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## **The Relationship between Organizational Trust and Organizational Justice Components and Their Role in Job Involvement in Education**

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### **Abstract**

The main purpose of this research is reviewing the relationship between organizational trust and organizational justice components and their role in job involvement. The method of this research is descriptive and correlational, and its statistical sample is included 350 employees and managers of Meybod and Ardakan Education who were chosen randomly.

Data collection tools used through this research were Moorman's (1999) Organizational Justice Questionnaire (OJQ), Ruder's (2003) Trust Organizational Questionnaire (TOQ), and Kanungo's (1982) Job Involvement Questionnaire (JIQ), that their Cronbachs' alpha values were equal to 84.3, 90.1, 80,4 respectively. The regression analysis method was used to identify the cause and effect of trust and justice relationship, and Pearson correlation coefficient was used to identify the relationship between the components of organizational justice and trust with job involvement.

Results of the study show that organizational justice influences on organizational trust and organizational trust plays a role as a mediator variable in the relationship between organizational justice and job involvement. Distributive and procedural justice have significant relationship with trust in organization and interactional justice has a significant relationship with trust in supervisor.

**Keyword:** Distributive Justice; Procedural Justice; Interactional Justice; Trust in Organization; Trust in Supervisor; Job Involvement.

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### **Introduction and Problem Statement**

Justice and particularly social justice are infrastructures in many of the principles of Islamic thought. The Holy Quran has mentioned the establishment and development of justice as one of the main objectives and philosophy of the prophets' prophecy and considered it as the divine attribute and the most striking feature of creation and the best trait of human (Holy Quran:

Al-hadid, 25, Al-nesa, 58, Al-nahl,90; Smaieli-givi, 2008: 202).

As substantial rationality of human increases, authentic human values like justice and freedom become more alive. Undoubtedly justice provides solidarity and cohesion (Nahj, 2001: 1055) and organizational justice is like the glue that makes people come together and work together effectively (Cropanzano et al, 2007: 34) and in contrast, organizational injustice disintegrate any organizational solidarity (Gholipour and Poorezzat, 2008: 72).

Justice is one of the highly regarded matters

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in management and psychology studies. Based on available research evidence, so far at least three types of justice on behalf of scholars and researchers of this field are accepted. The first type is distributive justice that is concerns fairness and justice in the distribution of outcomes. Second, procedural justice is concerns justice in decision-making procedures used to allocate outcome. Third, interactional justice is concerns fairness in interpersonal interactions especially from managers and supervisors to employees; and these three aspects or dimensions in interaction with each other cause total perceived fairness among people in the workplace (Kim and Leung, 2007: 85; Golparvar and Nadi, 2010: 208). Such attention about justice in organization is not unexpected, because it is claimed that justice is the first healthy factor of social institution (Na'ami and Shokrkon, 2006: 80). In an article that assesses the past, present, and future states of research on organizational justice, Greenberg (1990) suggested that organizational justice research may potentially explain many organizational behavior outcome variables such as trust, job involvement, and Organizational Citizenship Behavior (OCB) (Moorman, 1991: 845; Na'ami and Shokrkon, 2006: 80).

Another variable namely trust, is a necessary element for durable social relationship (Blau, 1974) and organizational trust is a necessary element for employees' safety feeling and support and it is shown as an important factor in improving of organizational commitment and performance and also realization of individual and organizational aims (Yilmaz and Atalay, 2009: 3423-). Existence and institutionalization of a climate of trust in an organization keeps the individuals together and enables them to trust each other and act openly. The institution of trust atmosphere needs a long time, yet it takes just a second to destroy it (Gilberth and Tang, 1998: 322; Mayer, Davis, and Schoorman, 1995: 710).

However, one of the problems of modern organizations is lack of trust between employees and managers. There is a considerable gap between employees, management, and their demands in their organizations particularly in governmental organizations. As a result of this gap, decisions are often faced with operational problems because employees show tenacity in

the implementation of decisions and in contrast, managers do not trust in employees and they do not allow them to participate in decision-making; and all of these create an atmosphere of distrust in organization.

The result of distrust will be creating behaviors such as rumors, conflict, political work, injustice, and low working in organization that takes a high energy from organization and increases the costs. In such an organization, it is useless to talk about issues such as self-management, self-controlling, cooperation, creativity, job involvement (job engagement), organizational commitment, total quality management, etc. Thus, most of efforts to increase productivity would not lead to desired result, because the realization of organizational goals require member's cooperation together; and the most important way to facilitate cooperation is that employees have mutual trust in each other and the same should be existed between employees and managers of organization as well (Khanifar *et al.*, 2009: 5).

Past studies have demonstrated that trust enhances people's willingness to engage in spontaneous sociability such as cooperative and altruistic behavior (Poon, 2006: 519). Also job engagement or job involvement has received attention as the predictor of work-related outcomes such as intentions to leave an organization (Freund, 2005), professional commitment and ethical behavior (Leong, Huang, and Hsu, 2003), psychological ownership for the organization and performance (Van Dyne and Pierce, 2004), lower role conflict and role ambiguity (Clinebell and Shadwick, 2005), and an employee's readiness for change (Madsen, Miller, and John, 2005; Hafer and Martin, 2006: 2).

