

Examine the Mediator Role of Organizational Support and Trust in Relationship between Organizational Justice and Organizational Citizenship Behaviors among Administration Staff of Shahre Babak City with Structural Equation Approach

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ABSTRACT

This study aimed to investigate the role of organizational support and trust variables on relationship between citizenship behavior and organizational justice. Hence, a model was designed and tested according to theoretical and research literature. The statistical population of study included administrative staff of Shahre Babak city. Study method was descriptive and correlation- Structural equation model. The results confirmed the proposed model. In other words, the organizational support and organizational trust variables strengthen the mediator variables of organizational justice and organizational citizenship behavior. Finally, recommendations are provided in order to improve the effectiveness of factors affecting citizenship behavior.

KEYWORDS: Organizational trust, organizational support, organizational justice, citizenship behavior, Shahre Babak

INTRODUCTION

Organizational citizenship behaviors are functional and spontaneous behaviors that demand staff to act voluntarily and beyond their duty and their job description (Hui & Chen, 1999). The staff perception of payments fairness, equality of organizational procedures and fairness of interpersonal behaviors in organizations play great role in encouraging and developing organizational citizenship behaviors. Organizational citizenship behaviors as voluntary and conscious behavior of employees have great effects on individual and organizational performance. These behaviors supporting social and psychological environment of organizations play an important role in achieving organizational aims. On the other hand, according to social identity theory and self- classification theory, staff behaviors are influenced by organizational replication. In other words, staffs adjust their behavior unconsciously based on their perception of organizational justice (Robbins, 2001). Oskarlyky and Latham have shown that managers and supervisors of units who have learned organizational justice principles during training courses, they have been assessed as fair people from subordinates' point of view and this type of evaluation have led subordinates to express more citizenship behavior compared to their work unit and colleagues. Grinberg believes that staffs who feel inequality will respond with negative reactions such as refusing to work, negligence and poor organizational citizenship behaviors and resignation in its acute form (Podsakoff & Paine, 2000. Van & Graham, 1994). Organizational Justice and its scopes (distributive, procedural and interactive justice) are predictors of organizational variables such as absenteeism, turnover, organizational commitment and etc. The relationship between two variables of organizational justice and organizational citizenship behaviors has been investigated in previous studies which generally indicate a positive and significant correlation between these two variables. These two variables of organizational support and trust as mediator variables in relationship between organizational citizenship behaviors and trust are unique and must be studied.

Perceived organizational support reflects staff general believes about organization. These believes and opinions which are largely due to work experiences, reveal for employees the extent of importance given to their work and efforts by organization and how much values gives organization for their help and assistance and how organization cares for their health and well-being (Vandenberghe et al, 2004, P64 & Mankanjee et al, 2006. P121). Such believes are often the basis for inference and conclusions of staff and form their perception of organization's adherence to its obligations and responsibilities (Wayne et al, 1997, P101).

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The organizational trust is the belief that administrator will act on their behalf. Studies have shown that there is positive relationship between staff perceptions of organizational justice and their perceptions of trust in organization and organizational support especially trust in administrator (Erturk, 2007). So, we can say that the detection of staff citizenship behaviors is not due to their perception of organizational justice but due to perceptions of administrator support and trust them.

Hypotheses

The first hypothesis: organizational support has mediator role in the relationship between organizational justice and organizational citizenship behavior.

The second hypothesis: organizational trust has mediator role in the relationship between organizational justice and organizational citizenship behavior.

Conceptual model

In this section, a conceptual model is presented in order to investigate the mediator role of trust and organizational support in the relationship between organizational justice and organizational citizenship behavior among administration staff of Shahre Babak city in Figure 1.

