Study on Mediating Role of Trust in the Relationship between Organizational Citizenship Behavior and Organizational Justice in Service Organizations
(Case Study of Welfare Organization of Alborz Province)

Hamed Rahmani[1], Esmaeil Asadi[2], Fatemeh Sanaee Alam[3]

[1]Faculty member of Qazvin Islamic Azad University
[2,3]PHD Candidate in Public Management, Science and Research Branch, Islamic Azad University, Tehran, Iran

ABSTRACT

In today organizations, preparing for future changes exerts intense pressures on employees to take responsibility for their job enhancement planning, education and compensation. Also organizations such as welfare ones are willing and trying to select employees who exceed their tasks and job description so that their organizations can meet their needs, satisfy clients and adapt with changing nature of the society. Present paper aims to study mediating variable of trust with regard to the relationship between organizational justice and organizational citizenship behavior.

Present research is a descriptive-applied one. Data were collected from interviews and questionnaires. Statistical population consisted of all employees of welfare organization of Alborz province and judgment sampling method was employed. To verify reliability, internal consistency was tested with Cronbach alpha. To verify the hypotheses, structural equation model was used. In total, using Lisrel software two measurement and structural models were exploited for factor analysis, path analysis and model fitness.

Research findings showed that there was a significant relationship between all research variables (organizational justice dimensions, organizational justice, trust and organizational citizenship behavior). Finally it was seen that in welfare organization of Alborz Province there was a very significant relationship between employees' trust and their perception of organizational justice (98) and this suggests importance of this variable as a mediator in welfare organization.

KEYWORDS: organizational justice, organizational citizenship behavior, trust, service organizations.

1. INTRODUCTION

Welfare organization as a service entity was established with a high level purpose. This organization aimed to take appropriate measures and provide services and non-insurance supports while maintaining values and human dignity and relying on public participation and close relationship with relevant organizations in order to promote rehabilitation and support services, prevent disabilities and social harms and help to meet minimal basic needs of low income groups. In today organizations, preparing for future changes exerts intense pressures on employees to take responsibility for their job enhancement planning, education and compensation. Also organizations such as welfare ones are willing and trying to select employees who exceed their tasks and job description so that their organizations can meet their needs, satisfy clients and adapt with changing nature of the society.

Employees' behavior in work setting has attracted attention of many researchers over past decades. Various behaviors were studied and analyzed conceptually. These behaviors included pro-social behaviors, extra-role behavior and organizational citizenship behavior. A set of voluntary behaviors employees show in organization , that is out of special requirement range of individual role and directly and explicitly will be recognize by organizational formal reward system (Gilannia, et al, 2012). Present research aimed to study that type of individual behavior in which the individual believes in long-term participation in organizational service success. These behaviors have been neglected in previous research on performance evaluation of employees (Castro, et.al, 2004).

A great number of researchers focused on the effects of attitudinal variables on employees' behavior. Researchers state that attitude plays a predicting role in relation to variable of employee behavior. Also some of them presented models for employees' attitude and social norms to explain predicting variables for employees' behavior. According to social exchange theory these types of behaviors mostly represent an internal role. This suggests that attitudinal variables such as trust and organizational commitment are always of a high predictive ability in relation to employee performance but in total they are not able to explain organizational citizenship behavior (Guanling Wang, 2011). Social exchange has usually been conceptualized as a type of relationship based on organizational citizenship behavior (Organ, 1988). From social exchange view, employees' behavior is influenced by exchange relationships. According to Deluga, organizational citizenship behavior can be classified

---

*Corresponding Author:** Hamed Rahmani, Department of Management, Qazvin Branch, Islamic Azad University, Qazvin, Iran

in a more extensive way and based on social and economic dimensions. He states that in an economic exchange the relationship between leaders and subordinates is defined based on the employment contract but on the other hand social exchange is beyond this contract. In the latter, leaders and employees are loyal to, like and respect each other. According to the above-said, it can be said that present research focuses on the relationship between organizational justice as a predicting variable and organizational citizenship behavior with respect to importance of the variable "employees' trust in service organization" as a mediating variable.

