The Relationship between Organizational Justice, Organizational Trust, and Organizational Citizenship Behavior: A Case Study of the Employees of the Karabuk University

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Abstract

Employees and institutions are being forced to evolve and innovate because of technology advancements, globalization, and increased competitive circumstances in the era we live in. Globalization and growing competition have prompted firms to make the most of their current financial and human resources and develop staff capabilities. Employees' experience, creativity, understanding, and knowledge are regarded as essential competitive assets for organizations looking to boost their competitive potential, differentiate themselves from their rivals, and establish a common language across the firm. In this context, the human factor is seen as the most striking component of the employee/human resource when it comes to achieving the institution's objectives. The fact that the human element of the employee/human resource behaves by organizational objectives is intimately linked to the organization's high feeling of fairness. The term "organizational justice" refers to organizational members' perspectives of interaction, distribution, function, and distribution within the organization. The idea of "justice" is one of the topics examined in human resource management, organizational psychology, and organizational behavior literature. The fact that the phenomenon of justice is a crucial aspect in the active fulfillment of institutions' tasks underpins this.

Keywords: Organizational Justice; Organizational trust; Organizational citizenship behavior.

1. Introduction

The relevance of organizational justice grows with employees' perspectives on whether the institution is fair or not. Employees view their supervisors' attitudes as reasonable, moral, and equitable. Employees who have a good concept of justice feel appreciated and important members of the organization, and they form trusting and harmonious relationships with their coworkers and superiors, which leads to beneficial actions.

It's worth noting that employees have helpful attitudes toward other people inside the individual support framework of corporate citizenship practices. For instance, attitudes like "offering emotional support for other people's issues" or "being tolerant, respectful, and courteous while engaging with others" reflect those who are

willing to assist. Another structural factor is institutional support, which consists of attitudes that benefit the institution, such as "demonstrating good conduct by defending and supporting the organization" or "recommending innovations to the organization." On the other hand, the conscientious initiative structure is made up of attitudes like "insisting on extra effort in the face of tough conditions" and "spending personal resources and time when required." It's worth noting that diverse development approaches are effective of these attitudes within the scope of the institution. These processes can be expressed in four ways: positive relationships, impression management, identification, and social change.

In the organizational environment, social change is a method that aims to understand the parties' views regarding the social change relationship and expectations between management and workers. "Is there a substantial association between employee's perceptions of organizational justice and organizational trust and OCB?" asks the researcher at this point. It is required to respond to the query. The purpose of this research was to look at the link between organizational justice, organizational trust perceptions, and organizational citizenship conduct among the Employees of the Karabuk University.

Knowing the factors that influence employees views of organizational fairness, organizational trust, and organizational citizenship behaviors in the educational system is one factor that boosts employees professional motivation and enhances their job performance. This research has been regarded as a noteworthy contribution to the literature and a revelation of instructors' organizational behavior perspectives in this environment.

2. Literature Review
2.1. Organizational Citizenship Behaviour

Organizational citizenship conduct has two forms that provide favorable organizational outcomes. The first kind of OCB manifests itself as constructive contributions and engagement in the structure, objectives, and practices of the organization (Thompson *et al.*, 2020). The second kind is defined by avoiding any attitude that may jeopardize goal accomplishment There is a distinct distinction between these two categories (Urdan and Kaplan, 2020). On the other hand, the basic rationale of ways that evolve as avoiding negative attitudes is not to contribute to the institution; rather, not to hurt the institution (Lay and Basana, 2020).

2.2. Organizational Justice

Many studies on organizational justice, organizational trust, and organizational citizenship behavior in various sectors have been conducted in recent years (Sheeraz *et al.*, 2020). and the perception of organizational justice, organizational trust, and OCB in individuals in various business lines have been examined according to some demographic variables (Aygün, 2021). Furthermore, because organizational behaviors are intertwined, there are numerous studies on the relationship between organizational justice and organizational trust perception (Aygün, 2021; Sharma and Kumra, 2020). On the other hand, there are few studies in the literature that deals with teachers' perceptions of organizational justice and organizational trust, as well as the factors that influence OCB and the link between these variables (Asif *et al.*, 2017).

