

Research Article

Effects of Organizational Trust and Justice on Job Satisfaction and their Consequences on Organizational Citizenship Behavior

Varihanna¹, Hamdi Harmen^{2*} and Ahmad Nizam³¹Master of Management, Faculty of Economics and Business, Universitas Syiah Kuala, Indonesia²Department of Management, Faculty of Economics and Business, Universitas Syiah Kuala, Indonesia**Article History**

Received: 18.03.2020

Accepted: 19.04.2020

Published: 21.04.2020

Journal homepage:<https://www.easpublisher.com/easjebm>**Quick Response Code**

Abstract: This study aims to measure and analyze the effects of organizational trust and organizational justice on Organizational Citizenship Behavior (OCB), mediated by job satisfaction. To gather the data, questionnaires were distributed to all 120 civil servants at the Integrated Service Implementation Unit of Teacher Quality Development Center, Aceh Province, Indonesia, thus using the census technique. Based on the Structural Equation Modeling (SEM) technique, the study found that organizational trust and organizational justice have a positive significant effect on job satisfaction and OCB. Besides, job satisfaction is found to partially mediate the influence of organizational trust and organizational justice on the OCB of the employees. These findings show that any efforts aimed to promote the OCB of employees within the organization; it should be focused on improving employees' job satisfaction through the enhancements of organizational trust and organizational justice.

Keywords: Organizational citizenship behavior, Job satisfaction, Organizational trust, Organizational justice.

Copyright @ 2020: This is an open-access article distributed under the terms of the Creative Commons Attribution license which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use (Non-Commercial or CC-BY-NC) provided the original author and source are credited.

INTRODUCTION

The Integrated Service Implementation Unit of Teacher Quality Development Center, Aceh Province, Indonesia is an institution registered by the Education Office, which plays an important role in the delivery of public services in the field of education in Aceh province, Indonesia. The agency has four missions. Firstly, to realize a system of education and training services for educators and professional education staff based on scientific progress, Islamic character, and competitiveness. Secondly, to realize a system of providing education and training that is creative and innovative by prioritizing the application of information and technology. Thirdly, to realize structured and continuous professional training of educators and education personnel. Finally, to realize the development of creativity and learning creativity to increase teacher professionalism.

To realize its missions, the office needs to improve its efforts in carrying out operational activities optimally. However, support for performance improvement is inseparable from the support of all existing employees. In its application, the office hopes that employees would improve behavior that leads to the improvement of the organizational performance, so-called the Organizational Citizenship Behaviour (OCB). OCB is the desire and behavior of employees to help colleagues who get awards from the institution but do not have a direct relationship with employee performance (Purba and Seniati, 2010; and

Fachreza *et al.*, 2018). With OCB's affairs, each employee can help each other in completing work that can be done to provide the best for the organization.

Previous studies found that some factors that influence OCB include job satisfaction, organizational trust, and organizational justice. Job satisfaction felt by employees is related to the satisfaction or dissatisfaction of the heart at all work done. Satisfaction possessed by employees determines the great attitude of the OCB of employees. The higher the satisfaction of the employee, the higher the OCB value would be. Munyon *et al.*, (2010), in their study on the relationship between these two variables provide empirical evidence about what is in favor of differences.

Noting the importance of OCB among employees in each organization, the management needs to implement and bring up the policy of the employee. OCB can be improved by enhancing awareness and mutual assistance in employees related to job assistance. Assistance to coworkers, help complete additional work beyond workload, keep away from conflict, discuss differences and overcome those at work and take advantage of the time that may be an OCB (Robbins, 2016).

Furthermore, the fulfillment of organizational commitment to employees falls into the category of organizational trust. To build a relationship between

employees and their organizations can be started by building trust between the two, which ultimately creates feelings of attachment between employees and organizations. In the end, organizational trust does not only increase employee commitment to the organization, but also has an impact on their behavior in the workplace, especially OCB (Suwandi and Indriantoro, 1999).

Organizational justice is a sense of fairness given by the organization to its employees where there are two types of justice namely distributive justice and procedural justice (Kristanto, 2015). Employees who feel organizational justice will tend to have better work behaviors such as the emergence of work behavior helping each other in the workplace, volunteering to provide the best for the organization and so on. The overall behavior is called organizational citizenship behavior (OCB).

