

Organization Citizenship Behaviour Path Analysis: Justice, Trust, Satisfaction and Commitment

Kittiwat Watcharachatchawan

Assumption University
Bangkok, Thailand

Peter Steane, PhD

Australian Catholic University, Australia

Abstract

This paper examines the impact of: organization justice, transactional: attitudinal commitment, organization trust, and job satisfaction on organization citizenship behaviour. The study was conducted on the primary and secondary catholic schools in Thailand. The organizational objective is to provide an understanding of the relationship between the variables in the organization development area. The sample of the study involved 350 respondents from 10 schools with work groups ranging from top-management, support-management, teachers, as well as staff who took part in the research. The research findings indicate a significant relationship between variables that contribute to change in organization citizenship behaviour. The findings indicate its usefulness as a tool for organization development and business practitioners in understanding the change in behaviour in organization development. However, other elements in the management environment play a critical role in changing organization citizenship behaviour. Future studies may employ different elements in management with existing variables from this study to extend the validity and reliability of the models developed from this study.

Key Words: catholic school, change, organization citizenship behaviour, organization development.

Introduction

Business sustainability is a key challenge for managers today. Sustainability includes continuous improvement and change (Global Reporting Initiative, 2011). Success in any business operation that is sustainable and on-going depends largely on leadership and the human capital (Cornell University ILS School, 2010). Human capital is that important asset, with the values, vision and mission statement of many modern organisations (Krueger and Killham, 2005). Therefore, the ability to achieve and maintain operational and organizational success is largely determined by the number of talented people who can be recruited and kept, given they are the driving force for success (Lockwood, 2006).

Nonprofit organizations are in the spotlight with many stakeholders today focusing on how the organization effectively and efficiently manages itself both in terms of operations and monetary allocation. According to one of the catholic foundation's vision and mission, the challenge to establish an alignment between leadership and employees, not only in terms of the retention and commitment of talented employees, but also in fully engaging them, capturing their hearts and minds at each stage in the process of carrying out the vision and mission . Tabrizi and Terrell (2003) argue it is the individual in the organization is a leader within his or her self and the social influence of moral cognition plays the critical role in how each individual , reacts to the situation and decision making opportunities they face. Therefore surrounding environment and situation are likely significantly impacted on their organization citizenship behaviour. It is the combination of leadership with employee alignment, which moves an organization in the needed direction.

Review of Literature

The areas for research were summarized from in-depth interviews with two to five senior employees from two to three catholic schools in Thailand. The areas of research are: Organization Justice, Organization Commitment, Organization Trust, Job Satisfaction, and Organizational Behaviours

Organization Justice

In order for the employee to be willing and agreeable in organizational decisions and policies, fairness procedures must be applied, not only treating employees with respect and dignity, but also providing knowledge of detailed procedures (Cropanzano & Greenberg, 1997). This is why it is important how an organization deals with a situation than the actual outcome, and the way in which the action is implemented (Tyler and Bies, 1990). There are three sources of organizational justice generally agreed upon by researchers, which consist of distributive justice, procedural justice, and interactional justice (Brockner & Siegel, 1996; Skarlicki et al., 1997; Blodgett et al., 1997; Colquitt, 2006 based on Neihoff & Moorman, 1993; & Charash and Spector, 2001).

Distributive justice: Distributive justice is expressed in terms of individual perception of fairness outcomes and employee benefits such as pay, reward and promotion being distributed in a way that is perceived as fair (Moorman, 1991: 845; Neihoff & Moorman, 1993; Johnson, 2007: 6; Javahery-kamel, 2009: 10; Byrne &

Cropanzano, 2001). Therefore, the employee makes a judgment on distributive justice by comparing its outcome with other employees and their previous outcomes (Tyler and Bies, 1990).

Procedural justice: Procedural justice refers to the process of allocating resources and rewards in the organization or the process used for determining the outcome of distribution (Neihoff & Moorman, 1993; Byrne & Cropanzano, 2001; Johnson, 2007: 7), when distributive justice is referring to the focus on the outcome of allocation.