Khan (2004) described job involvement for teachers based on motivational aspects like transparent employment mechanism, performance and merit based promotions and unbiased administration (Kiyani *et al.*, 2011: 1796). Job involvement calculated by employees abrupt responses to the job and these responses generated by norms, structures, and policies of the organization; Also, it enhanced satisfaction, loyalty, and motivation towards organization (Salami, 2008; Kiyani *et al.*, 2011: 1797). Therefore, organization should allocate enough

time and resources to improve involvement and job commitment to conserve employees as agile and diligent workers.

Therefore, with regard to the content expressed, this study is following to examine whether there is the problem of distrust in Education as a governmental organization. If yes, how much it was effective on teachers and employees job involvement and what role organizational justice plays as an influential factor in many organizational behavior variables such as trust and job involvement?

The purpose of this study is to provide a clear description of organizational justice and trust concept as effective variables in organizational behavior and studying their role on job involvement as another effective variable. As regards job involvement is a function of personality and organizational climate (Elankumaran, 2004: 114) or in other words it is a function of individual differences (individual characteristics) and the work situation (organizational factors) (Uygur and Kilic, 2009: 114), how much job involvement depends on individual characteristics of employees and organizational climate (organizational justice and trust).

### **Theoretical Foundation of the Research *Organizational Justice***

Within the organization and management literature, we can see the footprint of justice in initial works and documentation of this field. A researcher named Barclay through reviewing and analysis of Mary Parker Follet's work displayed the symptoms of justice in her research, in the form of concepts such as "perception of justice", "multidimensional nature of justice", "retaliation", and "output-based performance" (Barclay, 2005: 740; Smaieli-givi, 2008: 203).

However, in organizational and management literature, Greenberg (1987) first used the word of organizational justice. According to Greenberg's, organizational justice is associated with employee's perceptions of job fairness in the organization. The researches had shown that justice processes plays an important role in the organization and how it is possible that dealing with people in organizations influences beliefs, feelings, attitudes, and employees'

behavior (Javahery-kamel, 2009: 9). Employees face at least two sources of (in) justice in the organization. Perhaps most obvious is one's immediate supervisor or manager. This supervisor has a direct line of authority over the employee. She or he can influences important outcomes, such as pay raises or promotional opportunities. Secondly, employees might also attribute unfairness to the organization as a whole (Rahimnia and Hasanzade, 2009: 32). However, researchers have generally agreed on three sources of organizational justice that is commensurate with the meta-analysis of 190 studies by Charash and Spector (2001) and (Ruder, 2003: 34) including:

1) Distributive justice: Distributive justice refers to the fairness of the outcomes and rewards an employee receive (Moorman, 1991: 845; Johnson, 2007: 6; Javahery-kamel, 2009: 10). This kind of justice is rooted in the theory of Adam's equality (1965). This theory focuses on how people respond to interference and unfair behavior of managers and supervisors in distribution of resources and rewards in organizations. Due to its focus on outcomes, distributive justice is predicted to be related mainly to cognitive, affective, and behavioral reactions to particular outcomes. Thus, when a particular outcome is perceived to be unfair, it should affect the person's emotions (e.g., experience anger, happiness, pride, or guilt), cognitions (e.g., cognitively distort inputs and outcomes of herself/ himself or of the other), and ultimately their behavior (e.g., performance or withdrawal) (Greenberg, 2004: 322; Charash and Spector, 2001: 280; Rahimnia and Hasanzade, 2009: 32)

2) Procedural justice: As the research in social psychology shifted from emphasizing purely the results of reward allocation (distributive justice) to emphasizing the process by which allocations was made (procedural justice), the study of justice in organizations made a similar shift (Charash and Spector, 2001: 280). Procedural justice describes the fairness of the procedures and process used to determine those outcomes and rewards (Robbins, 2005: 170; Johnson, 2007: 7). We can ask this question here: Is it possible an employee receives fewer rewards than another does; he does not feel inequality

or injustice at all? According to procedural justice, the answer is yes; we show this issue with an example. Suppose two employees with the same competency are doing their work and job responsibilities, but more amounts is paid to one than the other one. Policies and strategies of organizational payment have many legal factors such as length of working time, work shift, etc. These two employees are fully aware of the company's payment policy and have equal opportunity. According to these factors one of them may receive more than another, however another employee may feel although has been paid to him less than his willingness but this payment is not unfair, because compensation policies of the organization is an open policy and is used in a clear and without prejudice method. By increasing understanding of procedural justice, the employees see their employers and organizations with positive vision; even if they express their dissatisfaction from payments, promotions, and other personal consequences (Robbins, 2005: 171; Greenberg, 2004: 325; Rahimnia and Hasanzade, 1388: 35).

3) Interactional justice: Interactional justice involves the manner in which organizational justice communicates by supervisor to followers. (Johnson, 2007: 7; McDowall and Fletcher, 2004: 5) This dimension of justice that is argued to be a subset of procedural justice (Cropanzano et al., 2002: 116; Farndale et al, 2010:6), and is described as the interpersonal aspects of procedural justice. (Greenberg, 2004; Farndale et al, 2010:6). Interactional justice also relates to the aspects of communication process between the source and the recipient of justice, such as politeness, honesty, and respect. Because interactional justice is determined by the manager's behavior, this kind of justice is related to cognitive, emotional, and behavioral reaction to management or in other words supervisor (Charash and Spector, 2001: 281).

So according to Bies and Moag (1986), the interactional justice dimensions are as follows:

a) Honesty: Honesty is included two components: 1) openness and integrity, 2) deception or reductive. The employees do not like being deceived and they expect to be treated honestly, so the organization must present true and accurate information to their employees.

b) Respect: People expect to be treated courteously and respectfully, and this means that the offensive behavior against employees under each title should be excluded.

c) Wishes to be true: Requests should not be taken into misplaced because of being natural and the requests should not include destructive declaration and inconsistent with the right of employees.