Relying on this background, this present study intends to empirically explore and analyze the influence of organizational trust and organizational justice on organizational citizenship behaviour, mediated by job satisfaction of the employees at the Integrated Service Implementation Unit of Teacher Quality Development Center, Aceh Province, Indonesia. The findings of this study are hoped to provide a constructive recommendation for promoting job satisfaction and OCB of the public organization.

The rest of this study proceeds to review selected relevant literature in Section 2, followed by providing the empirical framework and data used in the study. Section 4 discusses the findings and their implications, and finally, Section 5 concludes the paper.

LITERATURE REVIEW

Effect of Organizational Trust on Job Satisfaction

Trust in an organization can have an impact on the job satisfaction of members of the organization. In his research, Tezi (2002) proves that employee job satisfaction can be accessed from the trust they have. The success of an organization can increase in line with the increase of employees' trust in their organization. Therefore, it can be concluded that the confidence of employees in the organization is needed for the development of the organization (Tezi, 2002). Referring to the description above, it is clear that job satisfaction is the result of employee confidence in his organization. High job satisfaction results from high trust in an organization. Vice versa, when satisfaction decreases, trust in the organization will also decrease.

Effect of Organizational Justice on Job Satisfaction

The perception that organizational justice is within the authority of decision-makers, then everyone can have a high level of satisfaction. Kristanto (2015) said that an increase in the perception of employee justice can be obtained through the attitude of distributive justice and procedural justice implemented by organizations. Several studies have proven that

procedural fairness reacts positively and significantly to employee job satisfaction. In his study, Pareke (2012), in his research, proved that all organizational reactions to comments and suggestions from employees can increase their sense of fairness in themselves which will ultimately affect employee attitudes. The effect of OCB is an attitude based on prejudice based on instincts and facts. OCB attitudes and behavior can be formed and influenced by the trust of members of the organization (Lubis, 2010).

Fulfillment of commitment can affect employees' trust in organizations where this trust also reflects the organization's ability to organize its employees. According to Suwandi and Indriantoro (1999), building trust in employees of their organizations is the initial stage in building a sense of the relationship between the two, which in turn creates a sense of belonging within the employee. In the end, organizational trust can not only increase employee commitment to the organization, but also have an impact on their behavior in the workplace.

Effect of Organizational Justice on OCB

Evaluation of distribution rules on rights according to fairness and fairness is the meaning of distributed justice (Gilliland, 2013). It is believed that everything related to profit or reward from an organization must be distributed according to one's level is the meaning of equity theory (Cowherd and Levine, 2012). The existence of equality between input from employees and the output they get is called distributive justice. So if the input given by employees is in accordance with the results or outputs they receive, there will be a sense of fairness in them (Cowherd and Levine, 2012).

An employee will change his attitude, loyalty, and opinion towards an organization when he gets unfair treatment, such as the gap between the inputs given to the organization against the output it gets (Gilliland, 2013). The perception of organizational justice can encourage the emergence of OCB work behavior in employees. Conversely, inequality will reduce or even eliminate loyal attitudes towards the organization by showing behavior that does not benefit the organization and even leaves the organization (Cowherd and Levine, 2012).

Effect of Job Satisfaction on OCB

The happiness of an employee has greatly influenced his attitude and character where this will also affect his satisfaction with the organization (Tang and Ibrahim, 1998). In other words, the role of organizational psychology is to be a bridge between the organization and members of the organization. One of the things needed in an organization is the job satisfaction of its members because of this satisfaction that will result in good performance and OCB (Lavy *et al.*, 2017). Additional attitudes needed are

organizational citizenship behavior (presence citizenship behavior), presence, and satisfaction in life. In his research, Iaffaldano and Bowling (2015) stated that a long-term study was needed to assess the relationship between job satisfaction and employee performance. Appreciation, self-confidence, and pressure are also links between performance and job

satisfaction. In the end, job satisfaction triggers life satisfaction, performance, OCB, and attendance of employees or members of the organization.

Based on the above delineation, this study proposed the following research model to be estimated.