2-RESEARCH LITERATURE

Today it is clear to researchers that organizational justice is a predicting variable for organizational citizenship behavior. In several studies, researchers considered such behavioral variables as organizational justice, organizational commitment and employees' satisfaction as predicting variables which influence organizational citizenship behavior. Among recent studies, ones shown in table 1 can be mentioned.

Table1. Recent relevant studies

Subject	Reference
Parivash Jafari and Shabnam Bidarian conducted a research on employees of Azad Islamic University, Tehran Research and Science Branch and their study was on the relationship between organizational justice and organizational citizenship behavior. The study concluded that there was a significant and positive relationship between elements of organizational justice (distributive, procedural and relational as independent variables) and organizational citizenship behavior	**(Jafari, et al, 2012)**
A research by Guanling was conducted on the relationship between organizational justice and citizenship behavior in private companies. Results showed that organizational justice played a positive predictive role in relation to employees and their identity and also showed that organizational identity had a positive effect on promotion of employees' citizenship behavior. In this research organizational identity was considered as a mediator of the relationship between organizational justice and organizational citizenship behavior	**(Guanling Wang, 2011)**
A research titled:" role of procedural justice, trust, job satisfaction and commitment in organizational citizenship behavior of teachers: providing a modified social theory model" by Hassan Reza Zeinabadi and Keivan Salehi. Research findings showed that according to this model citizenship behavior promotes organizational citizenship behavior of teachers in two ways: first via teachers' trust and second via effect of job satisfaction and organizational commitment	**(Zeinabadi, 2011)**
In one study, Wong et al, investigated the relationships between justice, trust and organizational citizenship behavior in Chinese employees of joint ventures and state-owned enterprises. Findings of their study showed that distributive, procedural and relational justice had positive effects on trust and two type of trust, i.e. trust in organization and trust in supervisors also influenced organizational citizenship behavior	**(Wong et al, 2006)**
Line regression results between organizational justice and professional commitment shows that between inter organizational justice as a independent variable and professional commitment there is linearity relationship. From 3 dimension of organizational justice just interactional justice has potentiality in changes in dependent and independent variables, so this shows that interactional justice in Organizations are very important.	**(Nazari et al 2012)**

1-2-Organizational Citizenship Behavior

Sometimes employees go the extra mile by actually engaging in behaviors that are not within their job description — and thus that do not fall under the broad heading of task performance. This situation brings us to the second category of job performance, called citizenship behavior (mirsepasi, et al, 2012)

Organizational citizenship behavior was firstly used by Organ and Bateman in 1983 and they defined it as this: an individual voluntary behavior which is not explicitly or implicitly rewarded by an official system and enhances organizational efficiency (Pascal, 2006), Yui-tim et al (2010), Hassan Reza (2011), Loyd ,(2009). Also willing of employees to show behaviors beyond their job requirements is considered as one of the essential elements of organizational citizenship behavior (Soner Polat, 2009).

In 1930, Chester Barnard explained organizational citizenship behavior which at that time named it extra-role behaviors and defined them as spontaneous and innovative behaviors. Dimensions of "spontaneous and innovative behavior" provided by Katz includes: cooperating with peers, defending the organization, providing constructive ideas, self-improvement and having a favorable attitude toward organization (Hassan Reza (2010) and Loyd Beal (2010)).

Literature review showed that there is two main approaches to define spontaneous and innovative behaviors concept. Organ and other leading researchers in this field considered this type of behavior as an extra-role one in such a way that individual contribution to work setting was beyond his\her role requirements and is not directly and overly recognized and rewarded by organizational official reward system (Soner Polat, 2009, Hassan Reza et al, 2011)

Extra-role behaviors are a group of individual behaviors which contribute to social and psychological context of work setting (Pascal daille, 2009). This definition for organizational citizenship behavior implies that this type of behavior has a certain effect on overall effectiveness of organization through enriching social context of work setting.

Term "organizational citizenship" was first provided by Organ et al in 1983. This concept was developed from works of Barnard (1983) on willingness to cooperation and Katz studies on spontaneous and innovative behaviors and actions in 1964, 1966 and 1978 (Castro et al, 2004).

