Organizational Justice, Organizational Commitment and Trust in Manager as predictor of Organizational Citizenship Behavior

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Abstract
The current study explored the relationship between organizational justice and organizational citizenship behavior (OCB) mediated by trust in manager and organizational commitment. Survey data were collected from a sample of 134 nurses in Makassar City Hospitals of Indonesia. The results of variance-based SEM with Partial Least Square analysis (PLS) showed that the hypothesized model fit the data very well. Organizational commitment and Trust in manager were good mediators between organizational justice and OCB. There was a positive and direct relationship between trust in manager, organizational commitment and OCB, and in organizational justice there are non-significant.

Keywords: Organizational justice, Organizational commitment, Trust, Organizational Citizenship Behavior

1. Introduction
The nursing service paradigm shifts from vocational services (services based on skills only) toward professional services (services with mastering the science and technology and nursing specialties). This creates a shift in hospital work dynamics, individual work to teamwork. This condition can only be done by individuals who have a high collectivity value or togetherness, more concern to group interest rather than individual interest. Therefore, the nurses, as healthcare that directly interact with patients and hospital management must be able to display extra-role behavior.

Many studies have noted the importance of organizational citizenship behavior (OCB). Some even argue that the benefit of OCB is key to ensuring an organization’s survival (Organ, 1988). Theoretical basis to assess and examine relationship between this study variables refer to organizational behavior theory that focus on OCB. OCB Theory in organization is also known as extra-role behavior, and the behavior is often known as OCB employee (good citizen). Extra-role behavior (OCB) is a work behavior outside formal job description but highly valued by employees if it done because it can increase the effectiveness and viability of organization (Katz, 1964).

Furthermore, employees desire to implement OCB caused by organizational justice (Katz and Kahn, 1978; Pillai et al., 1999; Robbins and Coulter, 2005). Then, Blau (1964) Dansereau, Graen, & Haga (1975), Holmes (1981) suggested that trust is result of social exchange process that very favorable, with subordinates having trust in manager, resulting OCB in organization. In addition, organizational commitment is an important factor to realize OCB (Greenberg and Baron, 2000; Luthans, 2006). This is consistent with Dirks and Ferrin (2000) that relationship between trust and attitudes on outcomes (organizational commitment) is much stronger than relationship between trust and OCB. Therefore, we conclude theoretically that organizational justice, trust and commitment are deciding factors to increase OCB.
2. Review of literature and conceptual model

2.1. Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) has been studied since the late 1970s. Over the last three decades, research interest toward this behavior had increased substantially. Katz (1964) stated that based on historical roots, OCB is a form of cooperative behavior, such as: (1) Willing to join and stay, willingness to join and remain in a system (organization), (2) Dependable performance is a behavioral role that can be used to be able to meet and even exceed the minimum criteria, qualitatively or quantitatively, (3) Innovative and spontaneous behavior as a form of behavior outside the roles required by a job that person concerned can resolve duties. According to the Organ (1988), OCB consists of five dimensions: (1) Assist co-workers (altruism), (2) kindness (courtesy), (3) organization looking toward positive rather than the negative (sportsmanship), (4) Awareness citizenship (civic virtue), (5) Meet or exceed the minimum requirements the desired role of organization (conscientiousness).

However, research findings Hassan and Noor (2008) found that extra role behavior does not affect significantly the distributive, procedural and informational justice. Based on the arguments outlined the previous researches, the hypothesis is:

H1. Organizational Justice has significant positive effect toward OCB

2.2. Organizational Justice

Organizational justice theory was originally derived from the similarity theory developed by Adams in 1965. The theory states that fair treatment will appear if the ratio between results achieved with input he gave for an exchange is considered balanced when compared to others (other referent) (Welbourne et al., 1995). Theories of justice based on social exchange theory where individuals expect that they will get the business exchange and fair remuneration of organization (Tyler, 1994).

