A Study of the Relationships among Organizational Justice, Trust, Job Satisfaction and Organizational Citizenship......

E-mail: 365848@mail.dyu.edu.tw

ABSTRACT

In recent years, with rapid transition of organizational management environment, increasingly important is how to understand and coordinate members in an organization and continue keeping a positive and aggressive work value and organizational centripe-tal force. In fact, organizational justice or trust, Job satisfaction and organizational citi-zenship behavior are the bases of organizational smooth operation. These four variables are research focuses in the study. Research framework and operational definition of every variable are constructed via relevant literature theories. Questionnaires are designed with workers in Taoyuan International Airport Co., Ltd. There are in total 209 valid questionnaires withdrawn. Data analysis is made and the relationship of every variable is verified via the statistic software SPSS 12.0 and AMOS 18.0. Following are the research conclusion. (1)Organizational justice has positively sig-nificant influence on trust. (2)Organizational justice has positively significant influence on Job satisfaction. (3)Trust has positively significant influence on Job satisfac-tion. (4)Job satisfaction has a positive andsignificant relationship between organizational citizenship behavior. Finally, pursuant to the research results, managerial implications are provided to administrators and the following research suggestions are made to the future researches in the field for reference.

Keywords : organizational justice organizational trust job satisfaction organizational citizenship behavior

Table of Contents

REFERENCES

        Francis Fukuyama(2004)   (   )   :   (2002)
                                        (2004)
                                (2003)   :LISREL   :
    (2003)   (2006)
                                                                6(2)   89-110
        (2001)   :   6(1)   131-150   (2007)
                    162   134   (1980)   41
61-74   (2001)   (2001)

(2003)   :
            (2005)   :
        (1992)
    (2005)   :
            5(1)   77-110   (1994)
            13(2)   87-108   (2006)   9(2)
23-42   (2002)
            (1990)   :   (2001)   :   11   253-296

(2002)   (2001)

9(1)   135-163   (2004)
(2005)

(2005)

(2001)

(2002)   -   19(3)   15-450   (2010)
(2005)

:   (2004)

24(1)   125-148   (2004)

(2006)   21

63-178   (2001)   (2002)

:   (2004)

:   49(1)   41-62   (2001)

1(1)   27-51   (2004)

60   31-60   (2002)

(2008)

(2008)   :