In early definition of organizational citizenship behavior provided by Organ and Bateman in 1980, in general those behaviors were focused that though organization set no requirements for showing them but they were beneficial for the organization if were shown voluntarily by employees. Organ and

Graham explained employees compliance and loyalty and contribution of them to organizational content which were based on a contractual relationship and these passive behaviors represented citizenship responsibilities and Organ considered these behaviors as extra-role ones (Loyd, Beal 2011).

In recent decade many terms were used to explain such behaviors including organizational citizenship behavior (Graham 1991, Organ, 1983), pro-social behavior (Brief and Motowildo, 1986), extra-role behavior (Van Dyne and Cummings, 1990), organizational spontaneity (George and Brief, 1992) and even anti-role behavior (Staw and Boettinger, 1990).

Organ defines organizational citizenship behaviors as ones voluntarily shown by individual and says that this group of behaviors is not recognized by reward systems explicitly and directly but leads to promotion of effectiveness of organizational functions (Moorman et al, 1995). Voluntary means that these behaviors are not included in the group of behaviors which are necessarily should be shown by individual to meet his\her role requirements or job description (Castro et al, 2004).In another definition, Organ stated that organizational citizenship behaviors consist of those behaviors by which employees enhance their performance effectiveness despite personal productivity goals (Comeau et al 2005).

In another definition for organizational citizenship, it is described as a sustained commitment to gals, methods and finally success of the organization and organizations which operate based on participation and appropriate functions of their employees exploit this advantage (Brightman, et al, 1999).

Key elements in definition of organizational citizenship behavior consist of:
1. A type of behavior exceeds those required by organization,
2. A type of unspecified behavior,
3. Behaviors which are not officially rewarded and recognized by official structure of organization and
4. Behaviors which are very important for performance and success of organizational operations (Castro et al, 2004).

Though pace of studies and research in the field of organizational citizenship significantly increased after 2000 but in some cases this fact caused unfavorable consequences. For example Van Dyne (1995) argued that most studies conducted on organizational citizenship behavior and related concepts such as pro-social behaviors and organizational spontaneity were focused on a word Schwab (1980) named it substantive validity while it should be mostly based on construct validity. Indeed it can be said that literature mostly focused on understanding the relationship between organizational citizenship behavior and other constructs rather than on definition and explanation of organizational citizenship behavior in an accurate way.

Based on the above, research on organizational citizenship behavior and other types of behavior such as extra-role ones may fail in recognizing similarities and differences of these constructs.

An accurate study on conceptual definitions of organizational citizenship behavior (Organ, 1988), pro-social behavior (Brief and Motowildo, 1986), behavior of organizational citizens (Graham, 1992) and organizational spontaneity (George, 1992) shows some significant differences between these constructs and though these differences can be interpreted and explained but they cannot be ignored because in this case it would not be possible to see a general pattern in related literature (Podsakoff, et al, 2000).

- **Dimensions of Citizenship Behaviors**

Organ defined organizational citizenship behavior as a type of behavior which promotes effectiveness of organizational performance without attention to individual productivity goals of each employee. This behavior has the following characteristics:

- Exceeds required behaviors formally defined by organizations.
- voluntarily and optional
- Not directly rewarded or recognized by organizational formal structure.
- So important for organizational performance and success of its operations.
  - Dimensions of Organizational Citizenship Behavior

Organ (1988) provided a multi-dimensional scale for organizational citizenship behavior which consisted of five dimensions comprising structure of organizational citizenship. They are as the following (Pascal Daille (2009), Yui-tim et al (2006), Hassan Reza (2010), Loyd Beal (2011):

Altruism: helping peers and employees in conducting their tasks in unusual conditions

Conscientiousness: conducting required tasks in a way that exceeds expectations (for example working beyond required hours to benefit organization)

Sportsmanship: emphasis on positive aspects of organization rather than negative ones

Civic virtue: supporting organizational administrative operations.

Courtesy: consulting others before taking a measure, informing others before taking a measure and exchanging information.