Generally, researchers of organizational justice focus on three main issues to assess the organizational justice: outcomes, process and interpersonal interactions (Luthans, 1996). Judgment relating to the reasonableness or justice of result allocation referred to distributive justice, in other words, distributive justice refers to the justice toward what received (Greenberg, 1990). The second issue is the assessment of organizational justice refers to process elements, and termed procedural justice. Procedural justice refers to justice the process where decision is taken (Konovsky, 2000). Furthermore, the third issue is the assessment of justice toward the interpersonal relationships referred as interactional justice. In this study, the use of organizational justice theory refers to Greenberg (1987) that organizational justice is view of organization members toward justice in distributing available resources. This theory is used as an employee outline to evaluate the justice of three classifications events (Greenberg, 1990), namely: (1) distributive justice (results they receive from organization), (2) procedural justice (formal policy or process in achieving something that has been allocated by organization), (3) interactional justice (treatment taken by the decision makers in organization interpersonal).

The findings of different studies presented by Konovsky and Pugh (1994) indicated that relationship between distributive justices and trust in managers was insignificant, while procedural justice affected significantly the trust in managers. In addition, Rezaeian et al. (2010) found the insignificant effect of interactional justice toward trust in managers. Based on the theoretical and empirical findings of previous research the hypothesis proposed in the study are:

H2. Organizational Justice has positive significant effect toward trust

Organizational justice has significant effect toward organizational commitment. Instead, Pare (2007); Noor et al. (2011); Jamaluddin (2011) found that distributive justice and procedural justice did not affect significantly the organizational commitment. Thus, the hypothesis is:

H3. Organizational Justice has significant positive effect toward commitment

Relationship between procedural justices with OCB through trust in managers is positive and significant. But relationship between distributive justices and OCB through trust in managers is not significant (Konovsky and Pugh, 1994).

H4. Trust in managers affect significantly as mediator the relationship between organizational justices and OCB.
Relationship between organizational justice and OCB through organizational commitment (Zeinabadia and Salehi, 2011) is significant, but the findings (Moorman et al., 1993) had no significant effect.

H5. Organizational commitment affects significantly as mediator the relationship between organizational justices and OCB.

2.3. Organizational Commitment

The key to an organizational success depends on the commitment of employees toward organization. Commitment toward organization is more than just a formal membership; it encompasses the attitude to organization and willingness to pursue all things for the sake of organization. Organizational commitment is a situation where an employee in line with a particular organization as well as the goals and wishes to maintain membership in organization (Robbins and Judge, 2007).

Organizational commitment is an attitude with various definitions and measuring range. Limitation toward the definition of organizational commitment are: (1) a strong desire to become a member of a particular organization, (2) the desire to suit with organization and (3) certain beliefs and acceptance to values and goals of organization.

Allen and Meyer (1990) argued that employees who have a commitment will work with full dedication, making the employee has power and desire to give more responsibility to support welfare and success of organization. Organizational commitment emerged as a result of psychological bond between employees and organization. Robbins and Judge (2007) stated that organizational commitment consists of three dimensions: (1) Affective commitment is emotional feelings toward organization and beliefs on the values contained in organization, (2) Continuance commitment is the value of economic received, will staying in organization when compared with leaving organization, (3) Normative commitment is a commitment to stay in an organization for reasons of moral or ethical.

These results are supported by Chen and Francesco (2003); Cardona and Lagomarsino (2003); Gautam et al. (2004) Kim Sangmook (2006) who found that affective and normative commitment affects positively OCB, whereas continuance commitment affect insignificantly OCB. Thus the hypothesis is:

H6. Commitment has positive and significant effect toward OCB

2.4. Trust

Trust in managers is crucial to mobilize subordinate commitment in realizing a leader vision. Confidence depends on the perceived expertise of the leader, but it also relies on the consistent leader in statements and actions. Cummings and Bromiley (1996) states that belief originated from the word Trost (German) meaning Comfort, trust is widely used on a personal level, between groups, organizations and communities. Trust is the most important part of a bond. According to Blau (1964) trust is built in two ways, namely: (1) perform duties on a regular basis (reply to the benefits received from the other party), and (2) the development of exchanges in accordance with the passage of time. The trust is often expressed as a single concept, but in a social or organizational context, trust has a systemic effect of structure, process, and operational effectiveness. Trust is part of the norms and values of organization, and is expressed to behave related to goal setting, risk taking, exchange of information, decision-making, performance management, and collaboration.