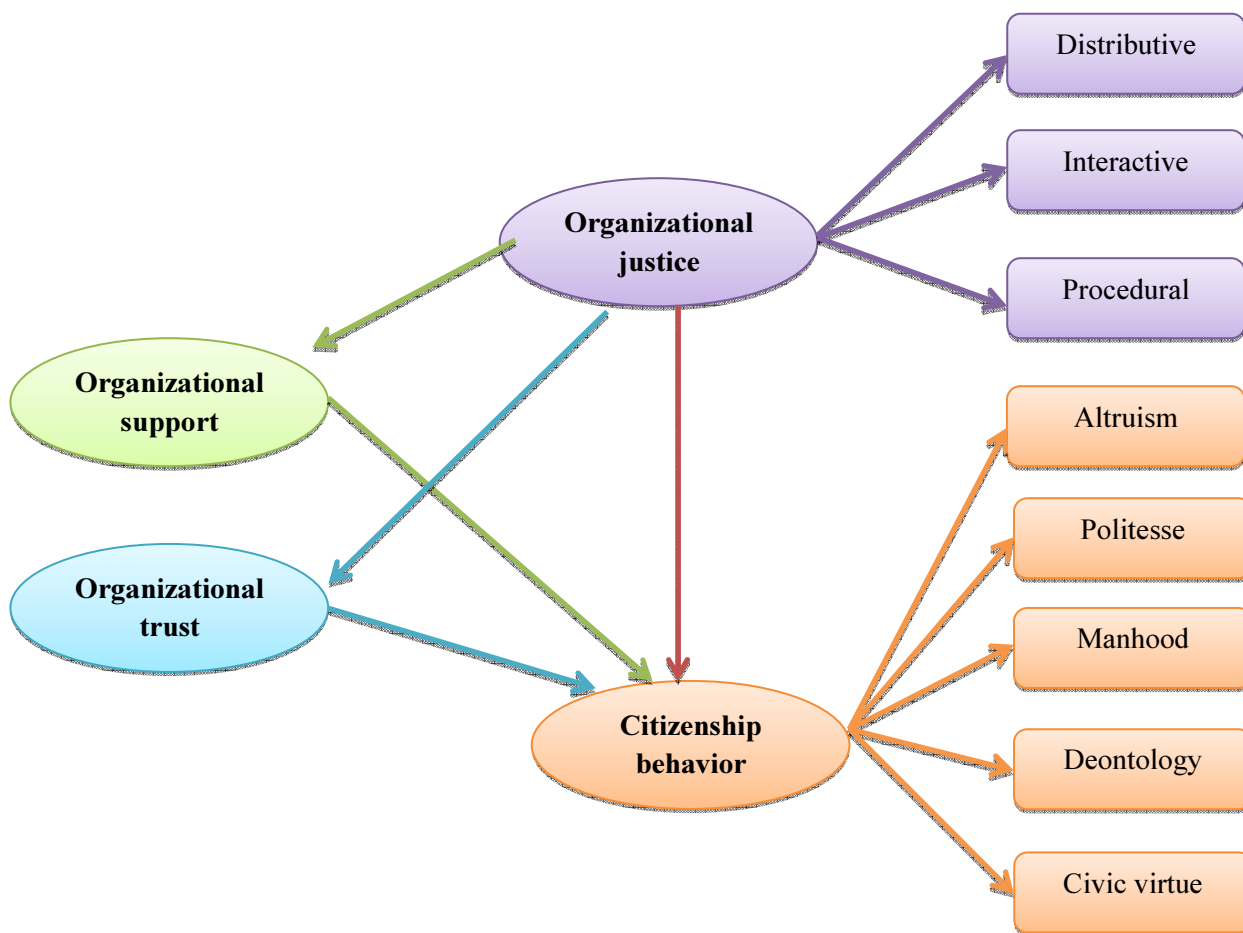


Figure 1. Conceptual model

LITERATURE REVIEW

The following table is a summary of some similar researches.

Table1. Literature

Row	Study aim	Author name	Method	Results
1	Head of organizational justice and individual and organizational citizenship behavior in Turkey Campus	Alper Ertur, 2006	Survey Correlation	Confidence in head of organizational justice and individual citizenship behavior has mediator role and has fully mediator role in relationship between organizational justice and organizational citizenship behavior
2	Mediator role of commitment in relationship between citizenship behaviors and environmental feedback of organization	Christina norris et al, 2004	Survey-Correlation	Commitment has mediator role in relationship between citizenship behaviors and environmental feedback of organization.
3	Study the mediator role of trust in relationship between citizenship behaviors and organizational justice	Dennis Wat et al, 2004	Survey-Correlation	Trust has mediator role in relationship between citizenship behaviors and organizational justice.
4	Study the mediator role of trust in relationship between citizenship behaviors and staff differences in terms of population	Prithviraj Chattopadhyay, 1999	Survey-Correlation	Trust has partial mediator role in relationship between citizenship behaviors and staff differences in terms of population
5	Study the mediator role of commitment in relationship between citizenship behaviors and procedural justice of organization	James J. Lavelle et al, 2008	Survey-Correlation	Commitment has mediator role in relationship between citizenship behaviors and procedural justice of organization

