

Impact of Organization Trust, Organization Justice and Job Satisfaction on Organization Citizenship Behavior: A study in Banking Sector of Pakistan

Habib-ur-Rehman Makhdoom

Lecturer (Visiting), Faculty of Management Sciences, Government College University
Faisalabad, Pakistan

Adeel Anjum

Lecturer, Faculty of Management Sciences, Government College University Faisalabad,
Pakistan

Dr. Hazoor. M Sabir

Dean, Faculty of Management Sciences, Government College University Faisalabad, Pakistan

Tanzeel Khaliq

MS Scholar, Faculty of Management Sciences, Government College University Faisalabad
Pakistan

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Abstract

The study is aimed at exploring the impact of Organizational justice, Organization Trust and Job Satisfaction on Organization Citizenship Behavior. Further, the mediating role of Organizational Commitment between these variables is also explained. A theoretical grounded conceptual model is developed to organize a mechanism through Organizational justice, Organization Trust and Job Satisfaction impact on OCB with the mediation of Organization Commitment. With the help of this model 4 hypotheses were developed. To test the hypothesized relationship multiple statistical analyses were conducted through SPSS. These hypotheses were tested with the help of data collected through survey questionnaires that were filled from 250 employees of Banks operating in Pakistan. Theory, and the data collected from employees verified the proposed hypotheses and suggested that the underlying practices have a significant positive impact on employees' Organization Citizenship Behavior.

1: Research Background

Employee citizenship in an organization is critical for every business organization but in the current dynamic era, and firms are facing lack of such behaviors within their organizations. Citizenship behaviors come in many distinct shapes and forms. Traditionally thought of as the worker who 'goes above and beyond' the minimum requirements, it can also be the employee who takes the initiative and always offers to lend a hand; the knowledgeable, helpful and cooperative colleague; the senior staff member who is able to roll with the punches; or the friendly, approachable manager who shows the new employees around the office and introduces them to other staff. All of these types of OCB should be actively encouraged – employees support the organization through enhancing each other's performance and wellbeing, and this is reflected in reduced costs and increased profitability at the organizational level. The correlations between OCB and job satisfaction is approximately 0.4 (Organ, 1988). There is empirical evidence for the widely-held belief that satisfied workers perform better, but this is correlational, not causal. workers who engage in OCB tend to receive better performance ratings by their managers (Podsakoff et al., 2009). This could be because employees who engage in OCB are simply liked more and perceived more favourably (this has become known as the 'halo effect'), or it may be due to more work-related reasons such as the manager's belief that OCB plays a significant role in the organisation's overall success, or perception of OCB as a form of employee commitment due to its voluntary nature (Organ et al., 2006). Regardless of the reason, the second effect is that a better performance rating is linked to gaining rewards (Podsakoff et al., 2009) – such as pay increments, bonuses, promotions or work-related benefits. Thirdly, because these employees have better performance ratings and receive greater rewards, when the company is downsizing e.g. during an economic recession, these employees will have a lower chance of being made redundant (Organ et al, 2006). OCB is linked to lower rates of employee turnover and absenteeism, but on the organizational level increased productivity, efficiency and customer satisfaction, as well as reduced costs, have also been observed (Podsakoff et al, 2009). One study on OCB in grocery stores/supermarkets reports that "OCB explained approximately 20% of the variance in store profitability" (Ehrhart, 2004, p. 64).

Organizational citizenship behavior (OCB) has garnered much academic attention since its conception. It is perceived to be something intangible; OCB is not always formally recognized or rewarded, and concepts like 'helpfulness' or 'friendliness' are also difficult to quantify. Yet OCB has been shown to have a considerable positive impact at the organizational level, enhancing organizational effectiveness from 18 to 38% across different dimensions of measurement (Podsakoff, MacKenzie, Paine & Bachrach, 2000; Ehrhart, 2004). Present research will shed light on the brief literature of OCB, highlights some of the ways through which OCB can be develop in the employees of an organization. Further, the study will explore some of the ways of encouraging OCB in the workplace.