Moorman (1991) demonstrated that distributive, procedural, and interactional justice is correlated, but is distinct aspects of organizational justice. According to him, organizational justice is defined as sum of distributive, procedural, and interactional justice (Moorman, 1990: 847). But Poorezzat, 1387: 75; Kidder, 2007: 4; Colquitt et al, 2001: 426) suggest other types of organizational justice such as certificatory justice, informational justice, observational justice, emotional justice, linguistical justice, and restorative justice. However, this conventional category has been used in this research.

### **Organizational Trust**

The concept of trust is one of the concepts that has been investigated by scholars in various scientific disciplines that each of them has been focused on specific area of trust concept. By reviewing the literature of organization and management regarding trust, we learn three things (Bussing, 2002: 36). First, trust is not a straightforward and clearly defined concept at all. It has several, largely diverse bases. Secondly, trust is not a new or recent issue; much of the talking and writing about trust is popular rhetoric and does not adequately consider its roots and backgrounds in different disciplines. Thirdly, besides these fundamental concerns we find only little evidence for the status of trust.

Social psychologists, by putting emphasize on background factors, which may cause increasing or decreasing trust, define it as people's expectations from others while having social interactions. Psychologists of personality believe in trust as an opinion or expectation, a feeling that is rooted in personality or mental capacity of individual. Economists and sociologists examine trust from organizations' point of view and motivations that are made for



reduction of instability and concerns resulting from interaction with foreigners. (Danaeefard et al, 2010: 30).

Sitkin and Roth (1993) suggest that the definitions of trust can be divided into four basic categories: trust as an individual attribute, trust as behavior, trust as a situational feature, and trust as an institutional arrangement (Laka-Mathebula, 2004: 22). However, by reviewing studies about trust and organizational trust, the common points among the definitions of organizational trust are belief in management, assurance about the thoughts of colleagues, honesty and positive expectations (Yilmaz and Ataly, 2009: 343). In addition to the improving acceptance in relation with multidimensional concept of trust, organizational researchers have begun to focus on this fact that trust also like concepts such as organizational commitment, organizational justice, etc has multiple bases and foundations.

### **Trust Dimensions**

The conceptualization of trust concept in the literature has been one-dimensional in the beginning. Among the authors who have proposed a multidimensional definition of trust, Moorman, Zaltman, and Deshpande (1992) identify cognitive and behavioral dimensions of trust. The cognitive dimension consists of the belief in the partner's reliability or credibility and is similar to two dimensions of trust that proposed by Ganesen (1994) that include credibility, reliability, and benevolence. The behavioral dimension of trust is also concerned with the act of make someone trust you. Therefore, three factors are effective on a person's trust to a partner trustworthy including ability, integrity, and benevolence (Laka-Mathebula, 2004: 79).

Trust is a complex set of judgments that truster expresses to different features of trustee. Butler and Cantrell (1984) have known Integrity, competence, consistency, loyalty, and openness as key elements of trust (Mirzaie, 2008: 44). Also, Robbins (2003) introduces these elements for trust (Robbins, 2005: 337). Meyer, Davis, and Schoorman (1995) believe that factors affecting on trust amount that truster have to trustee is including ability, benevolent, and integrity of trustee. Meyer et al have presented a new edition of trust in 2007, that in addition to

the above dimensions which were expressed for the trust and was a response to other researchers' criticism on the their research, they added new dimensions such as affect, emotions, risk, and cultural variables that influence on trust among people. (Schoorman, Meyer, and Davis, 2007: 348) Cook and Wall (1980), has introduced intention and ability; and Liberman (1981) has introduced the competence and motive as main factors of trust (Mirzaie, 2008: 44).

McCauley and Kuhnert (1992) distinguish between vertical and horizontal trust, that vertical trust in the organization means reliable relationship between employees and colleagues while horizontal trust refers to employees' trust to their direct supervisor, subordinates, and senior management. McAllister (1995) suggests that interpersonal trust can be categorized into two different dimensions: effective and cognitive (Laka-Mathebula, 2004: 25).

Other researchers noted a more important factor in classification of trust, it is referent of trust; and according to that, Dirks and Skarliski (2002) recognized supervisors, subordinates, colleagues, and senior management as the referent of trust. Laka-Mathebula (2004) based on multidimensional approach of Tschannen-Moran and Hoy (1998) to trust considers three aspects for this construct that is included trust in supervisor, trust in coworkers in university, and trust in organization.

Tan and Tan (2000) also distinguished between two main referent of trust that are namely trust in organization and trust in supervisor; and they argue that these are two distinct but related constructs. Their study showed that although trust in supervisor was more strongly associated with variables such as ability, benevolence, and the integrity of the supervisor, trust in organization was more strongly correlated with global variables such as perceived organizational support and justice.

Scott (1981) also developed four trust measures that were based on interpersonal relationships. The four categories are including: a) trust in immediate supervisor, b) trust in peer group/work unit, c) trust in top management, and d) trust in the management development consultant. Then Ruder (2003) based on Scott (1981) study, expresses two kind of trust in

direct supervisor and trust in senior management that named respectively trust in senior and trust in organization (Ruder, 2003: 44).