Trust is the result of a process of very favorable social exchange. High level of trust held subordinate to superiors within organization resulting higher subordinate OCB (Blau, 1964; Holmes, 1981). Various measures are helpful to create trust between the employer and employee, employee trust, supervisor with organization. According to Blomqvist and Stahle (2000), trust can be created in a way to build credibility (honesty, competence and inspiring) and trust in the integrity, character and ability to direct supervisor, while confidence in organization is done by individual beliefs synergized with organization, and through experience of positive behavior of people who believed (Robbins and Coulter, 2005).

Research conducted by Podsakoff et al. (1996) also supported statement that trust in manager’s effect was not significant toward OCB dimension of altruism, conscientiousness, and civic virtue sportsmanship. Different results are found by Robinson and Morrison (1995) that trust in managers significantly correlate with OCB to civic virtue dimension. Based on the theories and arguments from previous research is:

H7. Trust in managers has significant positive effect toward OCB
Based on the theoretical and empirical review, the relationship of each variable can be demonstrated by research conceptual framework and research hypothesis in Figure 1.

3. Method

3.1. Sample

The population was all nurses stayed in Makassar City, namely 418 people. The sample was determined by using the Slovin formula in Uma Sekaran (2000), as follows: n = 204.4 or 205 people (rounded). Data were collected from a sample of 134 registered nurses in five hospitals in Makassar City that had acquiesced to our request that they participate in this study. The sampling technique is proportionately random sampling, selected in each Makassar City Hospital. The sample was determined by drawing all populations 5% precision level of 5%. A total of 205 questionnaires were distributed in different units in the five hospitals; 134 usable questionnaires were returned.

3.2. Measures

Measurement of Organizational Justice variables based on equity in distribution of existing resources by using organizational justice variables, cognitive evaluations conducted by nurses toward superiors using procedural, distributive and interactional setting. The indicators measure the distributive and procedural and interactional justice (Niehoff and Moorman, 1993).

Measurement variable trust in managers was adopted from Mahn Hee Yoon and Jaebom Suh (2003). It uses nine indicators: Mastery of work, Good decisions, Experience, Reliable, Resolve conflicts, Supports, spamming, Respect and Fair. Furthermore, organizational commitment is the level of trust and acceptance of nurses toward organizational goals and the desire to remain within organization. This variable was developed by Meyer and Allen, (1991) by using three indicators; affective, continuous and normative commitment. Finally, OCB is a wise behavior (discretionary) addressed directly to improve the effectiveness of hospital. These variables were developed from measurement of Organ, Podsakoff and MacKenzie (2006), using five indicators: altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. The scale of measurement is a Likert scale. To measure attitudes / opinions of respondents, this study used five Likert scale with following criteria: (1) Strongly agree scored of 5, (2) Agree score 4, (3) Neutral score 3, (4) Disagree score 2, (5) Strongly Disagree score 1.

4. Results

There are five models indicating a direct relationship established in this research: (1) organizational justice has positive and significant effect toward OCB, (2) organizational justice has positive and significant effect toward trust in managers, (3) organizational justice has positive and significant effect toward organizational commitment, (4) trust in managers has positive and significant effect toward OCB, and (5) organizational commitment has positive and significant effect toward OCB. Based on the results of statistical hypothesis test in Table 1, the direct effect of each variable relationship shows positive and significant correlation. Organizational justice has no positive and significant effect toward OCB as indicated from p-value > 0.05. So the hypothesis that organizational justice has positive and significant effect toward OCB is unacceptable or unsupported by empirical facts.