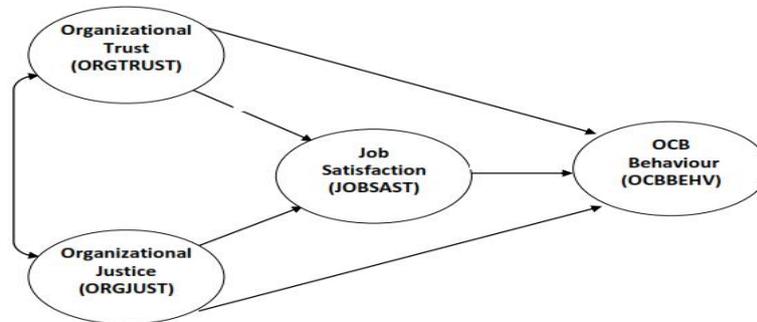


Figure1. The Proposed Research Model

RESEARCH METHODS

The population of this study is all 120 civil servants at the Integrated Service Implementation Unit of Teacher Quality Development Center, Aceh Province, Indonesia, thus this study using the census technique. To gather the data, the questionnaires were distributed to all respondents. This study examined two exogenous variables (i.e., organizational trust and organizational justice), one endogenous variable (i.e., OCB), and one mediating variable [i.e., job satisfaction). In this study, the variables are measured using the Likert scale of 1 to 5 and based on indicators proposed by previous studies.

To empirically explore the direct effects of organizational trust and organizational justice on job satisfaction and OCB; and the indirect effect of organizational trust and organizational justice on OCB via job satisfaction, the following Structural Equation Modeling (SEM) equations are estimated:

$$\begin{aligned} \text{JOBSAST} &= \gamma_{11}\text{ORGTRUST} + \gamma_{12}\text{ORGJUST} + \zeta_1 & (1) \\ \text{OCBBEHV} &= \gamma_{21}\text{ORGTRUST} + \gamma_{22}\text{ORGJUST} + \gamma_{23}\text{JOBSAST} + \zeta_2 & (2) \end{aligned}$$

Where JOBSAST is the job satisfaction, ORGTRUST is the organizational trust, ORGJUST is the organizational justice, OCBBEHV is the organizational citizenship behavior, γ_{ii} are the estimated

loading factors for each variable and ζ_i are the structured error terms.

Before reporting and analyzing the findings of SEM estimates, the tests comprising validity and reliability will be performed first, followed by the tests of goodness of fit indices to ensure the suitability of the model to provide answers for the objectives of the study.

FINDINGS AND DISCUSSION

Before reporting and analyzing the findings of the SEM estimates, the characteristics of respondents are firstly reported. These characteristics consist of gender, age, marital status, and education level. As reported in Table 1, of 120 respondents, 59 of them (49.2%) were male, while 61 of them (50.8%) were women. They have different age levels. 3 employees were under 30 years old (2.5%), 40 employees (33.3%) with ages ranged from 30 to 39 years old and 56 employees (46.7%) with ages ranging from 40 - 49 years old. Furthermore, employees with relatively old age starting from 50 years were 20 employees (16.7%). In view of the age level, most employees were married (113 employees or 94.20%). The remaining 7 employees (5.80%) were single, and none of them was a widow/widower.

Table1. Characteristics of Respondents

No.	Item	Frequency	Percentage
Gender:			
1.	Male	59	49.20
	Female	61	50.80
Age:			
2.	20 – 29 years old	3	2.50
	30 – 39 years old	40	33.30
	40 – 49 years old	57	47.50
	50 – 59 years old	20	16.70
Marital Status:			
3.	Single	7	5.80
	Married	113	94.20
	Widow/Widower	0	0.00
Education Level:			
4.	Senior high school	3	2.50
	Diploma degree	8	6.70
	Bachelor degree	102	85.00
	Master degree	7	5.80

The final characteristic of respondents is the level of education. As shown in Table 1, the employees with the latest senior high school education level were 3 people (2.5%), employees with Diploma degree were 8 people (6.7%), employees with Bachelor degree was 102 people (85%), 7 people (5.8%) employees with Master degree.

Before we estimate the proposed SEM equations to investigate the interrelationships between factors, validity and reliability tests were performed first to determine the precision and consistency of the indicators that measure the variables. The study found that all indicators were valid and reliable, indicated by the critical value of the product-moment correlation and the values of Cronbach Alpha of greater than 0.50 (Malhotra *et al.*, 2006).