Interactional justice: Interactive Justice refers to the quality or treatment of communication between employer and employee, or authority and employee (Folger & Cropanzano, 1998; Greenberg, 2004). An individual, who is being affected, perceives and responds to each decision as a form of communication expressed in term of attitudes as part of justice in the organization.

Organization Justice and Other Elements in Management

Organizational commitment is critically effected by organizational justice (Dirks & Ferrin, 2001). There are many studies in organizational commitment factors related to organizational justice, such as Mowday, Steers, and Porter, (1979); Mowday et al., (1982) on shortened organizational commitment; O'Reilly & Chatman, (1986) on psychological attachment instrument; Jaros et al., (1993) on organizational commitment, and Blau., (1989) on career commitment. These constitute factors in the area of affective commitment, attitudes commitment, and normative commitment, as later expressed by Myer & Allen., (1997).

Trust is important to the effectiveness of organizational justice, in terms of how an employee perceives fairness in the distribution of organization outcomes (Pillai et al, 2001). Herriot et al. (1998) also express organizational justice in terms of procedural justice as a linkage to trust. This is when trust is proportionally elevated equivalently to the perception of obligation by the employee. According to Brockner & Siegel (1996) the condition of positive procedure and process as perceived by an employee raises that employee's level of trust in the organization. In addition, employee perception of the practice of fair treatment in their organization may lead to higher trust in the management (Bakhshi, Kumar & Rani, 2009). Managers are likely to gain higher trust when they treat employees fairly in terms of interpersonal justice (interactional justice).

Job satisfaction is related to commitment and job turnover (Robbins & Judge, 2007). Yaghoubi, M. et al. (2009) link organizational justice to job satisfaction. This is

supported by Shokrkon & Na'ami (2003), Seyyed Javadin, Farahi & Taheri Atar, (2008) and Imani, (2009) whose findings indicate that job satisfaction and organizational commitment are affected to various degrees by different moderators in organizational justice.

Organizational justice influences employees' motivation and performance, which correlates with Adams (1965) and other studies linking organizational commitment (Dirks & Ferrin, 2001; Yilmaz and Tasdan, 2008) as a critical factor. Other scholars (Gouldner, 1960; Pillai et al., 2001) relate organizational justice as a norm of reciprocity. Furthermore, Hussienian & Habibi, (2007) refer to the relationship organizational justice has in affecting behaviour outcomes.

Organization Commitment

Commitment is defined as an individual's identification with their involvement in the organization (Kanter, 1968; Ingersoll, et. al., 2000). It is also described by Meyer and Allen, (1990) as employee acceptance and strong belief in the organization's goals and values, and at the same time with strong desire to maintain membership in the organization and a willingness to exert considerable effort on behalf of the organization. Organizational commitment is most commonly studied in its attitudinal dimensions, which attracts much research. This dimension is linked to important aspects of workplace behavior, such as job satisfaction; organizational citizenship behavior (OCB); and turnover intention (Cooper-Hamik & Viswesvaran, 2005; Mathieu & Zajac, 1990; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

Affective Commitment: Affective Commitment is an employee's positive emotional attachment to the organization, which can be referred to as the "desire" component. The practical outcome of this commitment is seen in an employee who affectively aligns personal goals with the organization's goals and desires to remain a part of the organization (Meyer and Allen, 1991).

Continuance Commitment: Continuance Commitment, according to Meyer and Allen, (1991) refers to the commitment when employees align themselves based on perceived losses and gains. For example, an individual who is debating leaving one job for another based on salary and incentive would be basing their decision on continuance commitment. This can be referred to as the "need" component.

Normative Commitment: Normative commitment, according to Meyer and Allen, (1991) refers to the commitment of an employee, with the feeling of obligation to remain

with the organization. This feeling of obligation may occur when an employee is exposed to uneasy experiences, before, during, or after joining the organization.

Generally, measurement of organizational commitment is distinct from other work related variables such as career commitment, job-involvement, job satisfaction, and intention to leave.

