clear from different research that organizational citizenship behavior plays as a central and main determinant for the effectiveness, competency, output, and overall performance of employees as well as organization, and research regarding those necessary factors that promote and developed organizational citizenship behavior under different organizational contexts is insufficient for an organization.

Teachers carry out the job of teaching that is a very complex and difficult activity obtaining a professional way of thinking. As they are professionals, hence they need to learn quite a long duration of time to get command of the basics of teaching, because teaching is such type of skill and activity which may not be explained in their job's specifications. Therefore, organizational citizenship behavior is a very vital and important feature on which the teacher's performance depends at the school level. Pakistan is a country crucially hit by the political and social-cultural change, pressure, and policy reforms. Due to the above-mentioned factors secondary and college-level institutions are also in the state of a shift towards more moderate and modern practices of education. Secondly tough competition has led to severe cost and price wars leading to overall economic stress in the academia of this particular level. These disheartened and disappointed teachers with relatively low compensation and salary package structures simply stay on or maybe showing poor performance and feeling depressing. They are good teachers not bad but yet they are not able to perform and show better results under those situations. Therefore, such a critical and sensitive situation of education at this essential stage might lead to a large number of wastages of ability, competency, and vast loss of opportunity for our young generation and future. As a result, the extra role positive attitude of teachers such as organizational citizenship behavior plays an important feature for the culture of these educational organizations.

2. Literature Review

2.1 Organizational Justice

Ryan, Carragee [21] explained that the concept of organizational justice is very older, and it can be linked with the Socrates' and Plato era. Similarly, Smith and Stewart [22] documented the basic concept of organizational justice and present the theory. Likewise, Greenberg [23] explained the OJ significance, and recommend that OJ contains mental curiosity that focuses on the encouragement of all employees of the firm. Moreover, Khan [24] suggests similar and rational labor behavior in the firm. While Elamin and Alomaim [25] reported the OJ and its fundamental impact and the outcome support to obtain the aim of the organization and lastly to an aggressive control over various organizations having the nonappearance of equity practices. However, Folger and Konovsky [26] revealed the literature and examined the effect of OJ which is strongly connected to the employees' attitude and behaviors. The events of the firm that is turnover prospects and workload can be accomplished over a rational treatment of overall workers of a firm. Additionally, he claimed that workers' performance is and the mission of the organization is directly linked to equal treatment with the employees. Job satisfaction is most important for the workers of an organization, and it is the secret of the success and achievement of their goals of an organization. This research work will further elaborate on their conclusion. Likewise, Greenberg [27] conducted research in which he found that Organizational justice may help in reducing the employee's stress circumstances and provide a tension-free environment for working which may lead to their individual as well as the overall performance of the organization. However, Tyler and Lind [28] discovered that Procedural Justice Concerns are universal crosswise over various social orders and social settings. While Cropanzano and Baron [3] researched the effect of OJ and OCB. Also explain that in every organization the PJ and DJ having a vital role, because procedural and distributive justice, directly and indirectly, enhance the worker's performance which is beneficial for an organization. Moreover, Greenberg [23] contended that distributive justice is near the decency and value in the reward and impetus being gotten by the specialists and representatives on the record of their additional part and yields for affiliation. According to Thibaut and Walker [29], the self-interest model of procedural justice is one of the brilliant and best versions would be the conventional and necessary type of well informed and self-interest model. They recommended combined that self-interest model of procedural justice is closely related to procedural rights. They argued that this model is depending on team function as well as rights which are involved in procedural justice. However, [30, 31] recommended that the group value model of Procedural justice is the kind of key supplement of the self-interested design. They argued that workers are usually strongly affected by their group or other workers because they directly and directly depend on one another in a small common situation.