Colquitt et al (2007) with doing a Meta-analysis of 132 studies distinguishes trustworthiness and trust propensity from trust; and they recognize ability, benevolence, and integrity as part of trustworthiness dimensions; thus trustworthiness and trust propensity are antecedents of trust and trust types are included coworker referent and leader referent. Bussing (2002) also divided trust into two categories of personal trust and system trust. Bussing (2002) believed that in spite of many researches done in this subject, one of the problems in the literature and researches of trust is lack of useful and distinct criteria to examine organizational trust, and then he expressed two criteria in these fields that are included: 1) a criteria developed by Cook and Wall (1980) that includes trust in coworkers and trust in management, and 2) developed tools by Nyhan and Marlowe (1997) which were named as Organizational-Trust Inventory (OTI) (Bussing, 2002: 37). It was used by Bussing (2002) and included trust in supervisor and trust in organization as a whole.

Cook and Wall (1980), Mayer and Davis (1999), McCauley and Kuhnert (1992), Carnevale and Wechsler (1992), Costigan, Ilter and Berman (1998), Tan and Tan (2000), etc are among the few researchers who have studied trust in 'management', 'top management', 'senior management', 'the CEO and top management' or the 'organization' (Albrecht, 2002: 322).

However, these dimensions and divisions of organizational trust gathered and shaped total organizational justice and therefore organizational trust can cause improvement and retention of employees by improving of communication and cooperation between employees and managers and by promoting teams' efficiency. The employees say when they trust to their coworkers and managers, they feel ownership and commitment and become engaged with own job and organization. Creating a climate of organizational trust has many positive applications for organization. The researches have indicated that trust causes improving communication, cooperation, and teamwork. Also, trust causes employees job satisfaction

and extra-role behaviors or Organizational Citizenship Behavior (OCB) (Javaheri-kamel, 2009: 12).

### ***Job Involvement***

When a person becomes job engaged, enjoys his work, and does not become tired. One of the manager's difficult tasks is engaging employees with their job, because one of the organization's life complications is alienation or work and job alienation.

Most of people are job alienated instead of flourishing in their jobs. Job involvement or job engagement is the degree that a person has been engaged in his job cognitively and psychologically; and deeply drawn in it (Gholipour and Poorezzat, 2008:80). According to Kanungo's (1982) definition, job involvement points to the individual's psychological identification or commitment to her/ his job. In others word, according to Kanungo's idea, people with high job involvement consider job as a core aspect of their personal identities (Mantler and Murphy, 2005:2).

Job involvement is associated with job identity. Involved person know his job as himself demonstrator. These people do much effort to accomplish organizational goals. People who are not job involved are alienated from their jobs and do another work during working in organization or waste their time. But people with high level of job involvement, are satisfied with their jobs, and show positive spirit in their works and are highly committed to their careers, professions, and employing organizations (Mirhashemi et al, 2008:18) and they rarely think to quit their jobs (Fletcher, 1998:5) and it is expected that work to a predictable future for their respective organizations (Chughtai, 2008:171).

These employees' jobs have closely link with many of identities, interests, and their life goals and it is very important for them. The employees may involve with job in reaction to special features of environment or work position. In addition, some of employees may have set of needs, values, or qualifications that predispose job involvement (Mirhashemi et al, 2008:18). They tend to be satisfied with their jobs and rarely think about changing employers and generally believe that their personal goals

and the organization's goals are compatible (Mantler and Murphy, 2005:2). Job involvement has grouped into four diverse categories (Uygur and Kilic, 2009:114). These categories are as follows: 1) work as a central life interest, 2) active participation in the job, 3) performance as central to self-esteem, and 4) performance compatible with self-concept.

Brown (1996) believed that the construct of job involvement is somewhat similar to organizational commitment in that they are both concerned with an employee's identification with the work experience. However, the constructs differ in that job involvement is more closely associated with identification with one's immediate work activities whereas organizational commitment refers to one's attachment to the organization (Chughtai, 2008:169).

Identifying the causes of job involvement is very important for managers, because job involvement causes job performance improvement and organizational citizenship behavior (Rotenberry and Moberg, 2007:210) and also customer satisfaction, profitability and efficiency (Emery and Barker, 2007:97). A Meta-analysis with 27925 samples from 87 studies showed that job involvement has relationship with job satisfaction; in addition, job involvement has positive relationship with variables like organizational commitment, OCB, motivation, performance and negative relationship with absence and desertion (Diefendorff et al, 2002:99).

To increase the level of job involvement, it should have realistic and comprehensive look about its determinants. Among different perspectives about job involvement, the most realistic approach, knows this concept as function of personality and organizational climate (Elankumaran, 2004:119). In other words job involvement is function of individual differences (individual characteristics) and work position (organizational features) (Uygur and Kilic, 2009:114). Therefore, however job involvement is an individual characteristic but it will be affected by organizational factors. Organizational justice, organizational fairness perception in dealing with society and environment, good corporate image and the outer face, organizational trust,

and organizational commitment influence on job involvement (Carmeli, 2005: 468).

### ***Impact of Justice on Trust or Trust on Justice***

Studies that survey the relationship between organizational justice and its dimensions with organizational trust are countless, that of course their used tools may differ with this research but those studies that are closer and somewhat more appropriate with the present research framework are as follows:

Butler (1991) expresses that perceived justice for managers is one of the trust outcomes. Whitener (1997) makes a case that trust influences the employee's perception of procedural and distributive justice associated with the implementation of HRM policies (Laka-Mathebula, 2004:5). Podsakoff et al. (1997) concluded that there is a relationship between three domains of organizational justice and trust as a moderate variable (trust in principal and organization) and criteria variables (job satisfaction, outcome, organizational commitment, OCB, and performance duties) (Jafari et al, 2011:1698). Bies and Tripp (2000) also showed that different types of trust could be related to different kinds of organizational justice (distributional, procedural, and transactional). A study conducted by Haffman et al. (2002), showed that organizational justice could be affected by the teachers' trust in each other and their principals.