Organizational Trust

Employee trust is a critical factor influencing efficiency and effectiveness of work which ultimately drives performance (Dirks & Ferrin, 2002; Kramer & Tyler, 1996; Lewicki et al., 1998; Mayer & Davis, 1999; Mayer et al., 1995). Employee personality capacity, together with expectations, drive individual belief in trust. This is influenced by the organizational environment and other members of the organization (Tzafrir et al., 2004; Danaeefard et al, 2010; McAllister, 1995, pp. 24-59; Dirks & Ferrin, 2002, pp. 450-467; Mayer and Gavin, 2005, pp. 874-888). Also, the relationship between employee and a manager is strongly impacted by trust (Zolin et al., 2003), especially in how well the latter demonstrates respect and concern toward subordinates (Jung and Avolio, 2000).

In addition, researchers link trust and work related outcomes such as: performance, citizenship behavior (Deluga, 1994; McAllister, 1995), communication (Butler & Cantrell, 1994; O'Reilly & Anderson, 1980; Penley & Hawkins, 1985), empowerment (Gomez & Rosen, 2001), leader behavior (Podsakoff, MacKenzie, Moorman, & Fetter, 1990), commitment and innovation (Ruppel & Harrington, 2000), and psychological climate (Strutton, Toma, & Pelton, 1993).

While trust has been identified as based on interpersonal relationships by Scott (1981), this research shows the development of four trust categories: 1) trust in the immediate supervisor, 2) trust in top management, 3) trust in the peer group work/work unit, and 4) trust in a management development consultant. Based on Scott (1981), Ruder (2003) as well as Tan and Tan (2000) outline two kinds of trust, a) trust in senior management and b) trust in the direct supervisor, which he further refined into trust in organization and trust in seniors. This research has a global context in terms of justice and organization support, with high correlation with the variable of "trust in the organization", and also a high correlation of "trust in the supervisor" with a supervisor's integrity, ability, and benevolence. The study also finds significant correlation between trust in an organization and commitment to that organization.

In conclusion, trust is the environment that may create a positive force or have a positive application for an organization. Trust also has a potential cost in organizational effectiveness and efficiency, teamwork, communications, and corporation. Job satisfaction and organizational citizenship are also affected by trust (Javaheri-kamel, 2009).

Job Satisfaction

Job satisfaction highly influences an individual's general attitude towards his or her job, according to Robbins (1998). A person with positive attitudes towards the job has a high-level job satisfaction, on the other hand dissatisfied person have negative attitudes about their job (Robbins, 1998). It is “a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences” Locke, (1976: 1304). This influences a person's acting, thinking, and feelings or working attitude.

Bruce and Blackburn (1992), stated that good managerial relations can affected job satisfaction, therefore, an employee's job performance and job satisfaction can be influenced by a supervisor's behaviour toward them. Goleman, et al., (2002) made breakthroughs in brain research by showing that “A leader's behaviours and actions have enormous impact on those they lead, and shed fresh light on the power of emotionally intelligent leadership to inspire, arouse passion and enthusiasm, and keep people motivated and committed. Conversely, there is the power of toxic leadership to poison the emotional climate of a workplace.” Goleman et al (2002, p.253-256).

In summary, job satisfaction theories are linked to job performance and placed into the cultural dimension of many organizations, where there is an inter-dependence with various sub-components, such as: policies, procedures, interpersonal relationships, work conditions, pay, security, achievement, and so forth.

Organization Citizenship Behaviour

Organizational Citizenship Behaviour (OCB) has emphasized positive behaviour toward the system or environment of the organization and is behaviour not actually required by a job description (Organ, 1997; Padsokoff et al., 2000; Ozdevecioglu, 2003; O'Reilly et al., 1991; and Robbins, 2006). In particular, this behaviour is not explicitly or directly linked to the formal reward system (Organ, 1988), it has an impact on the organization's effectiveness as an enhancer of the working environment and its social framework (Todd, 2003).

