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The relationship between organizational justice and organizational trust

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Abstract

This study aimed at investigating relationship between organizational justice and organizational trust (interpersonal and systematic). Two questionnaires (organizational justice, Beugre, 1998 and organizational Trust, Rooder (2003) were administered to 250 employees of Islamic Azad University, Tehran Science & Research Branch. Content validity of the questionnaires was approved by expert judgement while its face validity was tested by pre-test of questionnaires. To determine its reliability, Cornbach-alpha calculation was used (organizational justice questionnaire 0.87 and organizational trust 0.82). Research data was analyzed using descriptive statistics indices and inferential statistics. Research results show a positive meaningful relationship between organizational justice and organizational Trust.

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Keywords: organizational justice (Distributive, Procedural, and Interactional Justice), organizational trust(interpersonal and systematic)

1. Introduction

Human resource, as the most strategic element of organization, has been specially paid attention by management scientists. Justice and its administration is one of the basic and intrinsic needs of human, whose existence has always provided a proper bed to develop human societies throughout the history. Opinions concerning justice have evolved in parallel with development and progress of human society. Administration of justice in society is dependent on paying attention to justice in organizations. The first investigations on justice in organization go back to the early 1960s. After 1990, a new stage of empirical studies on organizational justice started whose yields are three kinds of justice: distributive, procedural, and interactional justice (Lapidot & et al, 2007).

One of the most important consequences of organizational justice which has been recently paid attention is organizational trust that is being investigated in this study.

Organizational justice is among key variables that can assist the 21st century organizations in the path of effectiveness as a competitive advantage. Karen Yuan (2009) believes that trust is introduced as one of the constructive, vital ingredients to promote organizational effectiveness and a competitive advantage for organizations. On one hand, trust refers to the relationships between superiors and inferiors (manager's trust in employees and vice versa) who are related to the interest, competence, openness and confidence in others (Masterson & et al 2000). If employees perceive organizational consequence, procedures and interactions fairly, they will feel more security to develop confidence in their superior and organization and outcomes such as increased

job satisfaction, organizational commitment, and professional function will appear as a result. Regarding the importance of this issue, this research aimed at examining the relationship between perceived organizational justice and organizational trust (interpersonal and systematic). For this purpose, following questions are developed:

1. Is there any difference between the employer's perceptions of organizational justice in terms of demographic features (age, gender, education, work experience)?
2. Are there any differences between the employer's level of organizational trust in terms of demographic features (age, gender, education, work experience)?
3. Are there any significant relationships between organizational justice and organizational trust?
4. Are there any significant relationships between dimensions of organizational justice (distributive, procedural, and interactional) and organizational trust?

2. Methodology

This correlation study aimed to explore the relationship between organizational justice and organizational trust. The data was collected from 250 selected randomly employees of Islamic Azad University, Tehran Science & Research Branch through two questionnaire: organizational justice (Beugre, 1998) containing 21 questions based on three components of distributive, procedural, and interactional justice and organizational trust (Rooder, 2003) containing 34 questions based on interpersonal and systematic trust, which were according to 5 points Likert scale (from 1=strongly disagree to 5=strongly agree.).

Content validity of the questionnaires was approved by expert judgement while their face validity was tested by pre-test of questionnaires. To determine their reliability, Cronbach-alpha calculation was used (organizational justice questionnaire 0.87 and organizational trust 0.82). Collected data was analyzed applying descriptive statistics indices and inferential statistics such as: one-sample *t*-test, *Chi*-square to examine the systematic relationship between two variables, Pearson correlation coefficient to determine correlation between two variables, multivariable regression to analyze individual and collective participation of two or more independent variables in the variations of dependent variable, gamma correlation intensity test to indicate the intensity of correlation of determined variables in the two-dimension table.

3. Findings

Findings from $\chi^2(62.858)$ which is at a meaningful level ($\text{sig} = 0.05$) show that there is a significant relationship between organizational justice and organizational trust. Considering the level of measurement of both variables that is ordinal, we use gamma test and the yielded amount is 0.78 %; that is, the intensity of correlation between these two variables is at a high level while its direction is positive. This means that the higher goes the justice level in an organizational, the greater is sense of trust in an organization.

Results derived from Pearson correlation coefficient show a positive significant correlation coefficient between variables of organizational justice and organizational trust; i.e., the level of trust will rise when sense of organizational justice is high.

But the results of correlation between two variables of age and education show that both have a weak relationship with each other while there are no relationships between these two latter and other variables (trust and justice), since a higher than 0.05 meaningfulness level was indicated.

In sum, it can be stated that main variables of the research; sense of trust and justice have a strong correlation with each other, which advocates this fact that choosing of them as main variables having correlation was theoretically right-done.