Table2. The goodness of Fit Indices

Indices	Finding	Cut-off-value	Remark
χ^2 Chi-square	169.676	Expected to be small	Best fit
Probability	≥ 0.05	0.364	Best fit
CMIN/DF	≤ 2.00	1.035	Best fit
RMSEA	≤ 0.08	0.017	Best fit
AGFI	≥ 0.90	0.917	Best fit
TLI	≥ 0.95	0.995	Best fit
CFI	≥ 0.95	0.996	Best fit

Furthermore, to ensure the goodness of the proposed model, the study tested the goodness of fit indices of the estimated SEM. As shown in Table 2, the study found that all the goodness of fit indices comprising X^2 -Chi-Square Statistics, Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI), Augmented Goodness of Fit Index (AGFI), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI) were a better fit. The estimated value of the goodness of fit indices was above the cut-off value, indicating that the overall estimated SEM models better fit to provide the answer for the objectives of the study.

The Direct Effect of Organizational Trust and Justice on Job Satisfaction and OCB Behaviour

Table 3 reports the findings of the direct effect of organizational trust and justice on job satisfaction and OCB. As illustrated in Table 3, the organizational trust and organizational justice are found to have a significant positive effect on job satisfaction with the estimated coefficient of 0.293 and 0.210 at the 1% and 5% levels of significance, respectively. This shows that increases in one unit in the organizational trust and organizational justice have contributed to an improvement in job satisfaction by 0.293 and 0.210 units on the Likert scale, respectively. This further indicates the importance of organizational trust and organizational justice to job satisfaction.

Tabel3. Findings of the Direct Effect of Organizational Trust and Justice on Job Satisfaction and OCB Behaviour

Interactions of variables			Estimate	Critical ratio	P-value
JOBSAST	<---	ORGTRUST	0.293***	3.992	0.000
JOBSAST	<---	ORGJUST	0.210**	1.987	0.022
OCBBEHV	<---	JOBSAST	0.375***	5.163	0.000
OCBBEHV	<---	ORGJUST	0.273***	4.009	0.001
OCBBEHV	<---	ORGTRUST	0.370***	4.250	0.000

Note: *** indicates significance at the 1% level.

The employees who trusted the organization due to the organizational justice would be confident that in all activities, the organization would do the best in favour of employees that, in turn, increased job satisfaction. Employees who feel that organizational policy and regulation that is fair and just to their official duties and it is mandated for the organization to implement it as well as it has been the right of employees to be treated fairly and justly would cause their job satisfaction increase.

Table 3 reports also show the direct significant effect of organizational trust, organizational justice, and job satisfaction on OCB at the 1% level of significance. As illustrated in Table 3, the organizational trust, organizational justice, and job satisfaction are found to have a significant positive effect on OCB with the estimated coefficient of 0.370, 0.273, and 0.375, respectively. This shows that increases in one unit in the organizational trust, organizational justice, and job satisfaction have contributed to an improvement in OCB by 0.370, 0.273, and 0.375 units on the Likert scale on the Likert scale.

This further implies the importance of these variables to the improvement of OCB. Employees that view and enjoy organizational justice would trust more their organization that leads to increase job satisfaction and finally enhance their OCB. These findings show the importance of human resource management to provide policies and regulations that are fair and are trusted by

their employees to promote their job satisfaction. When the office is believed to provide more benefits to the employees, thus it caused employees to work harder for realizing the mission of the organization. Employees feel that they are an important part of the organization.

Our findings in line with previous studies, such as Rezaiean *et al.*, (2010), Ismail (2015), Jafari and Bidarian (2012), Safitri *et al.*, (2012), Dolan *et al.*, (2005), Wong *et al.*, (2006), Singh and Srivastava (2016), Zeinabadi and Salehi (2011), and Sjahruddin and Sudiro (2013). Overall, these studies documented the importance of organizational justice and organizational trust as a predictor of job satisfaction and OCB.

The Indirect Effect of Organizational Trust and Justice on OCB Behaviour via Job Satisfaction

Figure 1 illustrates the indirect effects of organizational trust and organizational justice on OCB via job satisfaction using the Sobel test bases on the Baron and Keney's (1986) framework. As illustrated by Figure 1a, job satisfaction is found to have a significant positive mediated effect of organizational trust on OCB with the estimated coefficient of 0.370 at the 1% level of significance. This finding implies that to enhance OCB, the focus should be given on improving job satisfaction based on promoting organizational trust. In other words, the enhancement of organizational trust would increase job satisfaction, and finally could the employees' OCB to also improve.