Ruder (2003) expresses his assumptions and problems that justice dimensions influences on trust so that procedural justice influences on trust in organization and interactional justice influences on trust in supervisor. Wayne, Hoy, and Tarter (2004) believe that organizational justice is impossible without trust. Wong et al (2004) also like Ruder (2003) reviewed and confirmed the effect and role of triple dimensions of justice on dual dimensions of trust (trust in supervisor and trust in organization) in China.

Ngodo (2008) also in reviewing the effects of transformational leadership on organizational outcomes such as job satisfaction, OCB, and organizational commitment or job involvement, enumerate procedural justice, and trust in leader as moderator factors that affect



on this relationship and then he deduced that procedural justice plays role on trust in leader.

Farndale *et al* (2010) in studying the effect of high commitment performance management practices on employees' commitment, considered organizational justice and trust as moderator variables and concluded that trust in client or senior management influences triple dimensions of organizational justice. While Rezaiean *et al* (2010) consider justice as independent variable and organizational trust as moderator variable in reviewing relationship between organizational justice and OCB. In other words, organizational justice affects on organizational trust.

### Research Model

According to the studies about research variables that has mentioned in previous sections; several points are noteworthy: First, a few studies have been done regarding the relationship between these three variables; though the relationship between justice and trust has been reviewed, but it has not been complete and comprehensive and few studies has reviewed the relationship between both of them and job involvement. Second, by reviewing the literature it was showed that there is confusion about the relationship between organizational justice and organizational trust and it has not yet confirmed whether justice make an effect on trust or trust on justice?

Therefore, this research model in reply to these issues is as in figure 1:

### Research Hypothesis

According to the research model that has been showed in the above figure, the research hypotheses are as follows:

1- There is a positive relation between triple dimensions of organizational justice and dual dimensions of organizational trust among the Education employees.

2- Organizational trust and its dimensions has a relationship with job involvement among the Education employees.

3- Organizational justice and its dimensions has a relationship with job involvement among the Education employees.

### Research Methodology

#### Research Method

Whereas the aim of this research is determining the causal relations between variables including organizational justice, organizational trust, and job involvement, therefore, this research is practical based on its purpose, descriptive based on its data collection method and its correlation nature. Finally, it follows the determination of cause and effect relations between organizational justice and organizational trust and it reviews the role of demographic variables on main research variables.

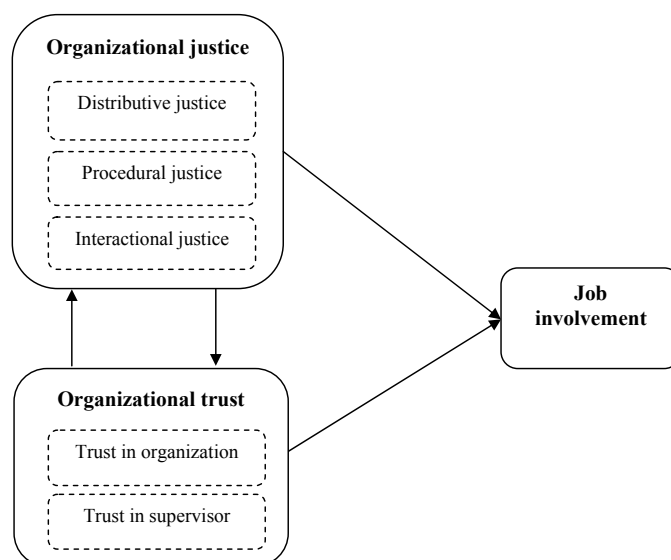


Figure 1. Conceptual Framework of Research.

**Table 1.** reliability coefficients of Scales based on Cronbach's alpha (N=30).

Scale	Cronbach's alpha	Number of items	Scale	Cronbach's alpha	Number of items
Distributive justice	89.1	7	Trust in organization	79.6	4
Procedural justice	75.4	6	Trust in supervisor	87.9	5
Interactional justice	89.2	6	Trust total	90.1	9
Justice total	87.3	19	Job involvement	80.4	10

### **Statistical Population and Sample**

The statistical population for this research was all of school employees and the Education managers of Ardakan and Meybod cities in Yazd province. 350 people have been selected on the basis of Morgan table (Mo'meni and Fa'al Ghayumi, 2007:226) and also based on sample volume formula from limited population (Mo'meni and Fa'al ghayumi, 2007:221) in random sampling method; and have been considered as respondents to measurement tool. The number of statistical population is N=4000. From the distributed questionnaire, 338 cases have been returned and 330 cases were usable and have been analyzed

### **Measurement Tools**

This research used the following three questionnaires: organizational justice, organizational trust, and job involvement. The questionnaires included four demographic questions consisting of gender, age, education, and working experience.

#### **Organizational justice questionnaire**

The 19-item organizational justice questionnaire that is in model of spectrum of Likert's 5-item to measure organizational justice included the following three parts:

##### **Distributive justice**

Price and Muller (1986) 7-item Distributive Justice Index (DIJ) measure has been used to measure this part of justice (Ruder, 2003:42; Johnson, 2007:35; Moorman, 1991:850).