2.2 Interactional Justice

Interactional justice is one of the most vital parts of authoritative exercises. It is exceptionally connected with association exercises and has affected correspondence. Likewise, [32, 33] contended that observation about decency is appeared by the pioneer. Interactional Justice can be said extremely imperative for the feeling, conduct, and individual change. These components truly bring change [32]. Likewise, Colquitt, Conlon [34] surveyed that there is a key relationship between trust and individual feeling. But individual treatment is being gotten through these reasons [35].

2.3 OJ and OCB

Colquitt, Conlon [34] explained that OJ in an organization is used for fairness description and explanation in the workplace. There are three vital measurements of OJ that is GJ, PJ, and IJ [32]. If employees are happy with the organization's justice and behavior, then they work hard with full enthusiasm and they improve their performance of their service [36]. Moreover, Williams, Pitre [37] verified that the prospect of OCB performance expanded when employees' view of reasonable action by managers twisted out to be more optimistic. Previous researchers examined that every one of the 3 measurements of OJ has a vast effect on OCB. While [36-38] explained that experimental research supports the associations of general fairness of a firm and OCB. If employees are motivated then they will

do extraordinary work for the development of the organization, that's why organization justice has close relation with job satisfaction as well as motivation. Job satisfaction encourages the employee to do a particular job with extra devotion which enhances their performance. Finally, he argued that organizational justice and it's all three components (DJ, PJ, and IJ) has a close relation to OCB. In contrast, if there is no fairness and inequity in any organization then this type of situation will become a cause of low employee performance in the organization. However, Misra, Rana [39] conducted research and found that organizational justice i.e., DJ and PJ has a strong impact on work fulfillment which will then improve the organizational performance as well as effectiveness. They found that there is a strong connection between organizational justice and organizational citizenship behavior.

2.4 Organizational Justice and Employees Performance

Many types of research work before 1975 depend on DJ. Likewise, Adams [40] verified the idea of societal trade and said that is very vital for the equality valuation in the organization. The present idea and hypothesis not in the context of practical findings. This idea focuses on the balance run and depends on justices. While Adams [40] claimed that the value theory proposed the DG is found and gotten from actual and true findings. Also exactly centered about specific fairness recognition about the outcomes i.e., rewards, pay, and performance [41]. However, Moreover, Adams [40] documented that distributive justice depends on observations. Also recommends that distributive fairness by employees is not impartial, somewhat on the opinion [26]. Likewise, Leventhal [42] documented that OJ can enhance the performance of the workers. While, Deutsch [41] also explained that in different situations, that OJ and enhance the efficiency and employee's performance. That is why is vital goals for all the organization is the achievement of DJ [34].

Distributive Justice is extremely essential and worthy to all workers in benefit-making relations because of the variety in the implementation of employees, [42]. This theory and concept predict that the fairness in the reward, pay and different results ought to be value-based. [33, 42, 43]. Employees with more significant proficiency in their work will get more than the individuals who contribute less. There ought to be value in light of implementation to make a feeling of performance. Likewise, Malik, Malik [44] demonstrate that distributive justice is closely linked with Job satisfaction and employee performance. He further argued in his research that organizational development, productivity, and market value depends on organizational justice.