Netemeyer also classified organizational citizenship behaviors in to four groups as follows:
1. Sportsmanship
2. Civic virtue
3. Conscientiousness
4. Altruism

Conscientiousness is a behavior exceeds requirements of organizations in work setting for instance working after formal hours to benefit the organization.

Altruism is helping peers in their tasks. Some researchers combined altruism and conscientiousness in to helping behaviors (Mackenzie, et al, 1993). However these behaviors were classified based on Organ's definition for organizational citizenship. Organizational citizenship behavior also is one important sociological dimension of organizations. Staff with altruistic behavior and fair courtesy, temperamental optimism and sense of duty will help to increase the quality in the organization[1].

2-2-Trust and organizational justice

One of the glorious heritages of humanity is inseparable from justice and human rights as the foundation is formed. In the contemporary world, just as the missing link that most human activity's affected by injustice. Maybe if Maslow was alive to the importance of justice in the modern era, as one need to be taught early in the theory of hierarchy of human needs. The Thinker though justice is not specifically listed in the hierarchy, but the importance of this concept as a necessary starting point is the most learned and consequences of injustice and justice instead of concepts such as fairness, honesty, and organized as a set of background conditions are created to satisfy the initial requirements, the name range (Maleki et al 2012).

Trust and equity are concepts also being raised in relation to organizational environments and among employees and they are often referred to as organizational justice (Lambert, 2003). In many studies organizational justice were considered in three following dimensions:

Distributive justice deals with perception of justice in outcomes; i.e. it refers to individual evaluation about perceived fairness of received rewards based on his\her inputs and contributions. Distributive justice also includes punishment because organizational punishment should also be distributed in a fair way with respect to negative behaviors of employees. Thus distributive justice refers to degree of perceived fairness in distribution and allocation of intra-organizational outcomes with respect to performance and contribution of employees (Lambert, 203). When organizational staff judge about degree to which outcomes are appropriate, accurate and ethical, they indeed judge about degree of respecting distributive justice in the organization (Folger and Cropanzano ,1998). Fundamental presumption of distributive justice is that allocation of resources essentially influences perception of organizational commitment and trust. Justice or merit-based compensation is considered as equality. Organizational justice is a predictor of personal outcomes e.g. job satisfaction and pay satisfaction and also organizational outcomes e.g. organizational commitment and evaluation of supervisor by subordinates (Mcfarlin, 1992). A great deal of research on organizational justice historically focused on pay distribution and\or performance-related rewards resulting from equality theory (Lee, 2000). The following hypothesis is stated in relation to the above:

Hypothesis1. There is a positive relationship between distributive justice in public service sector and employees' trust in organization.

Procedural justice

It refers to perceived justice of process for determining results for example how payments or promotions are determined in organization (Lambert, 2003). Establishment of justice requires adoption of fair procedures. It means that in addition to fairness of essence and contents of rules and regulations also the process for observance of justice and fairness in procedure should provide equal opportunity for all stakeholders (Mohammad Ali Haqiqi et al, 2009). Theories and research show that procedures are perceived as fair when they are applied in a stable way without considering personal benefits and based on accurate information, provide opportunities for correcting decisions, pay attention to interests of all stakeholders and observe ethical and moral standards (Jawahar, 2000). The hypothesis is stated with respect to the above-said is as follows:

Hypothesis2. There is a positive relationship between procedural justice in public service sector and employees' trust in organization.

Relational justice:

Discussion on relational justice was followed one on procedural justice and incorporated human dimension of organizational operations i.e. this aspect of justice focuses on the way in which managers or other authorities in control of rewards and organizational resource behave with employees. Thus relational justice incorporates such aspects of relationships as courtesy, honesty and respect between source and receiver[2]. Thus the following hypothesis is stated:

Hypothesis3. There is a positive relationship between relational justice in public service sector and employees' trust in organization.