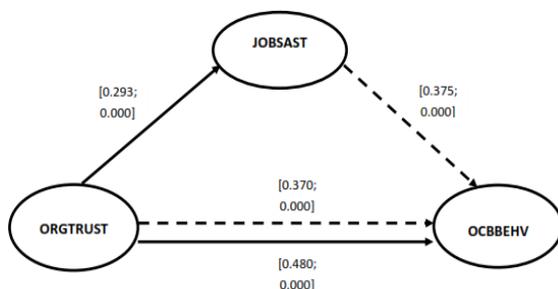


Figure1a. Effect of Organizational Trust on OCB via Job Satisfaction

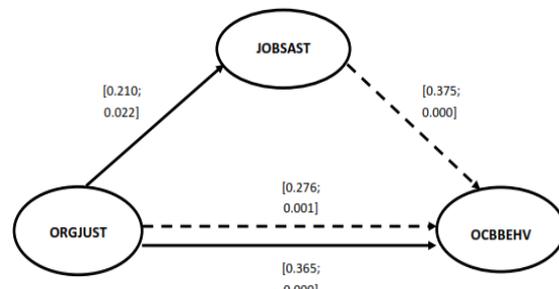


Figure1b. Effect of Organizational Justice on OCB via Job Satisfaction

Furthermore, the job satisfaction is also found to have a significant positive mediated effect of organizational justice on OCB with the estimated

coefficient of 0.276 at the 1% level of significance, as illustrated by Figure 1b. This finding implies that to enhance OCB, the focus should be given on improving

job satisfaction based on enhancing organizational justice. In other words, the enhancement of organizational justice would increase job satisfaction and finally could improve the employees' OCB.

Since the direct effects of organizational trust and organizational justice are found to be significant and the indirect effects of organizational trust and organizational justice are also found to be significant via the employees' job satisfaction, thus the variable of job satisfaction is found to act at the partially mediated variable. These findings show that any efforts aimed to promote the OCB of employees within the organization; it should be focused on improving employees' job satisfaction through the enhancements of organizational trust and organizational justice.

CONCLUSION

This measured and analyzed the effects of organizational trust and organizational justice on Organizational Citizenship Behavior (OCB), mediated by job satisfaction. To gather the data, questionnaires were distributed to all 120 civil servants at the Integrated Service Implementation Unit of Teacher Quality Development Center, Aceh Province, Indonesia. Using the Structural Equation Modeling (SEM) technique, the study found that organizational trust and organization justice has a positive significant effect on job satisfaction and OCB. In addition, job satisfaction is found to partially mediate the influence of organizational trust and organizational justice on the OCB of the employees. These findings show that any efforts aimed to promote the OCB of employees within the organization; it should be focused on improving employees' job satisfaction through the enhancements of organizational trust and organizational justice.

The study proposes the specific recommendation to the Head of the Aceh Education Office to further OCB employees by improving the quality of service and training of teachers and education personnel to meet the educational needs in Aceh. Head of the Aceh Education Office should also increase job satisfaction by paying more attention to outstanding employees, acceptance of recognition of employee success in working, and the existence of good communication relationships between employees in the work environment in the government. The communication is not only communication between employees and superiors, but also communication between fellow employees and subordinates. The employee trust in the institution should be increased. Concrete steps that need to be taken to increase credibility can be done by promoting honesty in supporting employees, supporting to have good consideration in discussing everything related to employees. Finally, efforts to improve judicial performance should be done on the basis of no discrimination in assisting employees who break the rules, and providing the same opportunity to every

employee in terms of career development.

Further studies on this topic could provide better and comprehensive empirical findings by considering more variables into the model of estimation. These factors could cover both internal and external factors affecting satisfaction and revisit the intention of tourists. Finally, covering a broader area of study into the analysis would also enrich the existing empirical evidence.