2.5 Organizational Trust and it's Mediating Role

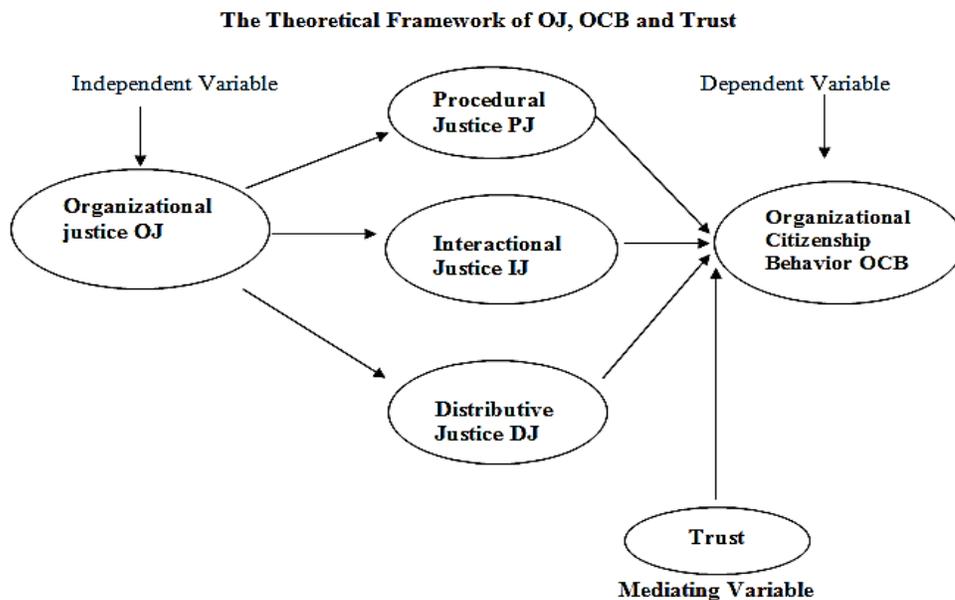
Bartram and Casimir [45] asserted that trust is very important for the up-gradation of an organization. Organizational trust leads the director and organization towards better outcomes and its very fruitful for and organization. Most of the researches documented that trust in organizational justice enhances the productivity of the organization [46]. Likewise, DeConinck [47] found the nexus between OJ and OCB with mediating role of trust in bank area besides these he also found that trust as mediator strongly affect the results and nexus between OJ and OCB. He used a stratified random sampling technique to analyze the data of around 250 respondents from this sector. He found that Organizational Justice is crucial with regards to any organization because organizational justice impact the motivation of the organization. He argued that OJ is associated with motivation in all types of organizations; He further suggested that organizations need to develop strong practices to encourage the trust of employees towards the justice system of the organization. He found that organizational justice has a proper positive significant impact on motivation and performance. Husted [48] researched the industrial sector and found that fairness in the system can affect employee motivation in the organization. He used random sampling techniques to analyze the data collected from respondents. Finally, he found that organizational justice has a strong optimistic effect on OCB and trust strongly impacts the relationship between these two variables OJ and OCB.

2.6 Organization Justice and Job Satisfaction

Lee [49] conducted the study and found that distributive justice is closely linked with job satisfaction and employee motivation. He further argued in his research that organizational development, productivity, and market value depends on organizational justice. The human resource department is very important for an organization that hires qualified staff for the achievement of organizational goals, and the survival and expansion of an organization. Several aims and goals can be achieved from such kind of practice [50, 51]. A simple component in a worker's pleasure alongside organizational productiveness is typically organizational legitimate rights [52]. Some kind of meta-investigation found which distributive appropriate rights are frequently an imperative indicator associated with occupation joy [34]. Finally, he found that organizational justice has a strong positive effect on job satisfaction. He argued that if employees are satisfied with the organization in all respect and they feel better and fully motivated then they will try to connect themselves for a long period. If they stayed for a long time and may work willingly then would be a source for achieving the organizational goals and objectives.

3. Theoretical Framework

The theoretical outline of this study is based on equity theory and social exchange theory that takes a gander at justice in associations from alternate points of view and repays each other's insufficiencies. As indicated by Adams [40] "Imbalance is available for Person at whatever point he sees/feels that the proportion of his results to inputs and the proportion of other's results to other's inputs are unequal". This might happen either when (a) when he and those with whom he thinks about his got results are in an immediate trade relationship or (b) when both are in return association with an outsider and Person contrast himself with other". At whatever point workers see that their occupation proportion is dealt with similarly when contrasted with others, they feel a feeling of value and justice.