(2005)   22(3)   341-358

Adams, J. S. (1965). Inequity in social exchange, In Advances in ex-perimental social Psychology, edited by L. Berkowitz. New York: Academic Press, 2, 267-299. Alexander, S., & Ruderman, M. (1987). The role of procedural and dis-tributive justice in organizational behavior. Social Justice Re-search, 1, 177-198. Allen, T. D., & Rush, M. C. (1998). The effects of organizational citi-zenship behavior on performance judgements: A field study and a laboratory experiment. Journal of Applied Psychology, 83, 247-260. Allison, B., Voss, R. S., & Dryer, S. (2001). Student classroom and ca-reer success: The role of organizational citizenship behavior. Journal of Education for Business, 76(5), 282-294. Alotaibi, A. G. (2001). Antecedents of organizational citizenship behav-ior: A study of public personnel in Kuwait. Public Personnel Management, 30(3), 363-376. Al-Zu'bi, Hasan. (2010), A study of relationship between organizational justice and job satisfaction. International journal of Business and management, 5(12), 102-109. Anderson, J. C., & Narus, J. A. (1990). A model of distributor firm and manufacturer firm working partnerships. Journal of Marketing, 54, 42-58. Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. Journal of Organizational Be-havior, 23(3), 267-285. Bachmann, R. (2006). Trust and/or power: Towards a sociological theory of organizational relationships. In R. Bachmann, & A. Zaheer (Eds.), Handbook of trust research(pp.393-408). Northampton, MA: Edward Elgar. Bell, G. G., Oppenheimer, R. J., & Bastien, A. (2002). Trust deterioration in an international buyer-supplier relationships. Journal of Busi-ness Ethics, 36, 65-78. Bhattacharya, R., Devinney, M. T., & Pillutla , M. M. (1998). A formal model of trustbased on outcomes. Academy of Management Re-view, 23(3), 459-472. Blau, P. M. (1964). Exchange and Power in Social Life. Wilcy, New York. Brockner, J., & Siegel, P. (1996). Understanding the Interaction between procedural and Distributive Justice. In R. M. Kramer & T. R. Ty-ler(eds.), Trust in organizations: Frontiers of theory and re-search(pp.331-356). Thousand Oaks , CA: Sage Publications. Bussing, A., Bissels, T., Fuchs, V., & Perrar, K. (1999). A dynamic mod-el of work satisfaction: Qualitative approaches. Human Relations, 52, 999-1028. Bogozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. Journal of the Academy of Marketing Science, 16(1), 76-94. Bollen, K. A. (1989). Structural equations with latent variables. New York: Wiley. Campbell, J. P. (1970). Managerial Behavior Performance and Effec-tiveness. New York: McGraw-Hill. Carnevale, D. G. (1998). Organizational Trust. In Tay M. Shafritz(ed.), The international encyclopedia of public and admin istration. Westview Press. Chattopadhyay, P. (1999). Beyond direct and symmetrical effects: The influence of demographic dissimilarity on organizational citizen-ship behavior. Academic of Management Journal, 42, 273-287. Chiaburu, D. S., & Lim, A. S. (2008). Manager trustworthiness or inter-actional justice? Predicting organizational citizenship behaviors. Journal of Business Ethics, 83(3), 453-467. Coleman, V. I., & Borman, W. C. (2000). Investigating the underlying structure of the citizenship performance domain. Human Resource Management Review, 10(1), 25-44. Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. L. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. Journal of Applied Psychology, 86(3), 425-445. Costigan, R. D., Ilter, S. S., & Berman, J. (1998). A multi-dimensional study of trust in organizations. Journal of Managerial, 10, 303- 317. Cranny, L. T., & Smith, E. F. S. (1993). Job satisfaction: How people feel about their jobs and how it affect their performance. MA: Lexington Books. Culbert, S. A., & McDonough, J. J. (1985). Radical management: power politics and the pursuit of trust. New York: Free Press. Dailey, R., & Kirk, D. (1992). Distributive and procedural justice as an-tecedents of job satisfaction and intend to turnover. Human Rela-tions, 45(3), 305-317. Deluga, R. J. (1994). Supervisor trust building, leader-member exchange and organizational citizenship behavior. Journal of Occupational and Organizational Psychology, 67, 315-326. Farh, J. L., Earley, P. C., & Lin, S. C. (1997). Impetus for action: A cul-tural analysis of justice and organizational citizenship behaviour in Chinese society. Administrative Science Quarterly, 42, 421-44. Folger, R., & Cropanzano, R. (1998). Organizational justice and human resource management. Thousand Oaks, CA: Sage. Folger, R., & Konovsky, M. A. (1989). Effects of procedural justice and distributive justice on reactions to pay raise decision. Academy of Management Journal, 32(1), 115-130. Fornell, C., & Larcker, D. F. (1981).