REFERENCES

1. Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173.
2. Bowling, N. A., Khazon, S., Meyer, R. D., & Burrus, C. J. (2015). Situational strength as a moderator of the relationship between job satisfaction and job performance: A meta-analytic examination. *Journal of Business and Psychology*, 30(1), 89-104.
3. Cowherd, D. M., & Levine, D. I. (2012). Product quality and pay equity between lower-level employees and top management: An investigation of distributive justice theory. *Administrative Science Quarterly*, 37, 302 – 320.
4. Dolan, S. L., Tzafirir, S. S., & Baruch, Y. (2005). Testing the causal relationships between procedural justice, trust and organizational citizenship behavior. *Revue de gestion des Ressources Humaines*, 57, 79-89.
5. Fachreza., Musnadi, S., & Majid, M. S. A. (2018). Pengaruh motivasi kerja, lingkungan kerja, dan budaya organisasi terhadap kinerja karyawan dan dampaknya pada kinerja Bank Aceh Syariah di Kota Banda Aceh. *Jurnal Magister Manajemen*, 2(1), 115-122.
6. Gilliland, S. W. (2013). The perceived fairness of selection systems: An organizational justice perspective. *Academy Management Review*, 18(4): 694 – 34.
7. Ismail, H. (2015). Organizational justice and citizenship behavior, the mediating role of trust. *International Journal of Human Resource Studies*, 5(1), 86-98.
8. Jafari, P., & Bidarian, S. (2012). The relationship between organizational justice and organizational citizenship behavior. *Procedia-Social and Behavioral Sciences*, 47, 1815-1820.
9. Kristanto, H. (2015). Keadilan organisasional, komitmen organisasional, dan kinerja karyawan. *Jurnal Manajemen dan Kewirausahaan*, 17(1), 86-98.
10. Lavy, S., & Littman-Ovadia, H. (2017). My better self: Using strengths at work and work productivity, organizational citizenship behavior, and satisfaction. *Journal of Career Development*, 44(2), 95-109.

11. Lubis, A. I. (2010). *Akuntansi Keperilakuan*. Edisi Dua. Jakarta: Salemba Empat.
12. Malhotra, N., Hall, J., Shaw, M., & Oppenheim, P. (2006). *Marketing research: An Applied Orientation*. Pearson Education Australia.
13. Munyon, T. P., Hochwarter, W. A., Perrewé, P. L., & Ferris, G. R. (2010). Optimism and the nonlinear citizenship behavior—Job satisfaction relationship in three studies. *Journal of Management*, 36(6), 1505-1528.
14. Pareke, F. J. (2014). Hubungan keadilan dan kepuasan dengan keinginan berpindah: Peran komitmen organisasi sebagai variabel pemoderasi. *Jurnal Siasat Bisnis*, 9(2), 221 – 235.
15. Purba, D. E., & Seniati, A. N. L. (2010). Pengaruh kepribadian dan komitmen organisasi terhadap organizational citizenship behavior. *Hubs-Asia*, 10(1), 105 - 111.
16. Rezaiean, A., Givi, M. E., Givi, H. E., & Nasrabadi, M. B. (2010). The relationship between organizational justice and organizational citizenship behaviors: The mediating role of organizational commitment, satisfaction and trust. *Research Journal of Business Management*, 4(2), 112-120.
17. Robbins, S P. (2016). *Organizational Citizenship Behavior*. 9th Ed. New Jersey: Prentice-Hall.
18. Safitri, H.M., Amri., & Majid, M.S.A. (2012). Pengaruh Gaya Kepemimpinan, Kerjasama Tim dan Gaya Komunikasi terhadap Kepuasan Kerja serta Dampaknya terhadap Kinerja Pegawai pada Sekretariat Daerah Kota Sabang. *Jurnal Manajemen Pascasarjana Universitas Syiah Kuala*, 2(1), 1-17.
19. Singh, U., & Srivastava, K. B. (2016). Organizational trust and organizational citizenship behaviour. *Global Business Review*, 17(3), 594-609.
20. Sjahruddin, H., & Sudiro, A. A. (2013). Organizational justice, organizational commitment and trust in manager as predictor of organizational citizenship behavior. *Interdisciplinary J. of Contemporary Res. Bus (IJCRB)*, 4(12), 133-141.
21. Suwandi, S., & Indriantoro, N. (1999). Pengujian Model Turnover Pasewark dan Strawser: Studi Empiris pada Lingkungan Akuntan Publik. *The Indonesian Journal of Accounting Research*, 2(2), 173-195.
22. Tang, T. L. P., & Ibrahim, A. H. S. (1998). Antecedents of organizational citizenship behavior revisited: Public personnel in the United States and in the Middle East. *Public Personnel Management*, 27(4), 529-550.
23. Tezi, Y. Y. L. (2002). Gazi niversitesi. Eitim Bilimleri Enstitüsü, Ankara.
24. Wong, Y. T., Ngo, H. Y., & Wong, C. S. (2006). Perceived organizational justice, trust, and OCB: A study of Chinese workers in joint ventures and state-owned enterprises. *Journal of World Business*, 41(4), 344-355.
25. Zeinabadi, H., & Salehi, K. (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.