According to Fok, Hartmandy, Patti, and Razek (2000) individual involvement in OCB may be caused by personality factors, as OCB was more likely to be engaged in by individuals with more benevolence, and at the same time the level of OCB varies between individuals. Organ & Ryan (1995) studied the relationship between OCB and four personality factors: positive affectivity, negative affectivity, conscientiousness, and agreeableness. They found a correlation only between conscientiousness and OCB.

Perception of OCB as a role in a job description (in-role) and non-job description (extra-role) may relate to personality characteristics. Kamdar et al. (2006) said that individuals who have a high level of reciprocation awareness were tolerant of implementation from management (OCB is perceived as extra-role). Individuals with a high level of perspective thinking and empathetic concern were more engaged in OCB in terms of interpersonal helping (in-role). However, OCB has been classified as an extra-role behaviour which employees practice conscientiously due to the effect of the organizational environment (Shapiro et al., 2004).

OCB can be best measured from the employee's attitude toward job satisfaction and job commitment (Organ & Ryan, 1995). Werner (2007) states that a positive atmosphere in an organization is related to positive behaviours from satisfied employees. At the same time, organization commitment is also a moderator of organizational behaviour as it expresses employee involvement and identification with the organization (Bateman & Organ, 1983). Hui et al. (2004), studied the relationship between OCB and psychological contact in China, and found an association of employment relation based on trust and mutual support. Therefore, organizational trust may play a role in moderating OCB.

The theory suggests that linkages exist between organization justice, organization commitment, organization trust and job satisfaction, and organization citizenship behavior. Organization justice has a relationship with organization trust, job satisfaction, and organization commitment. Organization commitment has a relationship with organization trust, and organization citizenship behavior. Job satisfaction has a relationship with organization citizenship behavior. Organization trust has a relationship with job satisfaction and organization citizenship behaviour (see Figure 1).

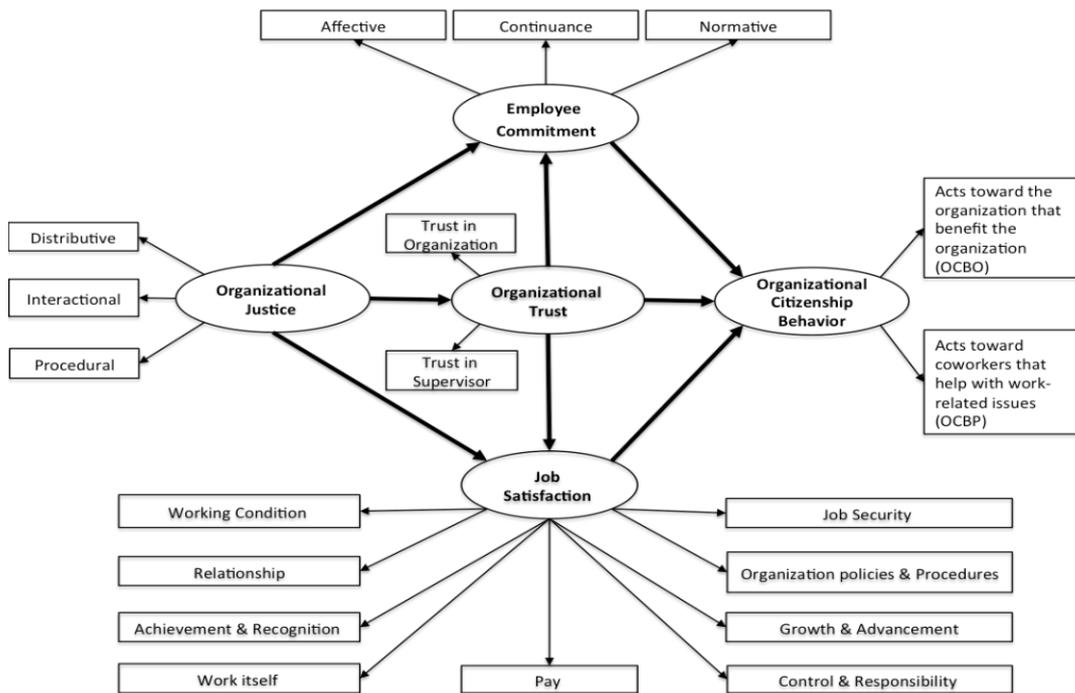


Figure 1. Conceptual Framework Model

Method

The research question is to what extent are attitudinal commitment (OC), organization trust (OT), and job satisfaction (JS) influenced by organization justice (OJ) variables and to what extent does this process in turn influence organization citizenship behavior (OCB) as expected in the conceptual model.