1.1: Problem Statement

In order to elevate businesses to the next competitive landscape, organizations require employees' cooperation, benevolence, self-sacrifice and extra effort. Engaging the right employees in the right behaviors is vital for organizations to manage the turbulent business environment. Numerous studies have highlighted the relationship between organizational justice and organizational citizenship behavior (OCB) (Skarlicki & Latham, 1996; Moorman, Blakely & Niehoff, 1998; Niehoff and Moorman, 1993). The role and importance of trust and perceptions of fairness in this relationship has not been explored sufficiently (Guh, Lin, Fan &

Yang, 2013). The attitudes of Pakistani organizations towards the labor market, their jobs and organizations have also not received much attention in research (Roberts, Kivilu and Davids, 2010). This study investigated three factors that potentially affect OCB, namely organizational trust and organizational justice and job satisfaction.

1.2: Rationale

Positivity at workplace has been considered an important factor for the success of an organization and as well as a competitive edge. What constitutes a good employee in the modern workplace? Are 'good employee traits' always quantifiable in performance appraisals, or is there something more to consider? Organizational citizenship behavior (OCB) is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the company. Typically, employees who frequently engage in OCB may not always be the top performers (though they could be, as task performance is related to OCB), but they are the ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required to do a merely satisfactory job. Your organization will benefit from encouraging employees to engage in OCB, because it has been shown to increase productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and absenteeism (Podsakoff, Whiting, Podsakoff & Blume, 2009). Though OCB is a spontaneous initiative taken by staff, you are able to promote OCB in your workplace through employee motivation, as well as giving them the opportunity to display OCB; that is, creating a workplace environment that not only allows for, but is conducive and supportive of OCB (Organ, Podsakoff & MacKenzie, 2006). Management should also be educated about OCB, and consider having OCB included in performance evaluations in order to actively encourage it among employees.

1.3: Objectives

Up to now, a systemic empirical research has not been completely applied to examine the probability that the interplay between several HR practices like Organization Justice, Organization Trust and Job Satisfaction gives significantly improvement to employees' commitment in an Organization that ultimately increases Citizenship Behavior of staff. Present study aims to fill this gap in literature by asking an important research question.

“How to create a workplace environment which promote citizenship behavior?”

To answer the question, present study underpins the following objectives

- 1- Highlight some of practices that manipulate employee's Organization Citizenship Behavior (OCB).
- 2- Draw a mechanism through which these practices influence employees' Organization Citizenship Behavior (OCB) at workplace within an organization.

2: Literature Review

Literature argues that HRM contributes to organizational atmosphere, it is reasonable to suggest that HRM is also able to influence organizational citizenship behavior on overall level and at the individual level. Here, HR Practices means delivering and maintaining Organizational Trust, Organizational Justice and job Satisfaction as a whole they are helpful in imparting commitment with organization within the employees. Following Boxall and Macky (2009), HRM practices are used "to recruit, deploy, motivate, consult, negotiate with, develop and retain employees, and to terminate the employment relationship". Further, they were also established "to organize the employment duties itself, including its normal

structure". This meaning of HRM practices implies that OCB could be influenced in diverse ways and by different reasons. Since the significance of the present research is mainly in finding possible HRM practices that might persuade OCB and how such relationships could be described, this broad view of HRM is being followed based on this suggestion, and recognizing that the work environment embodies the inner basis to stimulate positive behaviors (Chandler et al., 2000; Hornsby et al., 2002), this study says that employee empowerment play a moderating role in the relationship between Effort-Enhancing HR practices and Organization Citizenship Behavior. Schultz & Schultz (2006) explains that the OCB is doing continuous efforts and working more than the minimum required standards. OCB behavior is indicated in the form of taking additional tasks, volunteering to help the work of others, developing profession, obeying the rules of the organization even when no one is looking, advancing and protecting the organization, keeping a positive attitude and having a tolerance for discomfort in the workplace.