##### **Procedural justice**

Moorman's (1991) 6-item measure has been used to measure procedural justice (Ruder, 2003:43; Johnson, 2007:35; Moorman,

1991:850).

##### **Interactional justice**

Moorman's (1991) 6-item measure has been used for interactional justice measurement (Ruder, 2003: 43; Wong et al, 2004: 11; Johnson, 2007: 35; Moorman, 1991:850).

#### **Organizational trust questionnaire**

The 9-item organizational trust questionnaire has been used for organizational trust measurement that is included spectrum of Likert's 5-item and according to the literature has two parts:

1- The 4-item trust in organization measure has been provided by Scott (1981) and has been used by Ruder (2003) to measure trust in organization (Ruder, 2004:44; Nadi and Moshfeghi, 2009:162; Raminmehr, 2009: 10; Busing, 2002: 38).

2- The 5-item trust in supervisor measure has been provided by Scott (1981) and has been used by Ruder (2003) to measure trust in supervisor.

#### **Job involvement questionnaire**

Job involvement questionnaire (Kanungo, 1982a) has used to measure the level of job involvement (Busing, 2002:38; Hafer and Martin, 2006:5; Yugur and Kilic, 2009:115; Fletcher, 1998:16; Mirhashemi et al, 2008:20). The questionnaire included 10 questions (subjects) based on a five-degree Likert scale (from completely disagree to completely agree) responds to it. Job involvement scale (Kanungo, 1982a) has made to overcome cultural biases in traditional definitions of job involvement and to increase generalization of job involvement concept between cultures. All of these questionnaires are standard and their validity and reliability have confirmed in previous

**Table 2.** Mean values and one-sample T-test statistics for research variables ( $H_0: \mu=3$ ).

Variables	t	df	Sig. level	Mean	Lower	Upper
Distributive justice	46.302	329	.000	2.955357	2.82930	3.08142
Procedural justice	58.699	329	.000	3.234375	3.12555	3.34320
Interactional justice	72.078	329	.000	3.729167	3.62699	3.83135
Trust in organization	52.044	329	.000	3.298438	3.17327	3.42361
Trust in supervisor	63.410	329	.000	3.615000	3.50241	3.72759
Job involvement	77.901	329	.000	3.193125	3.11217	3.27408
Justice total	78.528	329	.000	3.306300	3.22315	3.38945
Trust total	64.143	329	.000	3.450469	3.34423	3.55671

studies, and in this research, their reliability by the Cronbakh's Alpha that has showed in [table 1](#) has confirmed.

### ***Hypothesis Test and Results Analysis***

Descriptive analysis results of respondents based on demographic features include %61.9 male and %38.1 female; %6.9 high school graduates, %16.9 associate degree, %66.9 bachelors, and %9.4 master's degree. In addition, the highest percentage of respondents (%53.1) have been in 3140- years; and the lowest percentage of respondents (%0.5) have been less than 20 years old. Most of respondents (31.9 %) have 1620- years working experiences and the lowest means 6.3% have been less than 5 years working experiences. These results indicate that most of the respondents were bachelor's degree level, with an average age of 3140- years and 16-20 working experiences.

Status of respondents according to variables research and its dimension regarding to t-test in [table 2](#) are as follows:

According to the above table, the level of significance values for all variables are lower than the error level equal to 0.05. So we can say that the resulting value of these variables have differences with the average value (i.e. 3), and all values except distributive justice are more than average level of three. Therefore, the level of perceived distributive justice in Ardakan and Meybod cities Education is lower than the average but the level of procedural, interactional, and perceived total justice are higher than the average;

although not much higher than the average. In addition, employees trust in organization and supervisor and total trust are higher than the average and we can say job involvement level is higher than the average but not so much. Thus, organizational trust is not so high in regarding to that perceived organizational justice and so has created medial job involvement. For testing the research hypothesis Pearson correlation test was used according to the normal distribution of variables. We can see in [table 3](#) all the research hypotheses are confirmed and most of correlation coefficients are significant.

As shown in [table 3](#), all correlation coefficients except the coefficients of distributive justice with interactional and distributive justice with trust in supervisor are significant, so the research hypotheses in 1% and 5% error levels confirmed. It means that there is a relationship between organizational justice dimensions and organizational trust dimensions, and also between organizational justice and trust dimensions and job involvement.

Pearson correlation coefficients are explanatory type and intensity of relationships, so that distributive justice has a relationship with trust in organization and does not have any relationship with trust in supervisor. Although procedural justice and interactional justice have significant relationship with trust in organization and trust in supervisor but value of procedural justice relationship with trust in organization ( $0.336 < 0.504$ ) and interactional justice with trust in supervisor ( $0.637 > 0.452$ ) is much more. In addition, there is an excellent relationship