We hypothesize that the attitudinal commitment (OC), organization trust (OT), and job satisfaction (JS) influenced by organization justice (OJ) variables will demonstrate this process and in turn influence behaviour directed toward the benefit of the organization (OCBO) and behaviour directed toward the benefit of the other individuals in the organization (OCBP) and show improvement as depicted in the conceptual model.

The research combined sample survey research and field research. Sample survey research was used to gather information from respondents in actual environments, thereby reaching conclusions with a higher level of external validity.

This research was confined to a single industry to control for as many external influences as possible, with a central goal to identify the factors associated with an organization's responses to organization citizenship behaviour. The industry was in the non-profit sector providing education for the general public from kindergarten to grade

12. It is inevitable that the impact of internal changes will highly influence internal operation and perception of the public toward the organizations.

The schools under catholic Foundation in Thailand were the sample group in this research. The 12 schools in are established with the primary objective to provide young people with excellent educational quality and to develop a high quality of life in all its dimensions.

The research instrument development consisted of two major steps. The first step involved a series of in-depth interviews conducted at organization facilities. The 80 minute in-depth interviews involved 2 to 5 senior employees from 2 to 3 private schools under the catholic school system.

In the instrument development, important constructs were identified and examined using spiral dynamic. The Burke & Litwin (1992) model of performance and change was used to construct the organizational factors involved in the change process. Items were created to assess employee perception of the degree to which management and organization development strategies and practices are present in the respondent's organization. In addition, items were developed to assess perceptions of outcomes identified in the literature as being related to organization citizenship behaviours.

The questionnaires were pre-tested, with a sample from top-management, management support personnel, teachers and general staff at Assumption College, from the sample target of 573. Internal consistency for each scale was estimated using Cornbrash's alpha. The coefficient alpha test results reveal: Organizational Justice (0.995), Organizational Trust (0.860), Job Satisfaction (0.880), Attitudinal Commitment (0.740), and Organizational Citizenship Behaviour (.875) were above Nunnally and Berstein's (1994) recommended .70 level of reliability for research purposes.

SPSS software was used for analysing the correlation matrix, as well as for recoding, computing, and preparing the syntax with the data for use in a structural equation model (SEM).

The full-sample target was of 573, inclusive of respondents from the range of management, support-management, teaching and general staff outlined above. Full-sample analysis included reliability tests of the Questionnaire using Cornbrash's alpha coefficient, Validity tests of the Model by CFA (Confirmative Factor Analysis), both descriptive and inferential statistics.. Structural Equation Modelling (SEM) was used to provide parameter estimates for relationships among observed and unobserved variables.

The response rate was good. 70 questionnaires were returned from a total of 70 management (M) level employees, giving a 100% return rate. A total of 165 questionnaires were returned from the 246 teacher (T) level employees, for a 67.1% return rate. Support management (MS) level employees returned 63 questionnaires from a total of 110 sent out, for a 57.3% return rate. Lastly, 52 questionnaires from the total of 150 administration staff (S) were returned, for 34.7% response rate. Altogether total return rates were 61% or 350 questionnaires in this study.

Findings

The results from the refined conceptual model with all non-significant structural paths eliminated “Organization Justice” and “Job Satisfaction” (t-value = -1.709), “Organization Justice” and “Attitudinal Commitment” (t-value = -2.866), and “Organization Trust” and “Organization Citizenship Behaviour” (t-value = -1.376) were tested with the purpose of assessing factor loading and structure relationships. Based on the AMOS solution, the proposed model presented a better fit. When these fit statistics are considered together, the results lend support to the overall statistical and conceptual validity of the model. (see Tables 1 and 2).