Managing justice in the society is dependent upon considering justice in organizations (Bidarian and Jafari, 2012). In present research the most important findings of organizational justice studies which recently emphasize on organizational trust were studied. Karen Yuan Wang et al (2009) believed that trust is a useful and vital element in the organization to promote organizational effectiveness and competitive advantage for organizations (Karen Yuan Wang et al, 2009). According to other definitions trust refers to relationships between supervisors and subordinates (employees trust in managers and vice versa) which relates to interest in others and believing in their competence and reliability (Masterson et al, 2000). The following hypothesis is provided:

Hypothesis4. There is a positive relationship between employees' trust in public service sector and organizational citizenship behavior.

Hypotheses of present research in the form of conceptual model can be seen in Figure1.

Figure1. Conceptual model.
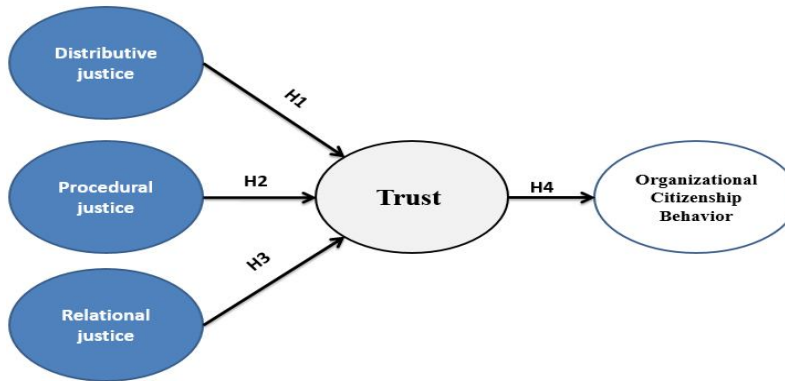
3-RESEARCH METHOD

Present research was a descriptive-applied one. In present research data collected through interviews and questionnaire. Statistical population consisted of employees of welfare organization of Alborz Province and using judgment sampling questionnaires were distributed to subjects with master's degree and above and finally among 150 distributed questionnaires, 120 ones were completed. In present research in order to test reliability, internal consistency test of Cronbach alpha was used. Cronbach alpha is used for multi-point questions. Cronbach alpha obtained for questionnaire was 0.96 which reflects reliability of questionnaire. Structural equation model was used to validate hypotheses. In total, using Lisrel software two measurement and structural models were exploited for factor analysis, path analysis and model fitness.