**Table 3.** correlation test results and its coefficients (N=330)

Variables		Dist justice	Proc justice	Inter justice	Trust in org	Trust in super	Job involve	Justice total	Trust total
Distributive justice	Pearson Correlation	1	.516**	.084	.460**	.097	.218**	.765**	.305**
	Sig. (2-tailed)		.000	.289	.000	.225	.006	.000	.000
Procedural justice	Pearson Correlation	.516**	1	.348**	.504**	.336**	.236**	.839**	.454**
	Sig. (2-tailed)	.000		.000	.000	.000	.003	.000	.000
Interactional justice	Pearson Correlation	.084	.348**	1	.452**	.637**	.294**	.604**	.605**
	Sig. (2-tailed)	.289	.000		.000	.000	.000	.000	.000
Trust in organization	Pearson Correlation	.460**	.504**	.452**	1	.558**	.275**	.637**	.891**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
Trust in supervisor	Pearson Correlation	.097	.336**	.637**	.558**	1	.300**	.456**	.861**
	Sig. (2-tailed)	.225	.000	.000	.000		.000	.000	.000
Job involvement	Pearson Correlation	.218**	.236**	.294**	.275**	.300**	1	.333**	.305**
	Sig. (2-tailed)	.006	.003	.000	.000	.000		.000	.000
Justice total	Pearson Correlation	.765**	.839**	.604**	.637**	.456**	.333**	1	.600**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
Trust total	Pearson Correlation	.305**	.454**	.605**	.891**	.861**	.305**	.600**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

between trust in organization and trust in supervisor with total organizational justice, and organizational justice dimensions with total organizational trust. According to [table 3](#), the relationship between organizational justice dimensions and organizational trust dimensions with job involvement have been confirmed and the highest relationship is between job involvement and total organizational justice and then total organizational trust (respectively 0.333 and 0.305).

In regarding to the confirmation of relationship between organizational trust and organizational justice, regression analysis used to measure cause and effect relationship between justice and trust, and it will be used to determine which construct is more effective on another,

that the result and comparison of two states have been shown in [tables 4 and 5](#).

Just as we can see in [table 4](#) (in first state), organizational justice variable as a dependent variable and organizational trust as an independent variable have been entered in analysis. Beta coefficient value is equal to 0.469 for trust and according to significant level, that are lower than 0.05, this equation is significant. But in the second state, when organizational justice as a predictive and independent variable and trust as a dependent variable have entered to regression analysis, better results presents (see [table 5](#)).

Beta coefficient in the second state is better than the first state ( $0.469 < 0.766$ ) which means that organizational justice is the better anticipator

**Table 4.** Linear regression coefficients for the dependent variable (org justice).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.687	.175		9.626	.000
	Org trust	.469	.050	.600	9.420	.000

a. Dependent Variable: Org justice

**Table 5.** Linear regression coefficients for the dependent variable (org trust).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.917	.272		3.367	.001
	Org justice	.766	.081	.600	9.420	.000

a. Dependent Variable: org trust

for organizational trust than its opposite state, that this effect is significant according to signification level which is lower than 0.05 and even 0.01. According to the results of regression analysis, the research framework will be formed like that there is a relationship between organizational justice and job involvement, but this relationship is not direct and organizational trust variable plays a role as a mediator variable and organizational justice have an effect on organizational trust, and organizational justice predicts 76.6% of changes in organizational trust and job involvement is affected by organizational trust. Therefore, regression equation of this cause and effect relationship between organizational justice and trust is:

$Y = 0.917 + 0.766 X$  (Y= org trust, X= org justice, in 0.95 confidence level)

Also according to the results of [table 3](#) and according to the relationship between trust and job involvement, it is clear that trust in supervisor has stronger relationship with job involvement than trust in organization. The regression results in [table 5](#) and correlation coefficients in [table 3](#) explain this point that in spite of casual effect of total organizational justice on total organizational trust, interactional justice affect on trust in supervisor and distributive and procedural justice affect on trust in organization; that causes employee and

mangers' job involvement.

### Subsidiary Findings

Factor analysis results in this study have confirmed multi-factor structure of variables. Thus, the three-factor structure of organizational justice included distributive (7-items), procedural (6-items), and interactional (6-items) have been confirmed, and two-factor structure of organizational trust included trust in organization (4-items) and trust in supervisor (5-items) will be proved by confirmatory factor analysis that the output of factor analysis has been given in the [Appendix A](#).

The role of demographic variables of respondents included gender, age, education, and working experience have been surveyed by independent-sample T-test and ANOVA. The independent-sample T-test results to measure the role of gender variable shows that there is a difference between the opinions of male and female regarding distributive justice and trust in supervisor and there is no difference between their ideas about other variables, that it is reasonable.

Also the ANOVA results to surveying the role of other demographic variables shown that the education level of employees and managers in Ardakan and Meybod Education in Yazd province do not affect on their opinion about



**Appendix A:** Confirmatory factor analysis results for organizational justice and trust.

<b>Rotated Factor Matrix<sup>a</sup></b>			
	Factor		
	1	2	3
DJ1	<b>.703</b>	.070	.226
DJ2	<b>.685</b>	.029	.271
DJ3	<b>.541</b>	-.160	.274
DJ4	<b>.695</b>	-.031	.183
DJ5	<b>.725</b>	.098	.216
DJ6	<b>.744</b>	.044	.110
DJ7	<b>.732</b>	.036	.114
PJ1	.262	.040	<b>.512</b>
PJ2	.116	.281	<b>.526</b>
PJ3	.389	.140	<b>.491</b>
PJ4	.338	.119	<b>.670</b>
PJ5	.185	.114	<b>.646</b>
PJ6	.127	.297	<b>.512</b>
IJ1	.106	<b>.713</b>	.187
IJ2	.003	<b>.718</b>	.026
IJ3	-.024	<b>.656</b>	.257
IJ4	-.173	<b>.543</b>	.030
IJ5	.163	<b>.537</b>	.105
IJ6	.024	<b>.600</b>	.139

Extraction Method: Maximum Likelihood.