According to Koodamara *et al.* (2019), PJ and OT influence organizational citizenship behavior, although the extent of that impact is unknown (OCB). Three sub-components of corporate (Tagliabue *et al.*, 2020). 185 retail sales managers participated in this study, which aimed to determine the link between procedural justice, trust, and organizational citizenship behavior among the participants. There was a strong association between organizational trust and organizational citizenship behavior, as well as between procedural justices and organizational citizenship behavior, based on the regression test (Bruhn and Grund, 2000).

According to Demirci *et al.* (2020), investigated the link between nurses' organizational citizenship activity and confidence in and happiness with their jobs in the workplace. Nurses had significant levels of organizational citizenship activity in this research. In terms of conscientiousness and civility, nurses were found to have the greatest and lowest levels of organizational citizenship behavior, respectively, in the study (Kee *et al.*, 2021).

This research was intended to examine the link between the nurses at Imam Khomeini therapeutic-educational institution in Urmia, Iran, and organizational justice and organizational citizenship conduct (examining the mediating role of organizational commitment, organizational justice, and job satisfaction). Organizational commitment and confidence in the organization were shown to have a favorable correlation with justice perceptions. As well as organizational commitment and trust playing a mediating function in the link between justice and civic behavior (Ghaderi *et al.*, 2021), satisfaction played no part in the model as a mediating factor.

It is the goal of Erdal and Altindag (2020), research to analyze the influence of organizational trust and organizational citizenship behavior on employee job satisfaction. For firms in the service industry, this research serves as a model for best practices. As a result, both dependent variables are somewhat connected to lower dimensions of confidence in management and trust in an institution as well as workload. Trust in a boss seems to have little effect on pay and promotion dependent variables. Low levels of workload acceptance and belongingness have a detrimental impact on pay and promotion satisfaction. Salary and promotion have improved as a result of an employee's faith in the organization and adherence to a strict work ethic (Erdal and Altindag, 2020).

Organizational trust, organizational identity, psychological contract violation, and organizational citizenship behavior were studied in college professors and private sector bankers by Rashid *et al.* (2021). The behavior was studied in college professors and private sector bankers by Rubab *et al.* (2021). Organizational trust and identity were predicted to have a favorable impact on corporate citizenship activity. It is hoped that this research would provide light on the psychological attachments that workers have to their organizations, such as confidence in the company, a sense of belonging to the business, and the psychological contract. As a result, the study of human

resources is important since it enables them to take steps to increase employee productivity and organizational performance (van Dick *et al.*, 2020).

There is a significant link between organizational trust and workplace spirituality, as well as organizational citizenship conduct and psychological well-being, with organization-based self-esteem serving as a mediator (Hashemi *et al.*, 2020), A total of 300 employees from an industrial company were picked at random to take part in the survey. The results showed that organizational self-esteem moderated the impact of organizational trust and workplace spirituality on organizational citizenship behavior and psychological well-being.

Are investigating (Lay and Basana, 2020), the influence of organizational trust and organizational citizenship behavior on employee performance at 5 Hotel Rungkut Surabaya, Indonesia. Employees at 5 Hotel need the resources they require to be more competitive. Employees who have been with the firm for at least a year were invited to fill out the surveys. A total of 52 persons completed the surveys. To begin, the data revealed that a company's trustworthiness influences its workers' corporate citizenship activities. It's also worth noting that organizational trust has a direct influence on financial outcomes. Third, corporate citizenship conduct has an impact on employee performance (AZAM and Siddiqui, 2021), Fourth, strengthening corporate citizenship as an intervening variable may boost employee performance confidence.