4-RESULTS AND DISCUSSION

In present research, measurement model being used for confirmatory factor analysis of model was exploited to verify validity. Relationships between observable and latent variables were studied using factor loading which demonstrated appropriate validity of research. Figure (2) shows first order factor analysis in which factor loadings between dimensions of organizational justice (procedural, distributive and relational) and observable variables of it (including 26 items for organizational justice dimensions) and its appropriate factor loadings demonstrates appropriate validity of research. In second order factor analysis, factor loadings between latent variable of organizational justice and observable variables of organizational justice dimensions were studied which showed high correlation between variables.
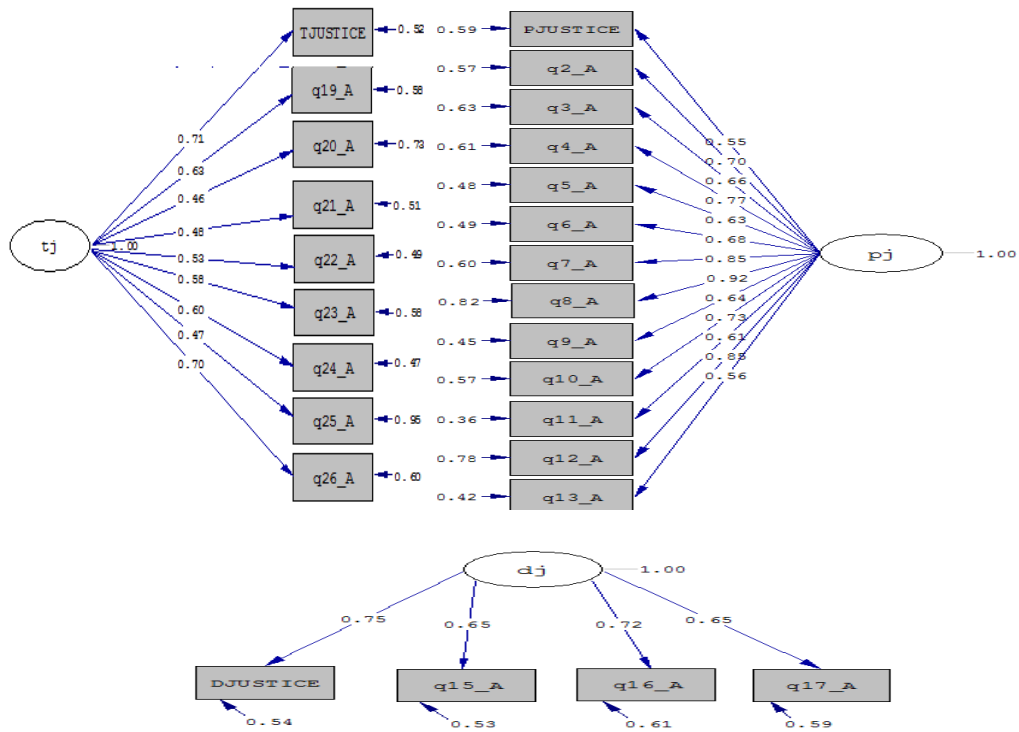
Figure2. First order factor analysis
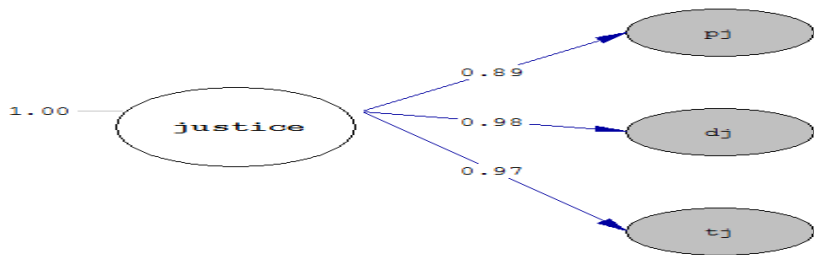
Figure3. second order factor analysis

4-1-Study of research hypotheses

In order to examine the relationship between model variables, structural equation model and path analysis model were used. To test hypotheses, standard coefficients and significance value were used.Standard coefficient represents the correlation between variables and significance value being equal to 1.96 in Lisrel was used to verify hypotheses. A coefficient is significant when its significance value is larger than 1.96 and smaller than -1.96 and the higher this value, the more influence of independent variable on dependent one.

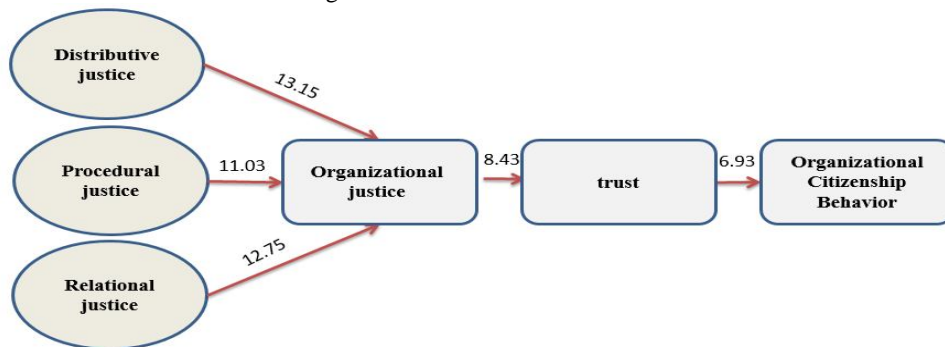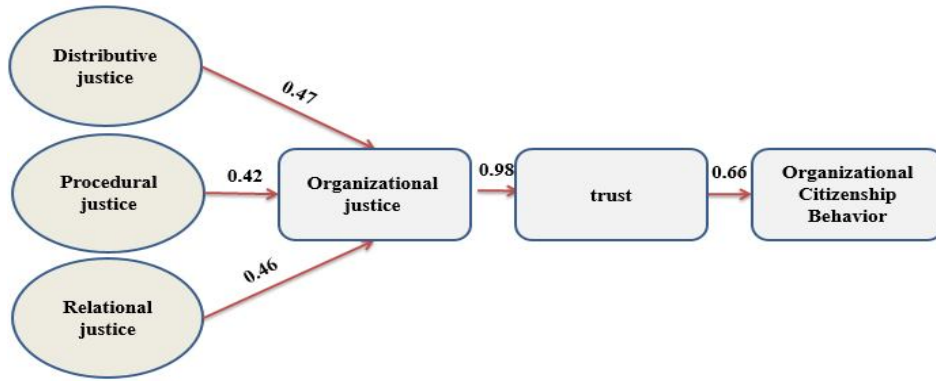Figure4. Model based on T-Value