Rotation Method: Varimax with Kaiser Normalization.

<sup>a</sup> Rotation converged in 5 iterations.

<b>Rotated Factor Matrix<sup>a</sup></b>		
	Factor	
	1	2
TIO1	.158	<b>.456</b>
TIO2	.340	<b>.577</b>
TIO3	.161	<b>.756</b>
TIO4	.419	<b>.655</b>
TIS1	<b>.732</b>	.184
TIS2	<b>.886</b>	.284
TIS3	<b>.547</b>	.333
TIS4	<b>.540</b>	.257
TIS5	<b>.384</b>	.372

Extraction Method: Maximum Likelihood.

Rotation Method: Varimax with Kaiser Normalization.

<sup>a</sup> Rotation converged in 3 iterations.

words organizational factors (justice and trust) have an impact on job involvement.

Certainly effective individual features on job involvement are not limited to these four features and other features should be studied that are suggested to future researchers.

## Discussion and Conclusion

the level of justice, trust, and job involvement and people with different education levels have had the same conception of justice, trust and finally job involvement. The ANOVA results based on people's age also shown that their age has not influenced on their opinion and the employees and managers of Education in each age level have the same ideas regarding justice, trust, and job involvement. Finally working experience influences on their perceptions from total organizational justice and distributive and procedural justice, but not on another variable.

Therefore, another question of this research is answered, thus in this study, job involvement is not the function of individual characteristics; and although individual features of respondents is effective on perceived organizational justice but has no effect on their job involvement and it is clear that organizational climate or in other

The result of one table showed that the perception of employees and managers of Meybod and Ardakan Education in terms of organizational justice and its dimensions is the average. The organization does not conduct a genuinely fair with employees and they believe that the distribution of rewards and compensation is not fair, but procedures are fair to moderate according to them and they are more satisfied with the fair treatment in organizational interactions. In addition, their trust in organization and supervisor is average; and they have trust in supervisor more than trust in organization; and consequently, the level of job involvement is average.

Also according to the results that is shown in table 3, there is a significant and positive relationship between organizational justice and organizational trust, and job involvement. Also the results suggest that interactional justice that

is rooted in communication related to trust in supervisor, and distributive and procedural justice which is more relevant to the organization has a stronger relationship with trust in organization. Types of organizational justice also have ability to predict the types of trust and only distributive justice have not the ability to predict the trust in supervisor. These results are compatible with the results of Ruder (2003), Wong *et al* (2004), Ngodo (2008), and Farndale *et al* (2010).

Factor analysis showed that three-dimensional structure of organizational justice and two-dimensional structure of organizational trust is confirmed. The results of ANOVA also showed that in education in the cities of Meybod and Ardakan, job involvement is a more function of organizational climate and factors; and it is less related to individual characteristics and differences of employees and managers of schools and education.

Therefore according to all results of this study it can be concluded, that when employees perceive any kind of justice in the organization- in rewards and outcomes, in procedures and communication, and in interaction- and they consider its symptoms and signs directly or indirectly, trust and silence sense will be stimulated in employees and managers; and they transfer their sense of trust and silence to others and consequently the atmosphere of organization become silence and far from any distrust. Trust in that the outcomes, rewards, and procedures are fair and people and employees do not have any false and hidden purposes in their interaction. Therefore, this trust of employees to each other transfer to supervisor and their managers and principals develop organizational trust among employees by trustful feedback. Consequently, when employees trust to coworkers and their managers, they feel sense of ownership and commitment and they will be involved in job and organization; that ultimately, the employees identify with their job and organization and it will cause desirable organizational outcomes such as increased motivation, job satisfaction, productivity, and Organizational Citizenship Behavior (OCB).

Therefore based on the study results, suggest that the Education as a state organization and responsible for training of future hopes of this

nation, to increase employees' job involvement and the positive outcomes; is needed: 1) To pay rewards in proportionate to employees' performance. 2) Employees' bonuses should be given in proportion with the amount of training and courses that completed and efforts that were done, and explain this proportion clearly. 3) In addition to the fairly distribution of payments, organization should increase the level of employees' participation in decision making processes and procedures, and they hold meeting to discuss and planning the problems for the employees. 4) In the communications and interactions with employees, even in a glance, they should try to reduce the discrimination to engender the climate of trust within organization and in communication between employees; and whereas employees with different personal characteristics such as age, gender, education, and work experience have the same perception of trust and justice (ANOVA results), all employees who have very little satisfaction of these factors in education, can have more involvement to organization with strengthening of their comprehension from organizational justice and trust; and they will have more involvement in their important and sensitive jobs in Iran present society.

Although this problem and limitation perhaps come to mind that the managers in Education do not have any role and interference in implementation of distributive justice with due attention to being governmental organization; but that can be answered that first, they can increase their investment in procedural and interactional justice instead of distributive justice. second, although employees' salaries are fixed, but in other results and outcomes from working people in organization such as promotions, rewards, commissions, non-financial incentives and so on, managers and the Education organization in any place and apart from government can be interfere and implement needed justice.

However, in the end, there are limitations in this study that should be noted. First, this research has been done in a state organization and relationships are concluded based on comments from employees in a state organization that has its own policies and regulations; and it cannot generalized

completely to other organizations. Second, the organizational justice and organizational trust are only two organizational factors effecting on job involvement and other organizational and personality factors that influence on job involvement should be survey to produce the comprehensive view about the job involvement and methods to increase it.

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