2.1: Organization Citizenship Behavior

OCB is discretionary behavior that is not formally part of an employee's formal job description, but that nevertheless supports the effective functioning of the organization (Robbins & Judge, 2006). OCB refers to the behavior of employees who do more than their usual job duties and who perform their jobs beyond expectations. This study postulates that trust and justice interactively enhance the development of OCB. When employees trust their employer to look after their best interests, they are more willing to voluntarily engage in behaviors that go beyond their formal job descriptions. Subedi, Bhandari & Sahadeb (2011) categorize OCB as follows:

Altruism refers to voluntary behavior that is directed at helping other people with an organizationally relevant task or problem, such as picking up the workload of employees who are absent. **Conscientiousness** refers to discretionary behavior that goes beyond minimum job requirements, such as not taking extra breaks and adhering to the company's policies and procedures at all times. **Sportsmanship** refers to the willingness of an employee to tolerate less than ideal circumstances without excessive complaining. **Courtesy** refers to behavior aimed at preventing work-related problems, such as considering the impact of one's actions on other employees. **Civic virtue** refers to voluntary behavior that indicates that the employee participates responsibly in, or is concerned about, the political life of the organization, such as staying up to date with company developments.

2.2: Organization Justice

According to Greenberg & Baron (2003), organizational justice is a person's perception of justice in the organization, which includes perceptions of how decisions are made with regard to the distribution of results and fairness perceptions on the output itself. According to Schultz and Schultz (2006), organizational justice is how employees feel fairly treated by the company itself. Muchinsky (2000) imposes limits organizational justice as the fair treatment of a person in the organization. Meanwhile, Ivancevic et al., (2005) defines organizational justice as to what extent individuals feel treated fairly in the workplace. Gordon (1993) proposes seven dimensions of organizational fairness / justice, namely: regulatory payroll, payroll administration; workplace; salary levels; administration rules, division of labor; degree of freedom and space. Meanwhile, according to Wat & Shaffer (2005), organizational justice construction includes three dimensions, namely distributive justice, procedural justice and interactional justice. Aamodt (2007) also mentions the same thing that

has three forms of organizational justice. First, distributive justice; justice is felt on the actual decisions made by the organization. Second, procedural justice; the perceived fairness on the method used to arrive at a decision. Third, interactional justice; the perceived fairness of interpersonal treatment received. Earlier research conducted by Moorman (1993) revealed strong relationships between perceptions of organizational justice and OCB. Yuan Chou, Chou, Jiang & Klein (2013) found that employees' perceptions of organizational justice contribute to job commitment. Yung Chou & Lopez-Rodriguez (2013) investigated the relationship between organizational justice and service-oriented OCB, the latter being defined as discretionary behavior that extends beyond employees' formal job requirements when providing customer service (Bettencourt and Brown, 1997). Results indicated that procedural justice significantly predicts service-oriented OCB, and confirmed the importance for organizations to establish and implement transparent organizational policies, processes and procedures (Yung Chou and LopezRodriguez, 2013).

2.3: Job Satisfaction

According to Schultz & Schultz (2006), job satisfaction is a feeling and positive and negative attitudes about the job. Meanwhile Boles et al., (2007) explains that job satisfaction is the attitude of the individual associated with the work. Nelson & Quick (2006) defines job satisfaction as a positive emotional state or fun that emerged from the assessment of work or work experience. According to Luthans (2008), there are three aspects that are generally accepted for job satisfaction. Firstly, job satisfaction is an emotional reaction to the work situation. Secondly, job satisfaction is often determined by how the results can meet or exceed expectations. Thirdly, job satisfaction represents several related attitudes. All three of these aspects can be divided into five aspects of job satisfaction, namely: work itself, pay, promotion opportunities, supervision and partners. Nelson & Quick (2006) also supports this by stating that job satisfaction is a general attitude and satisfaction with five aspects as a special work: wages, job itself, promotion opportunities, supervision and partners. On the other hand, Spector (1997) identifies nine elements of job satisfaction, namely: (a) wages; satisfaction with salary and wage increases; (b) promotion; satisfaction with promotion opportunities; (c) supervision; satisfaction with the strict supervision of a person; (d) external benefits; satisfaction with fringe benefits; (e) in exchange unit; satisfaction with rewards (not always money) given for good work; (f) working conditions; satisfaction with the rules and procedures; (g) partners; satisfaction with partners; (h) the nature of the work; satisfaction with the type of work performed; (i) communication; satisfaction with communication within the organization.