Figure5. Model based on standard estimation

According to obtained findings it can be said that no research hypotheses were rejected both based on significance value and standard estimation and thus they should be considered in appropriate way.

5-DISCUSSION AND CONCLUSIONS

Model fitness indices in structural equation model include X^2, df, RMSEA and p-value. X^2 and RMSEA are among bad indices i.e. it is better to be as small as possible. However the most relevant model fitness index is df\X^2 which should be smaller than 3 so that model is more fitted. In present research, Chi-square= 211.88, RMSEA= 0.74 and Degrees of Freedom= 78 which shows appropriate fitness of model.

Present research seeks to examine the relationship between perceived organizational justice and organizational citizenship behavior considering justice as a mediator. As previously noted, research on organizational citizenship behavior can be divided in to two groups; traditional studies mostly focused on behavioral variables. They stated that organizational behavior influenced such variables as employees' satisfaction, commitment, justice and similar variables which can be frequently found in traditional studies. On the other hand modern studies pay more attention to attitudinal variables. As mentioned above this type of research was founded on exchange theory. Thus it can be said that present research is among studies which emphasize attitudinal variables (trust).

Findings of present research showed that there was a significant relationship between all research variables (organizational justice dimensions, organizational justice, trust and organizational citizenship behavior). Now in order to better clarify this issue, structural model was implemented based on standard coefficient and without mediating variable so that results can be examined.

Figure6. significance coefficient without mediating variable of trust.
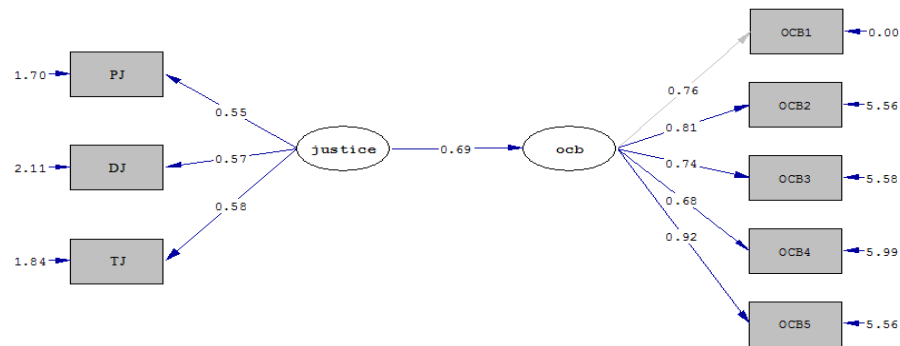
Chi-Square=590.55, df=190, P-value=0.00000, RMSEA=0.734

In above structural model it is seen that there is a significant relationship between organizational justice and organizational citizenship behavior and this correlation is nearly similar to correlation between trust and organizational citizenship behavior; but one noteworthy thing found during implementation of two models was that at first in implementing model without trust variable, the model had good fitness but in previous model after facing lack of fitness, the model was retried without some items which it demonstrated lower validity of model.

Finally it was seen that in welfare organization of Alborz Province there was a significant relationship between employees' trust and their perception of organizational justice (0.98) which showed importance of this variable as a mediator in the studied welfare organization.