Did a study (Varihanna and Nizam, 2020), did a study to better understand how job satisfaction influences OCB. They looked at how workplace trust and fairness affect OCB. The data was collected from 120 public employees of the Teacher Quality Development Center's Integrated Service Implementation Unit in Aceh Province, Indonesia, using the census technique. According to the study, organizational trust and justice have a positive influence on job satisfaction and OCB Workplace pleasure has also been demonstrated to moderate some of the impacts of organizational trust and justice on workers' OCBs (Hashemi *et al.*, 2020).

H1: Distributive justice has a favourable and substantial impact on organizational citizenship behavior.
H2: Procedural justice has a favourable and substantial impact on organizational citizenship behavior.
H3: Interactional justice has a favourable and substantial impact on organizational citizenship behavior.

2.3. Organizational Trust

In today's corporate world, achieving organizational performance, efficiency, and effectiveness is critical (Arokodare and Asikhia, 2020). At this point, it is argued that organizational trust grows based on the amount of trust that all workers have in themselves and each other and that it has some impact on the organizational structure (Nguyen *et al.*, 2020). There are undoubtedly rules, methods, goals, and objectives (Kaydos, 2020). All organizational characteristics, it can be claimed, are dependent on the assumed trust that exists among the members of the organization (Ogada *et al.*, 2020). As a result, a lack of trust might greatly obstruct the fulfillment of these expectations (De Filippi *et al.*, 2020). Organizational justice and organizational trust perception in business life, as well as organizational citizenship conduct (Sujono *et al.*, 2020) are particularly significant in enhancing organizational performance and productivity, according to the research (Anwar and Abdullah, 2021). In educational institutions, like in many other sectors of the service industry, organizational effectiveness and productivity seem to be essential factors (Alrowwad and Abualoush, 2020). This incident highlighted the need of investigating organizational justice, organizational trust perception, and OCB in educational institutions. In this context, the purpose of this research was to investigate teachers' perceptions of organizational justice, organizational trust, and OCB (Sisson, 2021). About several factors in elementary and secondary schools (Yildiz, 2019).

According to a new study by Tourigny and colleagues, ethical supervisors influence their subordinates' perceptions of corporate social responsibility (CSR), which influences trust in the organization, leading to increased personal social responsibility and engagement in organizational citizenship behaviors (OCB) oriented toward the organization and other individuals (2019). It has been shown that ethical leadership and corporate social responsibility (CSR) may impact subordinates' behavior when they are mediated at the individual level by the organizational trust. For our research, we chose 71 supervisors and 308 workers from five firms inside a conglomerate company in mainland China. Employees were asked about their degree of faith in their supervisors' ethical leadership practices, CSR, and overall confidence in the organization (Ilyas *et al.*, 2020).

The researchers looked at how trust and commitment could buffer the connection between participative leadership and organizational citizenship behavior in a recent study by Hayat Bhatti *et al.* (2019), For the project, 400 Pakistani hotel staff were engaged. The bootstrapping method was used to assess the mediation influence of the process macro. This study employs confirmatory factor analysis and structural equation modeling. Affective trust is an important mediator between participatory leadership and organizational capability development. Furthermore, sustained commitment moderates the relationship between participatory leadership and OCB. For the first time, this study shines a light on the hotel industry's OCB.

The influence of organizational trust on organizational learning and creativity in the high-tech industry is examined in Jiang and Chen (2017), The survey's target site was Mawei Hi-Tech Park in Fujian Province, where 500 managers and employees were polled. A total of 373 completed questionnaires were gathered, resulting in a 75 percent response rate. The results show that workplace trust has a good and significant influence on organizational learning, as well as positive and remarkable advantages of organizational learning on creativity. Based on the results, it is expected to provide suggestions for the development of intellectual capital in the high-tech industry.

According to Yildiz (2019), wants to look at the impact of good PsyCap on the relationship between organizational trust and OCBs. The hypothesis was validated in this context and purpose by data collected from a sample of 1,100 health care employees from seven hospitals in Istanbul. According to this research, higher levels of positive PsyCap are connected with a stronger connection between organizational trust and OCBs. In light of the findings, there are several implications and proposals for further research.