Evaluating structural equation models with unobservables and measurement error. Journal of Marketing Research, 18, 39-50. George, J. M., & Brief. A. P. (1992). Feeling good-doing good: A con-ceptual analysis of the mood at work-organizational spontaneity relationship. Psychologycal Bulletin, 112, 310-329. Greenberg, J. (1988). Equity and workplace status: A field experiment. Journal of Applied Psychology, 73, 606-613. Greenberg, J. (1990). Organizational justice: Yesterday, today, and to-morrow. Journal of Management, 16, 399-432. Greenberg, J. (1993). The social side of fairness: Interpersonal and in-formational classes of organizational justice. In R. Cropanzano (Ed.), Justice in the workplace: Approaching fairness in human resource management(pp.79-103). Hillsdale, New Jersey: Erl-baum. Greenberg, J. (1989). Cognitive Re-evaluation of Outcome in Response to Underpayment Inequity. Academy of Management Journal, 32, 174-184. Greenberg, J., & Baron, R. A. (2000). Behavior in organizations (Seventh Edition). New Jersey: Prentice Hall. Hassanreza, Z., & Keyvan, S. (2011). Role of procedural justice, trust, job satisfaction, and organizational commitment in organizational citizenship behavior (OCB) of teachers: Proposing a modified social exchange model. Procedia - Social and Behavioral Sciences, 29,1472-1481. Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). Multivariate data analysis (5th ed.). New York: Macmillan. Homans, G. (1961). Social behavior: Its elementary forms. New York: Harcourt Brace, & World. Hoppock, R. (1935). Job satisfaction. New York: Harper. Hosmer L. R., & Kiewitz, C. (2005). Organizational justice: A behav-ioral science concept with critical implications for business ethics and stakeholder theory. Business Ethics Quarterly, 15(1), 61-91. Jehad Mohammad et al. (2010). Organizational justice and organiza-tional citizenship behavior in higher education institution global business and management research. An In ternational Journal, 2(1), 13 -32. Jennifer, M. G., & Gareth, R. J. (2004). Understanding and managing organizational behavior. Pearson Education, Inc. Kim et al. (2003). The effect of consumer-based brand equity on firms financial performance.Journal of consumer marketing, 20(4-5), 335-351. Kim, W. C., & Mauborgn, R. A. (1997). Fair process: Managing in the knowledge economy. Harvard Business Review, 75(4), 65-75. Kline, R. B. (2005). Principles and practice of structural equation mod-eling(2nd ed.). New York: The Guilford Press. Kotler, P., & Kevin, L. K. (2006). Marketing management(12th ed.). UpperSaddle River, New Jersey: Prentice-Hall, Inc. Kreitner, R., & Kinicki, A. (2001). Organizational behavior(5th ed.). New York: Mcgraw-Hill Companies. Kuldeep Kumar et al. (2009). Organizational justice perceptions as pre-dictor of job satisfaction and organizational commitment. The IUP Journal of Management Research, 26(10), 25-37. Lagace, R. R. (1991). An exploratory study of reciprocal trust between sales managers and salespersons. Journal of Personnel Selling and Sales Management, 11, 49-58. Louis, K. S. (2007). Trust and improvement in school. Journal of Educa-tional Change, 8(1), 1-24. Martin, C. L., & Bennett, N. (1996). The role of justice judgement in ex-plaining the relationship between job satisfaction and organiza-tional commitment. Group and organization Management, 21(3), 84-104. Martinez-Tur, V., Peiro, J. M., Romos, J. Y., & Moliner, C. (2006). Jus-tice Perceptions as Predictors of customer satisfaction: The impact of distributive, procedural, and interactional justice. Journal of Applied Social Psychology, 36(1), 100-119. Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. Academy of Management Journal, 43(4), 738-748. Maxham III, J. G. & Netemeyer, Richard G. (2003). Firms reap what they sow: The effects of shared values and perceived organiza-tional justice on perceived organizational justice on customers' evaluations of complaint handling. Journal of Marketing, 67, 48- 62. Mcallister, W. (1995). Are pupils equipped for group work without training orinstruction? British Educational Journal, 21(3), 395- 404. McCauley, D. P., & Kuhnert, K. W. (1992). A theoretical review and em-pirical investigation of employee trust in management. Public Ad-ministration Quarterly, 16(3), 265-283. McFarlin, W., & Sweeney, P. D. (1992). Distributive and procedural jus-tice as predictors of satisfaction with personal and oorganizational outcomes. Academy of Management Review, 35(3), 626-637. Mehmet ince (2011). The effect of employees' perceptions of organiza-tional justice on organizational citizenship behavior: An applica-tion in turkish public institutions. International Journal of Busi-ness and Management, 6(6), 134-149. Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions In-fluence employee citizenship? Journal of Applied Psychology, 76, 845-855. Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between proce-dural justice and organizational citizenship behavior? Academy of Management Journal, 41(3), 351-357. Netemeyer, R. G., Boles, J. S., McKee, D. O., & McMurrian, R. (1997). An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. Journal of Marketing, 61(3), 85-98. Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. Academy of Management Journal, 36(3), 527-556. Nunnally, J. C. (1978). Psychometric theory(2nd ed.). New York: McGraw-Hill. Organ, D. W. (1988). Organizational citizenship behavior: The good sol-dier syndrome. Lexington books, lexington, MA. Organ, D. W. (1990). The motivational basis of organizational citizen-ship behavior. Research in organizational behavior, 12, 44-72. Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2005). Organiza-tional citizenship behavior. Sage Publications. Organ, D. W. (1977). A reappraisal and reinterpretation of the satisfac-tion-causes-performance hypothesis. Journal of Applied Psychol-ogy, 71, 492-499. Pfeffer, J., & Langton, N. (1993). The effects of wage dispersion of sat-isfaction, productivity, and working collaboratively: Evidence from college and university faculty. Administrative Science Quar-terly, 38(3), 382-407. Pillai, R., Schriesheim, C. A., & Williams, E. S. (1999). Fairness percep-tions and trust as mediators for transformational and transactional leadership: A two-sample study. Journal of Management, 25(6) , 897-933. Pillai, R., Scandura, T. A., & Williams, E. A. (1999). Leadership and or-ganizational justice: Similarities and differences across cultures. Journal of International Business Studies, 30, 763-779. Plewa, C., & Quester, P. (2007). Key drivers of university-industry rela-tionships: The role of organizational compatibility and personal experience. Journal of Services Marketing, 21(5), 370-382. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. Journal of Management, 26(2), 513-563. Porter, L. W., & Lawler, E. E. (1968). Managerial Attitude and Per-formance.