2.4: Organization Trust

Trust is a crucial factor in enhancing the long-term success of an organization. Mayer, Davis & Schoorman (1995) define trust as an individual's willingness to be vulnerable in relationships with other people, irrespective of whether the actions and decisions related to the other party can be monitored or controlled. Employees differentiate between two types of trust – trust in others (e.g. supervisors and co-workers) and trust in the organization (Sousa-Lima, Michel & Caetano, 2013). While other factors in the work environment may contribute to employee engagement, employees depend mostly on trust (Agarwal, 2014). Numerous studies have been conducted to investigate the relationship between trust and employee attitudes and behaviors. Research studies by Tan & Tan (2000) revealed that trust influences the continuance and affective components of organizational commitment, whereas Ferrer,

Connell & Travaglione (2004) found empirical support for the fundamental role of coworker trust in predicting lowered turnover intentions, greater affective commitment and perceived organizational support. With regards to OCB, Robinson & Morrison (1995) found that an employee's trust in the organization operationalizes citizenship behaviors. Furthermore, Van Dyne, Vandewalle, Kostova, Latham & Cummings (2000) found that an individual's propensity to trust predicted OCB. Sousa-Lima, Michel & Caetano (2013) investigated the importance of organizational trust in facilitating justice perceptions. The results indicated that distributive justice is important in predicting trust in the organization. Altuntas and Baykal (2010) investigated the relationship between nurses' organizational trust levels and their OCB. The results showed that nurses who trust their managers, organizations and co-workers more regularly demonstrated citizenship behaviours of conscientiousness, civic virtue, courtesy, and altruism (Altuntas and Baykal, 2010).

2.5: Organization Commitment

Organizational commitment is one of the hidden but affective factors in staffs' occupational behaviors (Bienstock et al. 2003) and it is a kind of attitude and affective condition that shows rate of tendency and need as well as obligation to keep on job in organization. Organizational commitment is described as an attitude or orientation to organization which shows person's identity to organization (Gautam et al. 2004) and the feeling of belonging to the organization (Markovits et al. 2008) and the tendency of people to put their energy and loyalty (Kim and leong 2005) to social system. Newstrom (2007) stated that organizational commitment is a level or degree of self-identification with the organization and the employee wishes to continue an active participation in the organization. Luthans (2008) imposes limits organizational commitment as a strong desire to remain a member of the organization; a desire to demonstrate a high degree of effort on behalf of the organization; and a strong belief in accepting the values and objectives of the organization. As for Slocum & Hellriegel (2007), organizational commitment is the strength of employee involvement in identifying himself into the organization. Luthans (2008) identifies three aspects of organizational commitment. Firstly, affective commitment comes from the emotional attachment from employees to the organization. Thus, employees with strong affective commitment will identify with actively involved in the organization and enjoys membership in the organization. Secondly, normative commitment associated with feelings of employees towards the need to stay afloat in the organization. Therefore, employees who have high normative commitment will stay in an organization because they are supposed to do that (ought to). Thirdly, rational commitments relating to commitment based on the perceptions of employees for losses will be obtained if he does not continue his job in the organization. Therefore, employees who have a strong rational commitment will stay in an organization because they do require (need to).

The above stated literature gives us the privilege to draw the following hypotheses to meet the objectives of the study.

H-1: Organization Trust has a positive impact on Organization Citizenship Behavior.

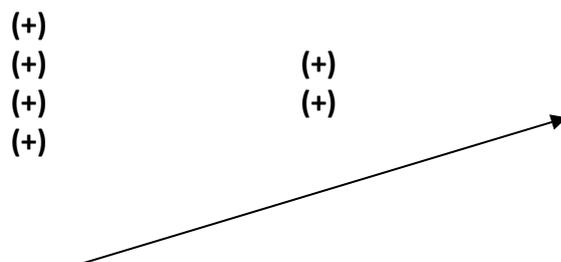
H-2: Job Satisfaction has a positive impact on Organization Citizenship Behavior.

H-3: Organization Justice has a positive impact on Organization Citizenship Behavior.

H-4: Organizational Commitment mediates the relationship between Organization Trust, Job Satisfaction, Organization Justice and OCB.

3. Conceptual Model





Independent Variables Mediator Dependent Variable

The above model state the various relationship which are drawn after a careful study of the literature. It depicts that there is a positive impact of all of the independent variables on dependent variable. Further, the model shows that Organizational Commitment act as a mediator between the relationship of Organization Trust, Job Satisfaction, Organization Justice and OCB.