Lee and Ahn (2018) investigated how well a hospital's human resources department can be used when its staff is willing to engage willingly and maintain cordial and amicable relationships with one another. Five hundred and twenty-four of the questionnaires were Out of 600 total distributions, 600 were returned (88 percent). They checked the statistical results for 518 of the total number of copies of the research using IBM SPSS 22.0 and AMOS 22.0. The existence of trust inside a large hospital has a substantial influence on OCB (interpersonal communication). On the other hand, OCB and organizational trust have a substantial influence on small hospitals.

The study of Asif *et al.* (2017) focuses on the mediating role of trust and justice in the workplace to assess the impact of corporate social responsibility on organizational citizenship behavior and organizational commitment. The study is descriptive as well as quantitative. The survey questionnaire method was used, and 212 people were chosen at random to participate in the research. The findings revealed that corporate social responsibility has a positive and significant impact on organizational citizenship behavior and commitment. The findings also revealed that business confidence plays a role in mediating the relationship between corporate social responsibility and organizational citizenship behavior.

According to Lee and Kang (2019) are both Korean actors Domestic corporations have come to regard social responsibility as a fundamental activity rather than an afterthought in recent years. Therefore, assessing the company's social responsibility in terms of its performance is a crucial issue. It's considered a chore. This study used 303 samples and obtained 303 data from a business incubation centre created by universities or governmental agencies around the nation. Employee compensation and working conditions did not affect the organization's commitment, but they did influence employee pay and working conditions.

Corporate social responsibility may influence the marketing side of things. Higher corporate citizenship has been related to increased employee engagement and trust in the workplace.

The following is a list of the research hypotheses:

H4: Trust the Manager has a favourable and substantial impact on organizational citizenship behavior.

H5: Trust in the Organization has a favourable and substantial impact on organizational citizenship behavior.

3. Framework

Along with the development of the research hypotheses, a research framework was created. The research framework is shown in Figure 1.
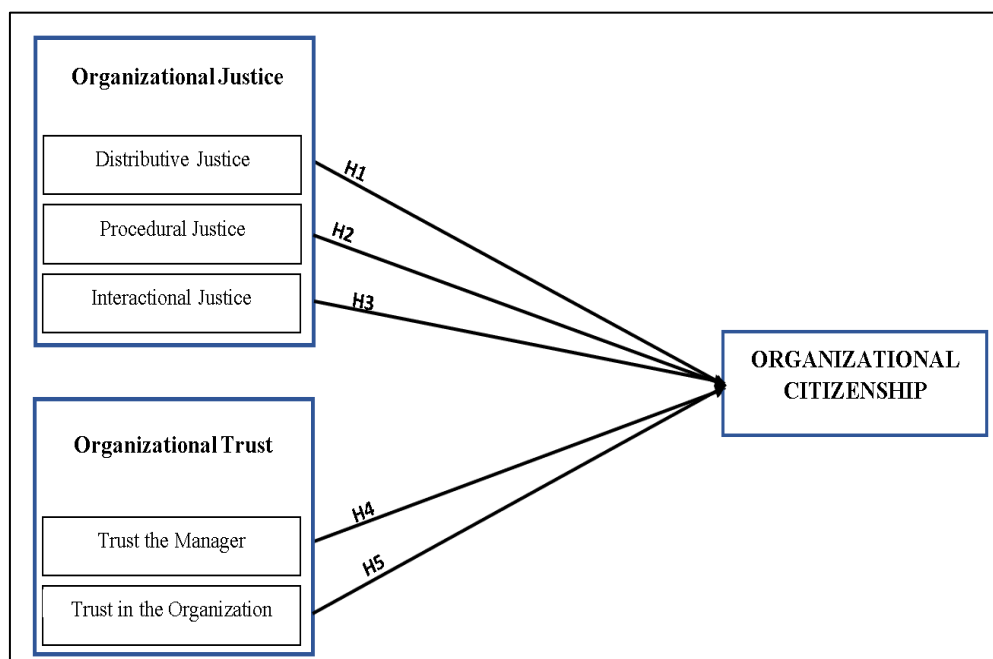

Figure-1. Proposed research framework

4. Methodology
4.1. Research Method

Whereas the aim of this research is determining the causal relations between variables including organizational justice, organizational trust, and organizational citizenship 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.