Home-Wood , III:Richard D. Irwin. Price, J. L. (2001). Reflections on the determinants of voluntary turnover. International Journal of Manpower, 22(7), 600-624. Rajnandini, P., Schriesheim, C. A., & Williams, E. S. (1999). Fairness perceptions and trust transformational and transactional leadership: A two-sample study. Journal of Management, 25(6), 897-933. Ramaswami, S. N., & Singh, J. (2003) . Antecedents and consequences of merit pay fairness for industrial salespeople. Journal of Mar-keting, 67(4), 46-66. Ramesh Krishnan, Roaimah Omar, Ida Rosnita Ismail(2010). Job satis-faction as a potential mediator between motivational job characte ristics and organizational citizenship behavior: Evidence from malaysia. Journal of Information Technology and Eco nomicDevelopment, 1(1), 86-110. Reiner, D. M., & Zhao, J. (1999). The determinants of job satisfaction among united states air force security police. Review of Public Personnel Administration, 40, 5-18. Rezaiean, M. E., Givi, H. E. G., & Nasrabadi, M. B. (2010). The rela-tionship between organization justice and organizational citizen-ship behavior: The mediating role of organizational committment, satisfaction and trust. Research Journal of Business Management, 4(2), 112-120. Robbins, S. P., & Judge, T. A. (2007). Organizational behavior (12th ed.). New Jersey: Pearson Education. Robinson, S. L. (1996). Trust and breach of the psychological contract. Administrative Science Quarterly, 41(4), 574-599. Robert, D. C., Selim, S. I., & Jason, J. B. (1998). A multi-dimensional study of trust in organization. Journal of Managerial Issue, 10, 303-317. Seashore S. E., & Taber, T. D. (2001). Job satisfaction and their correla-tion. American Behavior & Scientist, 18, 346. Sharma, J. P., Bajpai, N., & Holani, U. (2011). Organizational citizen-ship behavior in public and private sector and its impact on job satisfaction: A comparative study in indian perspective. Interna-tional Journal of Business and Management, 6(1), 67-75. Singer, M. S. (1992). Procedural justice in managerial selection: Identi-fication of fairness determinants and associations of fairness per-ceptions. Social Justice Research, 5, 49-70. Skarlicki, D. P., & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. Journal of Applied Psychology, 82, 434-443. Smith, A. K., Rush N. B., & Janet, W. (1999). A model of customer sat-isfaction with service encounters involving failure and recovery. Journal of Marketing Research, 36, 356. Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). The measurement of satisfaction in work and retirement. IL: Rand McNally. Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organization citizen-ship behavior: Its nature and antecedents. Journal of Applied Psy-chology, 68, 653-663. Tan, H. H., & Tan, C. S. F. (2000). Toward the differentiation of trust in supervisor and trust in organization. Genetic, Social, and General Psychology Monographs, 126(2), 241-206. Tang, T. L. P., & Sarsfield-Baldwin, L. J. (1996). Distributive and pro-cedural justice as related to satisfaction and commitment. SAM Advanced Management Journal, 61, 25-31. Tschannen-Moran, M., & Hoy, W. K. (2000). A multidisciplinary analy-sis of the nature, meaning, and measurement of trust. Review of Educational Research, 70(4), 547-593. Visweswaran, C., & Ones, D. S. (2002). Examining the construct of or-ganizational justice: A meta-analytic evaluation of relations with work attitudes and behaviors. Journal of Business Ethics, 38(3), 193-203. Vroom, V. H. (1964). Work and Motivation. New York: Wiley. Warren. A. W., & Michael, K. S. (2009). Organizational justice and job satisfaction in coaching. Public Organiz Rev (2009), 9, 157-67. Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organiza-tional commitment as predictors of organizational citizenship and in-role behaviors. Journal of Management, 17, 601-617. Wong, Y. T., Ngo, H. Y., & Wong, C. S. (2006). Perceived ornganbibzab-tional justice, trust, and OCB: A study of Chinese workers in joint ventures and state-owned enterprises. Journal of World Business, 41(4), 344-355. Yang, J., Mossholder, K. W., & Peng, T. K. (2009). Supervisory proce-dural justice effects: The mediating roles of cognitive and affective trust. The Leadership Quarterly, 20, 143-154.