4. Methodology

4.1 Procedure and Sample

Sample was selected from Private Banking sector as it has a critical role in economic development of Pakistan. For sampling frame, the banks were selected consist of HB, ABL, UBL and Bank Al-Falah, having their branches situated in Faisalabad. Thirty-five questionnaires were filled from each Bank's branches. Sample was selected through stratified random sampling from each branch and middle level managers were selected as sample from each unit.

4.2 Instrument

The scale used in the present study consisted of two main sections; the first section included participants' demographic (age, level of education and department in organization etc.). The second section include the main constructs of study's variables. 12 items questionnaire of OCB made by (Podsakoff, 1990). 8 items scale for Organization Commitment scale was use which was by the (Porter, 1974). 15 items scale for Organization Trust is used (R. Seppänen et al. 2007). 36 items of Minnesota's Job Satisfaction survey (MSQ) which is intended to gauge an workers contentment with his or her job. Three forms are available: two long forms (1977 version and 1967 version). To test out Justice in Organization 20 items proposed to measure perceived organizational justice. The items were taken from Niehoff and Moorman designed in 1993. Five items stand for distributive justice, six items correspond to procedural justice, and the residual nine items correspond to the interface justice. The construct encompasses all three fields of Organizational Justice.

5. Analyses and Results

The results drawn by conducting Test of Cronbach Alpha α are being ranged from 0.702 to 0.902 for each of the construct, which is good enough & admirable and higher than the anticipated porch of 0.7. Following table portrays the outcomes for Cronbach α test.

5.1 Reliability Analyses

Measure	No of Items	A
Organizational Trust	15	0.795
Organizational Justice	20	.811
Job Satisfaction	20	0.865
Organizational commitment	8	0.902
Organizational Citizenship Behavior	12	0.702

5.2 Correlation Analyses

The following drawn table states the correlation between all of the research variables. A strapping association flanked by OCB & OJ (.987 at $p < 0.001$). Relationship between O.C.B and O.C is .953 which is also considerable at $p < 0.001$ relationship of O.C.B and JS is .994 which is also noteworthy at $p < 0.001$. A strong alliance flanked by O.C.B and O.J (.987 at $p < 0.001$). correlation between O.J and O.T is .956 which is also considerable at $p < 0.001$. correlation of O.J and J.S is .988 which is also considerable at $p < 0.001$. Moreover, a burly connection flanked by O.J and O.C (.964 at $p < 0.001$). link flanked by O.C.B and O.C is .994 which is also considerable at $p < 0.001$ moreover union of O.C.B and J.S is .994 which is also considerable at $p < 0.001$. All of these mentioned conclusion of association (co-relation) support all of the hypothesis which are build up on the foundation of thorough reading of the literature.

Correlation between all of the research variables

		OCB	OJ	OT	OC	JS
OCB	Pearson Correlation	1	.987**	.990**	.953**	.994**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	250	250	250	250	250
OJ	Pearson Correlation	.987**	1	.956**	.964**	.988**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	250	250	250	250	250
OT	Pearson Correlation	.990**	.956**	1	.906**	.984**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	250	250	250	250	250
OC	Pearson Correlation	.953**	.964**	.906**	1	.943**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	250	250	250	250	250
JS	Pearson Correlation	.994**	.988**	.984**	.943**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

N	250	250	250	250	250
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** . Correlation is significant at the 0.01 level (2-tailed).

5.3 Regression Analysis:

Impact of Job Satisfaction, Organization Justice and Organization Trust on OCB

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.160	.030		5.388	.000
	JS	.965	.007	.994	142.548	.000
2	OJ	1.12	.011	.987	85.239	.000
3	OT	.985	.009	.990	107.880	.000

a. Dependent Variable: OCB

In the above table, results of regression analysis state the direct effect of independent variables; Organization Justice, Organization Trust and Job Satisfaction on dependent variable OCB. The direct effects of HR practices on OCB in order to test the first three hypotheses that address this aspect. The result shows that there is a positive effect of Organization Justice as the beta value of OJ is (.987) which is significant (at<.05) which state a marginal effect on OCB. As well the beta value of JS is (.994) that is also significant (at<.05) which propose high direct effect on OCB. As well the beta value of OT is (.990) that is significant (at<.05) which propose high direct effect on OCB. So the results verify the first three hypotheses of the research.