Table 1.

AMOS Standardized Estimates for Proposed Structural Equation Model (Maximum Likelihood)
 — *Factor Loadings*

Indicators	Organizational Justice	Attitudinal Commitment	Job Satisfaction	Organizational Trust	Organizational Citizenship Behaviour	C.R. (t-value)
Distributive Justice	0.721					15.59 ***
Procedural Justice	0.857					23.48 ***
Interactional Justice	0.949					***
Affective Commitment		0.759				12.75 ***
Continuous Commitment		0.427				8.40 ***
Normative Commitment		0.791				***
Work condition			0.686			13.83 ***
Relationships			0.882			18.53 ***
Recognition			0.632			12.56 ***
Work itself and Challenging work			0.811			17.38 ***
Pay			0.717			14.46 ***
Control and Responsibility			0.781			20.91 ***
Growth and Advancement			0.804			***
Organization policies & Procedures			0.767			16.00 ***
Job Security			0.374			6.294 ***
Trust in Organization				0.383		7.26 ***
Trust in Supervisor				0.886		***
Organizational Citizenship Behaviour with People					0.883	23.28 ***
Organizational Citizenship Behaviour with Organization					0.957	***

* Significant at the $p \leq .05$ level.

** Significant at the $p \leq .01$ level.

*** Significant at the $p \leq .000$ level.

Table 2

AMOS Structural Relationship Coefficients — Proposed Structural Equation Model

Indicator	Organizational Trust	C.R. (t-value)	Attitudinal Commitment	C.R. (t-value)	Job Satisfaction	C.R. (t-value)	Organization Citizenship Behaviour	C.R. (t-value)
Organizational Justice	0.909	20.98 ***						
Organizational Trust					0.906	16.77 ***		
Attitudinal Commitment							0.578	5.59 ***
Job Satisfaction			0.798	13.13 ***			0.218	2.31 *

* Significant at the $p \leq .05$ level.

** Significant at the $p \leq .01$ level.

*** Significant at the $p \leq .000$ level.

The AMOS Structural Estimates for Proposed Structural Equation Model (Maximum Likelihood) — Factor Loadings and Relationship Coefficients of Proposed Structural Equation show statistically significant relationship for each variables respective latent construct (see figure 2).

The Goodness-of-fit Statistics of Proposed Structural Equation Model are as follow; Chi-square/df (CMIN/DF = 1.649), Root Mean Square Error of Approximation (RMSEA = .043), Goodness-of-fit Index (GFI = .951), Adjust Goodness-of-fit Index

(AGFI = .910), Normed Fit Index (NFI = .965), Comparative Fit Index (CFI= .986), Tucker-Lewis Index (TLI = .977), Relative Fit Index (RFI = .943), Parsimonious Goodness-of-fit Index (PGFI = .521), Parsimonious Comparative Fit Index (PCFI = .600), Parsimonious Normed Fit Index (PNFI = .587) and Expected Cross Validation Index (ECVI = .987). The relatively high level of the Goodness-of-fit Statistics Indices indicates the relationship among variables transfer was statistically significant.

In the structural model, the relationships among the “Organization Justice (OJ)”, “Attitudinal Commitment (OC)”, “Job Satisfaction (JS)”, “Organization Trust (OT)” transfer was shown to be statistically significant. The relationship between “Attitudinal Commitment (OC)” and “Job Satisfaction (JS)” and “Organization Citizenship Behaviour (OCB)” improvement was also shown to be statistically significant. In the measurement model, “Distributive Justice (DJ), Procedural Justice (PJ) and Interactional Justice (IJ), Affective Commitment (AC), Continuous Commitment (CC) and Normative Commitment (NC), Work Condition (JSE), Relationships (JSR), Achievement and Recognition (JSPR), Work itself (JSW), Pay (JSRW), Control and Responsibility (JSC), Growth and Advancement (JSP), Organization Policies and Procedures (JSL) and Job Security (JSS), Organization Trust in Supervisor (OTS) and Organization Trust in Organization (OTO), Organization Citizenship Behaviour with Organization (OCBO) and Organization Citizenship Behaviour with People (OCBP) were shown to be statistically significant indicators of their respective latent constructs.