4.2. Statistical Population and Sample

The quantitative approach is implemented in this research for measuring the Relationship between Organizational Justice, Organizational Trust, and Organizational Citizenship Behavior (Amin *et al.*, 2022; Guo *et*

al., 2022; Mohamad *et al.*, 2015; Onome, 2022; Wuttaphan, 2022; Zeinabadi and Salehi, 2011). The targeted population for this study would be employees working in the Education sector at Karabuk University, Turkey. Employees holding managerial and non-managerial positions will be selected as respondents in this study. The inclusion criterion is the employees must have at least 3 years of working experience in their workplace employees. Questionnaires will be the main method of data collection. Prior to receiving the questionnaire, participants will be given a cover letter explaining the purpose and to assure the respondents of their confidentiality.

4.3. Data Analysis
The data gathered from this sample will be analyzed using Statistical Package for Social Science (SPSS). Descriptive statistics such as mean, standard deviation and correlation coefficients will be analyzed using SPSS v.26 assessment of measurement model the validity and reliability of items be executed. Once the validity and reliability of the constructs are established (Lee and Kang, 2019), this study will examine the structural model of this study as shown in Figure 1.

5. Discussion
Literature findings collected from this paper provides an exposure on the impact of organizational justice, organizational trust, to increase Organizational Citizenship Behaviour in the turkey education sector organizational justice, organizational trust affects Organizational Citizenship Behaviour in many ways. The research findings demonstrated there is a relationship between organizational trust and OCB within an organization Organizational citizenship behavior attracts the attention of researchers by maintaining its popularity in the context of organizational behavior, both because of its positive contributions to the productivity and efficiency of the employee and its key position in ensuring the adaptation of the organization to environmental factors. In this context, important studies have been carried out for the last 20 years on the results and determinants of organizational citizenship attitude. In these studies, it is noteworthy that the effects of many factors of organizational citizenship behavior such as job satisfaction, organizational justice, organizational trust attitudes, organizational commitment on organizational citizenship behavior are evaluated. The proposed research framework is shown in Figure 1.

6. Recommendations and Research Limitations
The proposed prepositions once being tested empirically would provide insights for the type of organizational justice; organizational trust can be used to lead employees to achieve better organizational citizenship behavior. Once the prepositions were tested, leaders would be able to see which organizational justice, organizational trust would enhance employees' organizational citizenship behaviors. Effective organizational justice, organizational trust is important to an organization viability as leaders create the process for achieving goals, aligning procedures (Mastrangelo *et al.*, 2004). First, literature review of which this study propositions were based, relied on a relatively small pool of existing empirical especially in the area of Thought Organizational justice, organizational trust is limited in scope and breath. Hence it is proposed that more future more research is needed before generalizing the result of this study. Secondly, this research has not been empirically tested yet. This research would suggest that future researchers to test the proposed framework empirically. The empirical results gathered would be a great contribution to the subject.

7. Conclusion
In this research, a review of the of the existing literature on organizational justice, organizational trust has been conducted to identify the type of organizational justice, organizational trust that have an impact on Employee Organizational citizenship behavior. This research posits that organizational justice, organizational trust would pose a positive impact on employees' organizational citizenship behaviors. Three research propositions have been developed to examine the causal relationship proposed in this research. More importantly, this paper provides an insight for scholarly research in the field of organizational justice, organizational trust, especially Thought Organizational justice, organizational trust, which is deficient in theoretical and empirical research, and offers managers a framework to apply the most suitable organizational justice, organizational trust in improving employees' organizational citizenship behaviors.

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