The effect of organizational justice toward trust in managers is significant, this is reflected from p-value <0.000. Path coefficient is positive, with a value of 0.742 and it shows linear direction. So it can be interpreted that the higher organizational Justice and the higher the nurse confidence in supervisor can be accepted or supported by empirical facts. Similarly, there is a significant effect between organizational justice on organizational commitment with p-value <0.000. Path coefficient is positive with a value of 0.680. The organizational commitment affects OCB. It can be seen from the p-value <0.000. The test result is positive coefficient path with coefficient path of 0.395, this mean the higher organizational commitment can improve OCB nurses. Trust in manager has significant effect on OCB with p-value <0.000. The path coefficient test with a value of 0.352 is positive, meaning an increased trust in manager positively and significantly enhances OCB Nurses in positive direction. The results of path coefficient validity test on each path for direct effect are presented in Table 1.

In Table 2 shows path coefficient of indirect effect among the variables. Indirect effect on organizational justice through trust in manager is positive and significant trust in manager with path coefficient of 0.352. The result means that trust in manager mediates the effect of organizational justice on OCB nurse. The effect of organizational commitment on OCB is significant so that organizational commitment is perfect...
mediating variable (complete mediation), the effect of organizational justice on OCB. These results illustrate that organizational commitment and trust in manager control plays an important role in OCB nurse.

Testing the effect of organizational justice toward OCB suggests that high organizational justice tends to increase Nurses OCB. Results of this study demonstrate that organizational justice has positive but insignificant effect toward nurses OCB. The findings of this study support the claim (Katz, 1964) that organization that able to give awards to employees is an organization that be able to motivate employees to perform their duties properly. Therefore, employees are encouraged to bring extra role behavior. However, if the award given to employees are not comparable with respect to other employees, this can lead to low extra role behavior because of injustice.

The findings of this study do not support Pillai (1999) who states that employee wishes to display OCB due to unfair treatment they received from organization. Results demonstrate that treatment of higher organizational justice not directly and significantly increase Nurses OCB. But when mediated by trust in managers or organizational commitment, OCB nurse higher. This means that organizational justice has no significant direct effect toward OCB improvement, but effect of organizational justice toward organizational commitment and OCB is higher when trust in managers higher.

Results of this study support organizational justice theory proposed by Greenberg (1987) on the importance to understand the phenomenon of allocating rewards toward outcome obtained by hospital nurses, formal policy or process in achieving something that has been allocated by hospital management and treatment were taken by decision makers across personal within organization. Results of this study support the previous study findings (Niehoff and Moorman, 1993; Hassan and Noor, 2008), that interactional justice affect insignificantly OCB. The study also rejected the argument that employee wishes to demonstrate OCB due to some organizational justice they received in workplace (Pillai et al., 1999; Robbins and Coulter, 2005; Luthan, 2006).

5. Discussion
Organizational justice is a response to nurses feelings represented by fair or unfair treatment from employers and hospitals in workplace. The nurse wishes to display OCB due to unfair treatment received from organization. The findings of this study do not support Pillai (1999) who states that employee wishes to display OCB due to unfair treatment they received from organization. Results denote that treatment of higher organizational justice does not directly and significantly increase Nurses OCB. But when mediated by trust in managers or organizational commitment, OCB nurse higher. This means that organizational justice has no significant direct effect toward OCB improvement, but effect of organizational justice toward organizational commitment and OCB nurse when trust in managers higher.

Organizational justice and trust in managers have a reciprocal relationship between the two. Individuals have high confidence to superiors because organizations and employers give equal treatment to the individual, and vice versa. (Rezaiean et al., 2010). Descriptive variables of trust in managers indicators suggest that supervisor appreciation to nurse who worked well presents the highest score among the nine measurement indicator trust in managers. Meanwhile, the lowest score is an indicator of nurse to explain work. Based expectation nurse that supervisor observes the problems facing in work. Indicators leader appreciation to nurses that working well was already good when used as a measure or indicator of variable trust in managers, so it was to be maintained. The global employees view the organization justice, working conditions, relationship between managers and co-workers, impact on organization commitment (Meyer and Allen, 1991; Niehoff and Moorman, 1993). The test results proved that organizational justice has positive and significant effect toward nurse organizational commitment at Hospitals in Makassar. The conclusion that increased organizational justice can positively and significantly increase organizational commitment can be supported by empirical facts. Results are consistent with theory of organizational commitment proposed by Allen and Meyer (1990), that an employee who has a commitment will work with full dedication, making the employee has the power and the desire to give more responsibility to support the welfare and success of organization. The findings of this study support the social exchange theory which states that an individual voluntarily provides benefits to others that led to the emergence of other parties obligation to reciprocate by providing some benefit to the giver (Blau.,1964).