Mediation of OC between the relationship of OJ, OT, JS and OCB.

Model 1	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.205	.044		4.649	.000
1 OJ	.985	.040	.960	24.603	.000
OC	.025	.036	.027	.699	.485
Model 2	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.161	.027		6.026	.000
1 JS	.833	.018	.858	45.589	.000
OC	.134	.017	.144	7.676	.000
Model 3	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.029	.016		1.858	.064
OT	.701	.008	.704	82.968	.000
OC	.291	.008	.315	37.099	.000

Note: OCB is the Dependent Variable in above three models

Interpretations of Tables

To test the significance of H-4, which state that Organization Commitment act as a mediator between the relationship of Job Satisfaction, Organization Justice, Organization Trust and OCB, regression analysis was run. The mediating effect between the relationship of Job Satisfaction, Organization Justice, Organization Trust and OCB was measured separately in model 1, model 2 and model 3. These models state that the beta values of mediating variable i.e., Organizational Commitment are (.315) for OT, (.144) for JS and (.027) for OJ, which is signification (at<0.05). The results show that there is a marginal significant mediating effect of Organization Commitment on the relationship between Job Satisfaction, Organization Justice, Organization Trust and OCB.

6. Discussion

The aim of this study was to explore the effect of HR practices concepts that work on citizenship behavior of individual workers, and to examine the role of organizational commitment in this relationship. In that way, we have gained a huge understanding on the impacts that Human Resource (HR) practices that have on employee's citizenship behavior, by viewing the direct impact of perceived Human Resource practices on citizenship behavior (OCB). The results of the underlying study support the outcome of the "Dorenbosch at al. (2005)", that entails job satisfaction and organization trust impart better citizenship behavior at work by employees. The current research emphasizes the importance of organizational justice, job satisfaction and organization trust in predicting positive organizational outcomes such as OCB. Statistical analysis provided strong evidence that job satisfaction organizational justice and trust interactively enhance the development

of employees' OCB. Furthermore, a strong, significant relationship was found between organizational justice and employee trust. These findings support the notion that employees will have a higher level of trust in their organizations when they perceive their organization as being fair and equitable in the allocation of rewards and the implementation of formal procedures that take the needs of employees into consideration. Employees also want to feel that they are treated with dignity, concern and respect.

There are however several limitations of the present study that may restrict its generalizability. Even though validated scales with acceptable coefficient alphas were utilized to measure the various constructs, they may not be able to capture their full meanings in other countries and cultures. The present study considered OCB as the only behavioral outcome variable. For illustration upcoming studies possibly can work on good payment, better instructions & training and growth occasions (T&D), work-life policies, Institutional Politics, career improvement and superintendent support so plenty of originators effect can be tested in Pakistan Banks.

7. Implications

Based on the research results obtained some of the findings that can be used as a contribution to the theory that hopefully can be useful for the development of the study and also the practical steps that can be used by Banks and other organizations. Those contribution and implications can in these ways like: Theoretically, the model tested in this study is a model of a combination of several previous studies that are fit, so it can be used as reference models valid in developing employee organizational citizenship behavior. In addition, further research needs to be done to extend the model by adding other factors and involve a greater number of samples so as to expand the area of generalization. Practically, Private Banks and other organizations in developing employees' OCB can take satisfaction, trust strategy development and justice organizations work through the indicators. In addition, the management of the organizations need to realize that job satisfaction, trust and organizational justice is important to note in order to improve organizational commitment of employees which in turn can contribute positively to OCB, so it is necessary to take concrete steps to pursue the achievement of the aspects of satisfaction and justice organization working adequately. At the same time, commitment to employee organizations also need to be maintained and improved internally by employees through self-realization sincerely in working based on a realistic view that the organization is a place to make a living so that its existence should be maintained and developed continuously, sustainably and externally by the organization by providing more adequate facilities to meet the needs, desires, and expectations of employees.

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