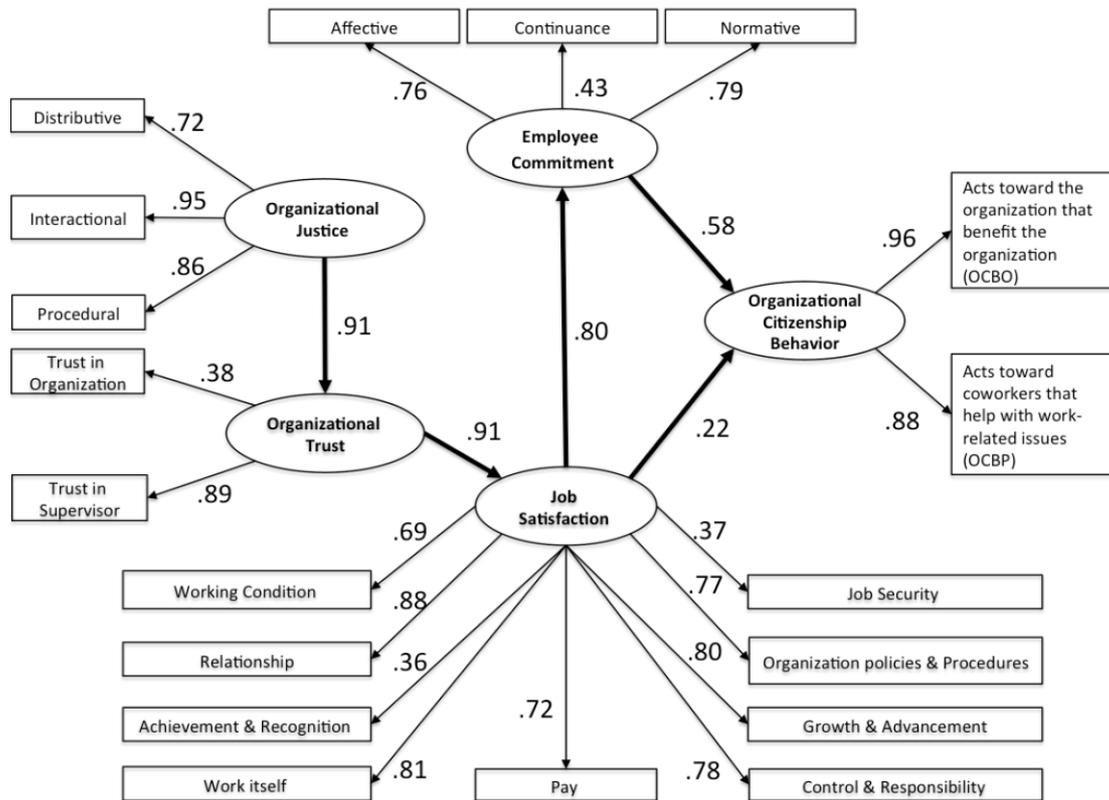


Figure 2. Proposed Structural Equation Model

When put all together, the inference is that the process of internal transfer of “Attitudinal Commitment (OC)” and “Job Satisfaction (JS)” are determined by these “Organization Justice (OJ)” through “Organization Trust (OT)”, and this process has a direct influence on both Organization Citizenship Behaviour with Organization (OCBO) and Organization Citizenship Behaviour with People (OCBP) (see Figure 2).

Conclusions

This study empirically investigated the relationships between organization justice (OJ), attitudinal commitment (OC), organization trust (OT), job satisfaction (JS), and their effect on organization citizenship behaviour (OCB) improvement within ten catholic schools in Thailand. A unified conceptual model was proposed (see figure 1). The process of attitudinal commitment and job satisfaction is influenced by organizational justice through organizational trust variables, and this process has in turn a direct impact on organizational citizenship behaviours.

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