4. Research Methodology

4.1 Research Design

Bell and Bryman [53] documented that research design is vital and the most necessary frame being used for the collection and analysis of the data. Likewise, Saunders, Lewis [54] argued that co relational and causal research is very appropriate and suitable to understand and explain the association between the different dependent and independent variables. Similarly, Collis and Hussey [55] suggested a case study approach for understanding and explaining a particular case he further argued that the longitudinal study is brought to examine and show the impact of one variable on another variable according to different periods. However, Saunders, Lewis [54] found that in the cross-sectional method a lot of observations are gathered at a specific time and analyzed and then the nature of the relationship is investigated through quantitative data. The present study is a correlational and casual study that uses random sample data collection which represents the whole population is true. The population of the present study consisted of the entire primary, secondary, and higher secondary teachers (both males and females) of the three institutions FCA, FYA, and FSA combined. The data were collected from 180 respondents including primary school teachers, secondary, and higher secondary (both male and females teachers) of the three sister institutions FCA, FYA, and FSA. 300 questioners were distributing among respondents in the mentioned educational institute out of which 180 questioners were complete and carry on for statistical evaluations. The random sampling technique method was used for the collection of primary data from respondents. The data were scrutinized through SPSS21. As the current research is quantitative therefore some statistical techniques are used to get valuable, useful, and meaningful results of the study. Descriptive statistics, Correlation, regression analysis, and Questionnaire reliability and validity tests techniques were applied in this research to obtain valuable and true results for the present research study. Factor analysis was used to find correlations in variables.

5. Data Analysis

5.1 Correlations Analysis

Table 13 Correlation Analysis of the Variable

	DJ	PJ	IJ	OCB	Trust
DJ	1				
PJ	.668**	1			
IJ	.598**	.617**	1		
OCB	.571**	.545**	.635**	1	
Trust	.571**	.652**	.672**	.651**	1

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

The table shows the correlation analysis of the variables. The first column displays the set of variables. The results showing that the set of independent variables i.e., DJ, PJ, and IJ have a statistically significant and positive correlation with organizational citizenship behavior as all corresponding values of these variables are in the feasible range of acceptance. The DJ has a statistically significant and positive effect on OCB as its corresponding value is .571 and is the feasible range of acceptance. The procedural Justice has a statistically significant and positive impact on OCB as its corresponding value is .545 and is a feasible range of acceptance and showing a moderate correlation. Similarly, the Interactional Justice has a positive significant impact on OCB as its corresponding value is .535 and is the feasible range of acceptance and showing a moderate correlation. The trust also documented proper positive and

significant correlation with OCB in the above table as its corresponding values are 0.569, 0.652, 0.672, and 0.651. The result of the analysis is in a range of acceptance i.e., 0.50 to 0.80.

5.2. Regression Analysis

The regression analysis uses to found the effect of OJ on OCB and the mediating role of trust in their associations with the teachers of these three institutions. Regression Analysis is used for the mediating impact of trust on the relation of DJ and OCB.

Distributive Justice Effect on Organization Citizenship Behavior

	Beta	R ²	Adj R ²	F-Value	T-Value	P-Value
DJ	.479	.288	.287	61.703	6.168	0.001

Organization Citizenship Behavior is the dependent variable

The regression analysis shows that in three sister institutions there is a significant association between distributive justice and organization citizenship behavior. T-Value documented that DJ has a positive and statistically significant effect on the OCB of employees and their corresponding value is 6.168 which is greater than 2. The value of R² indicates that the change in organizational citizenship behavior is caused by distributive justice. F-value denotes positive and significant which shows that the model is statistically significant because their corresponding value is 61.703 which is greater than 4.

Distributive Justice Effect on Trust

	β (Beta)	R ²	Adj R ²	F-Value	T-Value	P-Value
	.257	.307	.306	72.910	6.520	0.000

Dependent variable; Trust

The table displays the effect of distributive justice on the mediating variable trust, the DJ has a positive and statistically significant effect on the trust of the three sister institute employees. T-value documents that distributive justice has a positive and statistically significant effect on the employee's trust and is the valve is 6.520 which range is acceptable and probable. 30 % change in R² in the mediating variable trust caused by distributive justice. F-value is 71.910 which is positive and statistically significant, indicate that the model is significant and in the range of acceptance. So, to fulfill the state of presence of mediation, the independent variable must impact the mediator meaningfully. Therefore, the above model is fit.