REFERENCES

1- Asgari M , TaleghanI M , Abadikhah S(2012), The Relationship between Quality of Working Life with Organizational Citizenship Behavior of Office of Education Staffin Rasht City J. Basic. Appl. Sci. Res., 2(4)3547-3551.

2- Cohen, Aaron & Kol, Yardena(2004), "Professionalism and organizational citizenship behavior " an empirical examination among Israeil nurses, Journal of managerial psychology, Vol.19 No.4

3- Deluga, R. j. (1994). Supervisor trust building, leader-member exchange and organizational citizenship behavior, Journal of Occupational and Organizational Psychology, 315-326.

4- Folger, Robert & Kussel Cropanzano (1998) ; "Organizational Justise and human resource management"; sage publications.

5- Gilaninia Shahram ,Ganjinia Hosein,Ghobadi Ghader(2012), Impact of Organizational Citizenship Behaviors of employees on the service quality,(Case Study: branches of Pasargad Bank in Ardebil province) J. Basic. Appl. Sci. Res.2(8)7433-7439.

6- Guanling Wang(2011); "The Study on relationship between Employees Sense of Organizational Justice and Organizational Citizenship Behavior in Private Enterprise, Energy Procedia 5 , pp 2030-2034

7- Haghighi, Mohammad Ali (2009), Study of the influence of organizational justice on employees performance, Journal of Organizational Culture Management, No.20.

8- Jawahar , I.M. (2002) ; "A Model of Organizational Justice and Workplace Aggression"; Journal of Management , 28(6), 811-834.

9- Jafari, P., Biarian, S. (2012); The relationship between organizational justice and organizational citizenship behavior, Journal of Social and Behavior Science, pp 1815-1820

10- Karen Yuan Wang, Dielk Zamantili Nayir(2009), Procedural justice, participation and power distance: Information sharing in Chinese firms, management research Review, Vol.33 Iss: 1, pp.66-78.

11- Kritner, Robert & Angelo Kinicki (2001); organizational behavior, Arizona State University.McGraw Hill/Irwin 6th ed.

12- Lambert, Eric (2003); "The Impact of Organizational Justice on Correctional Staff"; *Journal of criminal Justice*; Vol 31, Issue 2 , pages 155-168.

13- Lee , Hyung- Ryong (2000);" An Emprical study of Organizational Justice as a Mediator of a Relationship among Leader- Member Exchange & Job Satisfaction, Organizational Commitment, and Turnover Intentions in Lodging Industry"; Blacksburg; Virginia.

14- Maleki H , Mir Taheri (2012) Organizational Justice: From Theory to Practice J. Basic. Appl. Sci. Res., 2(10)10118-10123.

15- Mcfarlin,d.b., sweeny,p.d.(1992),"Distributive and Procedural justice as predictors of satisfaction with personal and organizational outcome", academy of management journal, No (3), pp626-638

16- Mirsepasi N , Memarzadeh G, Alipour H , Feizi M(2012), Citizenship And Withdrawal Behaviors in Contingency CulturesJ. Basic. Appl. Sci. Res., 2(9)9398-9406

17- Masterson, S., Lewis, K., Goldman B. M. and Taylor, M. S. (2000). Integrating Justice and social exchange: The differing effects of fair procedures and treatment of work relationship. Academy of Management Journal, 43, pp. 738-748.

18- Nazari K ,Savar N, Emami M,Soltani H(2012) Relationship between Organizational Justice and Professional Commitment of Staff(Case study in PublicOrganization in Kermanshah) J. Basic. Appl. Sci. Res., 2(8)7813-7820, 2012

19- Organ, D. W.(1988), Organizational citizenship behavior: The good soldier syndrome. Lexington, MA, Lexington books.

20- Wong, Y., Ngo, H., Wong C.(2006); Perceived organizational justice, trust, and OCB: A Study of Chinese workers in joint ventures and state-owned enterprises, Journal of World Business, PP 344-355

21- Zeinabadi, H., Salehi, K.,(2011); Role of Justice , Trust, Job satisfaction and organizational commitment in Organizational Citizenship Behavior(OCB) of teachers: Proposing a modified social exchange model, Journal of Social and Behavior Science, pp 1472-1481