METHOD

This research is applicable in terms of objective and descriptive- correlation method. In researches whose aim is to test a particular model of relationship between variables, Structural Equation Modeling (SEM) analysis is used. This model is a holistic approach to test hypotheses about the relationship between observed and latent variables (Human 2008: 60). Structural equation modeling (SEM) is a multivariate analysis from multivariate regression and specifically it is generalized linear model (GLM) which allows the researchers to test a series of regression equations simultaneously. Structural equation modeling analysis can be performed by two techniques: a covariance structure analysis or linear structural relations (LISREL) and partial least squares (PLS).

LISREL technique is a combination of two analyses: Confirmatory factor analysis (measurement model) and generalized regression path analysis (structural model). The measurement model means to assess the relationship between observed variables (questionnaire items) and latent variables (extracted factors). In other words, the model indicates that how latent variables are related to visible variables and measured by them and to what extent each indicator underlies concepts of latent variables. The structural model is merely a causal relationship between latent variables. In other words, this model aims to discover direct and indirect effects of latent exogenous variables on endogenous latent variables (Huma; Heydar Alii, 2009).

One way of calculating the reliability of questionnaire is to use "Cronbach's alpha". The method is used in order to calculate the endogenous consistency of measurement tool, specifically questionnaire. The questionnaires were distributed among 30 members of statistical population and were analyzed after collection in order to assess their reliability. Reliability coefficients range is between zero and one and the more tendency of this coefficient towards one, it will have more reliability. If alpha value is greater than 0.7, it will indicate good reliability and values less than 0.6 are poor. Using SPSS18 statistical software, reliability coefficient was calculated using Cronbach's alpha and results are given in table below.

Calculated alpha value of each variable is given in table below that shows the good reliability of questionnaire.

Table2. Reliability results of questionnaire

Variables	Cronbach alpha
Organizational support	0/764
OCB	
Organizational Trust	0/872
Organizational Justice	0/745
Citizenship Behavior	0/897

Study model fitness

A structural equation model is generally composed of measurement model 1 and structural model 2. Measurement model defines the measurement of latent variable using two or more variables. The structural model

shows the relationship between endogenous and exogenous latent variables and evaluates causal effects direction and intensity between these variables. Therefore, the researcher defines based on measurement models which observed variables measure latent variables. It is known according to structural models which independent variables affect dependent variables. In evaluation of model measurement, we examine the relationship between latent variables and obviously variables of model. Here, the aim is to determine the validity or reliability of measurements. We examine the significance of potential paths between latent variables or related parameters in order to study the reliability or validity of model and the results are given in table below.

Table 3. Study validity indexes of model

Variables	Item No.	Standard error (SE)	Statistic t	Load factor
Organizational support	OS1	0/047	7/28	0/34
	OS2	0/044	4/59	0/4
	OS3	0/068	5/46	0/37
	OS4	0/02	4/05	0/48
	OS5	0/05	2/16	0/58
	OS6	0/06	5/83	0/55
	OS7	0/044	4/59	0/4
	OS8	0/039	10/3	0/45
Organizational trust	OT1	0/055	11/91	0/65
	OT2	0/076	11/21	0/85
	OT3	0/045	7/61	0/34
	OT4	0/057	9/8	0/56
	OT5	0/77	12/28	0/95
	OT6	0/058	10/63	0/62
	OT7	0/077	10/68	0/82
	OT8	0/064	9/32	0/6
	OT9	0/063	8/73	0/55
	OT10	0/068	7/94	0/54
Organizational justice	Distributive	0/028	19/4	0/54
	Interactive	0/026	13/52	0/34
	Procedural	0/023	12/27	0/48
Citizenship behavior	Altruism	0/049	11/32	0/55
	Politeness	0/031	14/13	0/44
	Manhood	0/039	13/12	0/51
	Deontology	0/045	13/61	0/61
	Civil virtue	0/037	15/52	0/58

According to above table, it can be seen that t-statistic is more than 1.96 in all cases and the load factor is more than 0.3, thus we can conclude that selected questions provide appropriate operating system in order to measure the dimensions of study.