6. Discussion, Conclusion, And Recommendation

6.1 Discussion

6.1.1 Effect of DJ on OCB

The outcomes expose that distributive justice has a positive significant effect on organization citizenship behavior. The results demonstrate that the faculty of these three sister organizations are satisfied with the DJ system of these

institutions. The same kind of feeling about distributive justice (OJ) and organizational citizenship behavior [56] relationship by [57].

6.1.2 Effect of Distributive Justice on Organization Citizenship Behavior (The mediating Role of trust).

We test the theory to find out the modality effect of trust in the association of distributive justice and organization citizenship behavior, and their findings indicate that trust absorbed some impacts of distributive justice denotes that there is a partial mediation of Trust in the connection of distributive justice and organization citizenship behavior, as the effect of distributive justice not insignificant. Meaning that the faculty of that institute has some trust and DJ of these teaching staff. Similarly, the study was conducted by many previous researchers [58].

6.1.3 Impact of DJ and OCB

The results of this hypothesis indicate that Procedural Justice has a positive significant impact on OCB. They are also documenting that all faculty members of the mentioned schools are satisfied with the procedural justice of these institutions.

6.1.4 The Mediating Role of Trust in PJ and Organization Citizenship Behavior.

The hypothesis testing reveals the trust mediates the nexus between PJ and OCB positively as the impact of PJ has been reduced not made total insufficient. It means that these faculty members are satisfied with the procedural justice of these institutions. The same feelings and results were showed by [59].

6.1.5 IJ and OCB

The results show that there are excellent internal ship justice practices in these instructions as teachers are satisfied. This means that the teachers are exactly satisfied with the interactional justice system. Many researchers evidenced that interactional justice motivates an employee to prevail in an org, it increases the OCB.

6.1.6 Interactional Justice and Organization Citizenship Behavior the Mediating Role of Trust.

The finding of the study explains that trust has a completely mediating impact on IJ and organization citizenship behavior associations. In inner trust made the effect of interactional justice statistically significant which signifies that teaching staff has trust in the IJ of the mentioned three sister education institute.

6.2 Conclusion

The main purpose of the study is the target of the Pakistani private educational institute. Like authoritarianism and Marxism, has the key importance and leading role in this research and therefore the impact of trust in management rewarded the impact of justice observations. The study aims to examine the nexus between OJ with OCB in the presence of a mediating Variable that is trust, in academicians of Pakistan. Data was collected through a questionnaire personally distributed to the teachers, teaching in these three sisters' institutions FCA (Frontier Children Academy, FYA (Frontier Youth's Academy and FSA (Frontier Science Academy) of Peshawar. Our sample data consist of all the teaching faculty of the mentioned educational institute, and we collect the data randomly from 180 respondents. The data was analyzed through reliability and validity tests, descriptive statistics, correlation, and Regression. Likewise, Baron and Kenny [1], four-step approach has been followed to test the hypothesis of the study. The results revealed that all organizational justice dimensions i.e., distributive justice,

procedural justice, and interactional justice have a positive significant impact on the organizational citizenship behavior of these teachers, teaching in these institutions. The results also revealed that trust as a mediating variable partially mediates the relationship of distributive and procedural justice with organizational citizenship behavior, while trust has been found to fully mediating the nexus of IJ and OCB. This research collectively contributes by examining the overall impact of OJ and trust in management on OCB in various educational institutes and different professions.

6.3 Recommendations and Future Directions

The research in the future if conduct study in the same area can use the comparative study to find the difference in justice practices. Future studies can also use more advanced statistical tools like SEM structural equation modeling. Future research may use other dependent variables like commitment, job performance, job satisfaction, turnover, and motivation.

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