The research was conducted at hospital in Makassar, using nurses as respondents. This provides a limitation in generalizing the findings of this study. Measurement of variables based on the perception that research...
conducted is determined by the memory of respondents (nurses) and assessment toward himself. It may create bias in measurement. The empirical analysis conducted in this study used the survey data to analyze relationship at one point in time (cross-sectional). While attitudes and behaviors is very dynamic, so to analyze the attitudes and behaviors it needs longitudinal observation. Therefore, further research studies needed to re-analyze the changing relationship between variables studied in this research.

6. Implications

This study provides implications for a more integrated model of the relationship between organizational justice toward OCB by inserting trust in managers and organizational commitment as mediating variable, where on previous researches examined separately. Organizational justice has insignificant direct effect toward OCB, but the organizational justice affects OCB when there is high level trust in managers and organizational commitment. Therefore, it can be concluded that high organizational justice has no significant direct effect to increase Nurse OCB in positive direction, but with mediation of trust in managers and organizational commitment, organizational justice significantly increases OCB. From the two mediator variables, the leader confidence in nurses has important role to mediate the relationship between organizational justice and OCB compared with organizational commitment.

This study provides practical implications toward nurses and management of Hospitals in Makassar, among others, require a change in behavior and hospital management paradigm oriented toward better attitude and professionalism. To this effect, nurses and hospital management are required to make changes in positive direction toward organizational justice, trust in managers and organizational commitment to improve the nurses performance through increased OCB. Improved treatment of organizational justice can be done by nurses to increase high interactional justice, through honorable superior treatment toward decisions making about nursing work and consistency in decision-making to all nurses.

7. Conclusion

Organizational justice does not significantly increase Nurses OCB. Trust in managers and organizational commitment mediates the relationship between organizational justice and OCB. This means organizational justice directly has insignificant effect increased OCB, but organizational justice affects OCB when mediated by high trust in managers and organizational commitment. Therefore, it can be explained that honorable superiors treatment directly unable to make changes to avoid behavior problems with co-workers. But it could be achieved through a supervisor award to nurses who worked well and the nurse emotional attachment toward hospital is high.
References


Appendix:

Table 1. Hypothesis testing and path coefficient for PLS

<table>
<thead>
<tr>
<th>No.</th>
<th>Direct Influence</th>
<th>Path Coefficient</th>
<th>p-value</th>
<th>Empirical Evidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Org. Justice ➔ OCB</td>
<td>0.189</td>
<td>0.089</td>
<td>Not Significant</td>
</tr>
<tr>
<td>2.</td>
<td>Org. Justice ➔ Trust in Manager</td>
<td>0.742</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>3.</td>
<td>Org. Justice ➔ Org. Commitment</td>
<td>0.680</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>4.</td>
<td>Org. Commitment ➔ OCB</td>
<td>0.395</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>5.</td>
<td>Trust in Manager ➔ OCB</td>
<td>0.352</td>
<td>0.000</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Table 2. Test for The Impact of Mediating Variable

<table>
<thead>
<tr>
<th>No.</th>
<th>Exogenous</th>
<th>Mediation</th>
<th>Endogenous</th>
<th>Path Coefficient</th>
<th>Nature of Mediation</th>
<th>Empirical Evidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Org. Justice ➔ Trust in Manager ➔ OCB</td>
<td>0.261</td>
<td>Complete Mediation</td>
<td>Significant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Org. Justice ➔ Org. Commitment ➔ OCB</td>
<td>0.269</td>
<td>Complete Mediation</td>
<td>Significant</td>
<td></td>
<td></td>
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</tbody>
</table>