There are different indexes in order to evaluate the structural equation models that are called fitting indexes; some important criteria are presented here.

Table 4. Fitness indexes

Row	Test name	Descriptions	Obtained amounts	Accepted amounts	Test name
1	χ^2/df	Relative Chi-square	2/34	<3	χ^2/df
2	RMSEA	The approximated root mean square error	0/058	<0/1	RMSEA
3	GFI	Modified fitness index	0/92	>0/9	GFI
4	RMR	The root mean square residual	0/086	<0/1	RMR
6	NFI	Soft fit index	0/94	>0/9	NFI
7	CFI	Comparative fit index	0/91	>0/9	CFI

As can be seen, all general fitting indexes have proper and confirm the validity of model. With regard to the validity and reliability of questionnaire and model fitness, in the next section we will test and study hypotheses using approved dimensions.

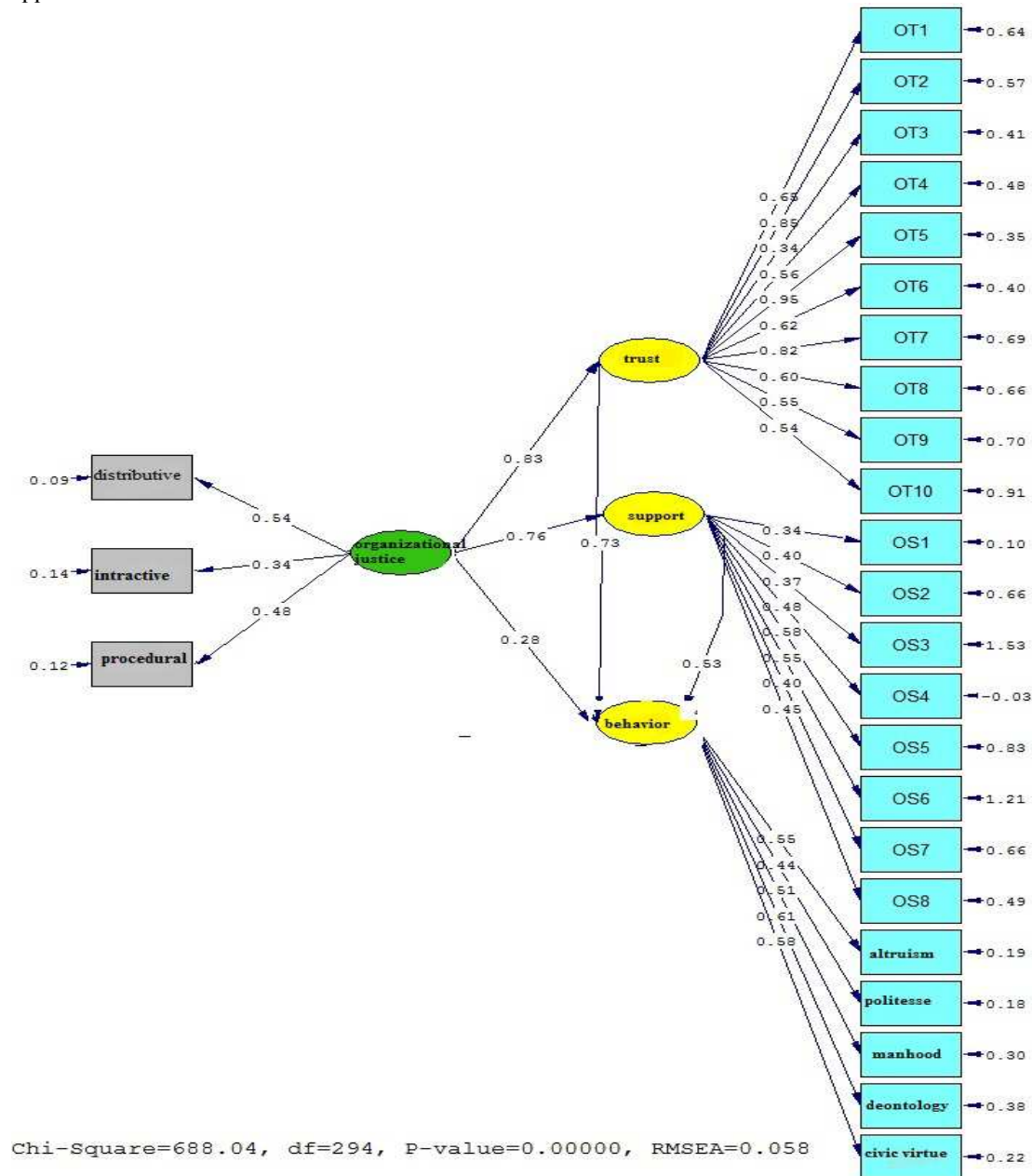


Figure 2. Factor and path coefficients of research model

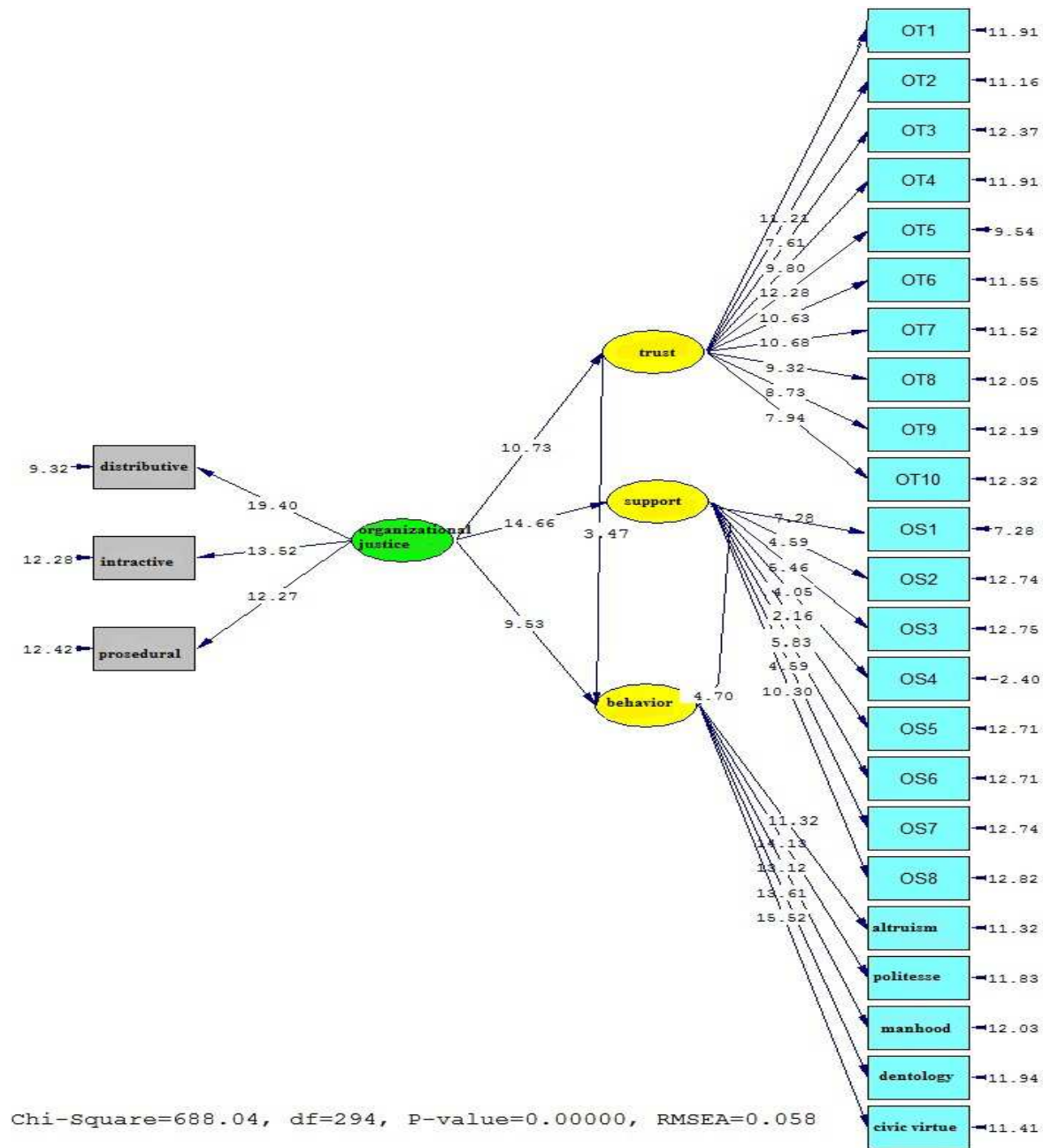


Figure 3. t test results of model

Data analysis

This section examines the relationship between endogenous and exogenous latent variables. The estimated parameters show how extent the predicted relationships are strong. Significant effect of each independent variable on the dependent variables is determined using T test. If statistic value is more than 1.96 or less than -1.96, then the hypothesis is confirmed.

Table 5. Study the relationship between latent variables

Hypotheses	Standard error (SE)	T statistic	Path coefficient	Results
1 The effects of organizational justice on organizational support	0/052	14/66	0/76	Accept
2 The effects of organizational support on citizenship behavior	0/11	4/70	0/53	Accept
3 The effects of organizational justice on organizational trust	0/077	10/73	0/83	Accept