Table 1 summary of the results of relations of variable of the research

Cases	P.Value	χ^2	Strongly correlated	Result of hypothesis
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Organizational Justice & organizational trust	0.000	62.858	0.786	Confirmed H1
Age & Organizational Justice	0.35	13.566	0.278	Confirmed H1
gender & Organizational Justice	0.827	0.381	0.04	Confirmed H0
Education & Organizational Justice	0.84	1.627	0.07	Confirmed H0
Work experiences & Organizational Justice	0.012	16.452	0.149	Confirmed H1

Results from Pearson correlation coefficient show that distributive and procedural justices have a correlation coefficient of 0.46, distributive and interactional justices have 0.29, distributive justice with interpersonal trust have 0.25 while with systematic trust have 0.44. Procedural justice has a correlation coefficient of 0.42 with interactional justice, 0.26 with interpersonal trust and 0.41 with systemic trust. Interactional trust has a correlation coefficient of 0.37 with interpersonal trust, while 0.46 with systemic trust. Interpersonal trust and systemic trust have a correlation coefficient of 0.51 with each other.

Table 2- Pearson correlation Matrix among research variables

Variable	Distributive justice	Procedural justice	Interaction justice	Interpersonal trust	Systemic trust
Distributive justice (Sig)	1 0.000				
Procedural justice (Sig)	0.46 0.000	1 0.000			
Interaction justice (Sig)	0.29 0.000	0.42 0.000	1 0.000		
Interpersonal trust (Sig)	0.25 0.000	0.26 0.000	0.37 0.000	1 0.000	
Systemic trust(Sig)	0.443 0.000	0.41 0.000	0.46 0.000	0.51 0.000	1 0.000

Multivariable regression to recognize factors influencing systemic trust

It is necessary to explain that it has dealt with expressing the relations between each of the following variables with interpersonal trust in stating hypotheses, now here; the aim is to test the relations between these variables with interpersonal trust among respondents.

To predict the variation of scores of interpersonal trust, multivariable regression (using of Enter) has been used through independent variables.

Our mean of $(R)^2$ is to assess the variance of interpersonal trust which is determined 27% of variance of interpersonal trust variable by the set of independent variables in this research.

Regarding $f = 24.630$ and obtained significant relationship ($\text{sig} = 0.000$) that is at a meaningful level of 0.05 ($\text{sig} < 0.05$), there is a meaningful relation between the set of independent variables with dependent variable of the research (interpersonal trust).

4. Discussion and Conclusion

Regarding the findings there is a strong relationship between procedural justice and organizational trust. Managers' ideas and actions (both directly and indirectly) affect trust level in organization. This indicates that indicates that employees' perception of organizational trust enhances as they have been treated more fairly, the more employer has confidence in organization. Paying attention to the employer and being responsible toward their

desired requests may assist in developing confidence between superiors and inferiors. According to Beugre (1998), all four dimensions of justice have positive relations with trust because when people feel that they are fairly treated, they will tend to have confidence in the organization and their managers. This result confirms the results obtained by Mayer & et al (1995), Daglas' (1995), faith's (1997), and Kim & Moyron's (1995) studies.

Findings showed that distributive justice (One of the components of organizational justice) has significant relationship with systemic trust. This result emphasizes the effect of distributive justice on system trust and it seems that procedures that are fair structurally and internationally cause to develop confidence in the system and the executives' decisions, while lack of justice structurally and internationally make interpersonal trust level decrease. According to the results of the present research, there is no significant relationship between distributive justice and interpersonal trust, which indicates that it is not in the direction of conducted investigations. Such results have been found in the Masterson & et al (2000) that are in the same direction with this research.

Based on the obtained results, a meaningful correlation between procedural justice and interactional justice is found which is indicative of this fact that these components are complementary to each other. In fact, this shows that fairly treating complaints and conflicts have a bilateral relationship with interactions of employer with their managers as Skarlicki & et al (1999) research confirms this relationship between these components.

In examining the relationship between organizational justice and organizational trust, results showed that Perceived justice by the employer strongly roots in their interactions with the manager. Employees working in an organization perceived organizational justice when they get confidence in it. This finding is compatible with Greenberg's (2004) study results.

Results yielded from the relationship between demographic features and organizational justice show that there is no difference between perceived justice by men or women working in an organization. This finding is not in consistent with Lontal & lan's (1970) research results. Perhaps, the reason for this is the existence of a just atmosphere in the university.

In addition, the relationship between work experience and perception of justice was examined. Its results narrates that there is a positive, but weak correlation between them. In other words, the longer an employee's work experience is, the more he perceives organizational justice. While the Scott's (2006) research results indicates that there is a negative relationship between work experience and organizational justice, which seems the reason for this is that people entering an organization have got a negative attitude and expect injustice and they would turn their attitude after recognizing a just atmosphere there.

In general, it can be concluded when employees perceive the existence of justice in their working space in an organization and observe its direct and indirect tokens; they feel a new good sense. They express this good sense in their behaviours and deeds as well as they transfer it to others. In this situation, organization space is perceived calm; consequently, this calmness establishes a climate full of trust in the organization. And this confident space is transmitted to other employees and their superiors, too. The superior is the closest representative of organization to the individuals. His/her fair, trustable behaviour forms organizational trust. This trust is effective on the important organizational results and can have influence on employees' attitude toward organization in addition to their attempts to promote their functions, performance and efficiency resulting in organization's productivity. In applying general results of this research, it must be stated that organizations can turn their space into an appropriate one and use its traces to reduce problems and to increase their productivity through developing a just organizational space and applying fairness in their organizational policies and procedures.

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