4 The effects of organizational trust on citizenship behavior	0/21	3/47	0/73	Accept
5 The effects of organizational justice on citizenship behavior	0/029	9/53	0/28	Accept

The first hypothesis of this study examines the mediator variable role of organizational support in the relationship between organizational justice and organizational citizenship behavior; in other words, the indirect relationship between organizational justice and citizen behavior is examined. The following terms must be satisfied in order to examine the indirect effects of independent variable on dependent variable. The first term is that a significant relationship between independent variable and mediator is confirmed and the second term is that significant relationship between dependent variable and mediator is confirmed. Then, if the above terms are established, the indirect relationship is significant; path coefficient is confirmed through multiplying path coefficient of relationship between independent variable and mediator and path coefficient of relationship between dependent variable and mediator. Hypotheses test results show that organizational justice effects significantly and positively on organizational support ($t = 14.66$, $B = 0.76$) and the relationship between organizational support and citizenship behavior is significant ($t = 4.70$, $B = 0.53$). Thus, it can be said that organizational support has mediator effect in relationship between organizational justice and citizenship behavior and its coefficient is equal to

$$0.40 = 0.53 * 0.76$$

Studying the second hypothesis showed that organizational justice effects significantly and positively on organizational trust ($t = 10.73$, $B = 0.83$). The relationship between organizational trust and citizenship behavior is significant ($t = 3.47$, $B = 0.73$). So, we can say that organizational trust plays mediator role between organizational justice and citizenship behavior and its coefficient is equal to

$$83/0 * 73 = 0/61/0$$

Table 6 presents the direct and indirect effects of model calculated parameters

Table 6: Study the relationship between latent variables

Paths	Indirect effect 2	Indirect effect 1	Direct effect
The effects of organizational trust on citizenship behavior	0/4	0/61	0/28

According to the results, indirect effects are more than direct effects in all cases.

DISCUSSION AND CONCLUSION

The results of exploratory factor analysis and confirmatory factor analysis indicate the appropriateness of variables measurement model; In other words, the study variables have necessary. Therefore, it can be said that mediator role of organizational support and confidence in the relationship between organizational justice and citizenship behaviors has been approved with the approval of four paths of justice effect on support and trust and effectiveness path of support and commitment on organizational citizenship behavior.

Therefore, it is suggested that authorities provide the staff trust to managers through organizational support and supporting staff, being trustee in order to create the perception of organizational justice and promote organizational citizenship behaviors of staff. These measures include using participatory decision making in matters related to the way of doing responsibilities of staff and effort to hold free dialogue sessions and group decision-making and more attention to physical and psychological needs of organization personnel.

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