

## The Impact of Organizational Justice on the Organizational Citizenship Behavior of Contract Workers in Indonesia: The Role of Exchange Quality and Multifocal Trust

Jati Waskito<sup>a</sup>, Kussudyarsana<sup>a</sup>, Imronudin<sup>a</sup>, Winda Linansya<sup>a</sup>

<sup>a</sup>Universitas Muhammadiyah Surakarta, Indonesia

**Abstract:** This study aims to examine the role of the double mediation of cognition-based trust and affect-based trust, along with the quality of the exchanges (perceived organizational support/POS and leader-member exchange/LMX), on the influence of organizational justice on organizational citizenship behavior (OCB). The survey involved 182 contract lecturers from the five top Muhammadiyah universities in Indonesia. Using structural equation models, this study has succeeded in demonstrating that the quality of the individual exchanges between supervisors and subordinates (LMX and affective-based trust) successfully mediate the sources of justice from the supervisors (interactional and informational justice). The quality of the individual exchanges with organizations (cognitive-based trust and POS) successfully mediate the sources of the organization (procedural justice). Implications for the theory and practice are discussed.

**Keywords:** POS, LMX, trust, organizational justice, OCB

**JEL Classification:** L2

## Introduction

Organizational justice (OJ) has become one of the greatest concerns of scientists in the field of industrial-organizational psychology (e.g. Holtz & Hu, 2017; Yuen Onn et al., 2018; Rana & Singh, 2021), human resource management (e.g. Warokka et al., 2012; Wong & Wong, 2017; Baloch et al., 2021), and organizational behavior (e.g. Kwantes & Bond, 2019; Shimamura et al., 2021; Liu et al., 2021). The attractiveness of the topic is reflected in the fact that OJ has consistently been discussed in most popular papers, and has been the theme of seminars and scientific journals on management. It can be as tangible as organization-related policies, such as an incentive payment system, the application of rules, equality of treatment, and access to information (Yean & Yusof, 2016).

Both employees and leaders of many organizations perceive justice as a very important factor in their efforts to improve organizational performance. Many variables of the outcome, such as organizational commitment (Rupp et al., 2014), organizational satisfaction (Potipiroon & Rubin, 2016; Hurst et al., 2016; Lambert et al., 2019), improved performance (Colquitt et al., 2012; Rana & Singh, 2021) and organizational citizenship behavior (OCB) (Rupp et al., 2014; Chan & Lai, 2017; Daouk et al., 2021), are determined based on the level of organizational justice, as assessed by employees.

Scholars have raised OJ as a research topic, particularly as a predictor of OCB. The quality of the exchanges has been most often explored as a mediating variable in the relationship between OJ and OCB. Wee, Ahmad, and Fen (2014) find that fair treatment could improve the support to organizations (perceived organizational support/POS) and improve the quality of subordinates' relationships with their supervisors (leader-member exchange/LMX), which ultimately strengthen the OCB. Likewise, Zeb et al. (2019) find that distributive and procedural justice are associated with altruism, courtesy, and civic morality, while interactive justice is associated only with courtesy. In addition, the LMX is an important factor in facilitating the relationship between OJ and OCB.

In addition to the quality of the exchanges, the factor of interpersonal justice is a pervasive phenomenon in organizational life. Trust allows people to take risks (McAllister, 1995). It is based on the expectation that someone will find what is expected instead of what is feared. Thus, competence and responsibility are vital to understanding trust (Shapiro, 2011). An individual's trust in others is focused on how they make decisions that affect him/her instead of just on how they behave.

Trust has cognitive and affective dimensions. Cognition-based trust is embodied in the "with respect, we choose whom we will trust and under what circumstances" (Lewis & Weigert, 1985: p.970). Empirical evidence from the social psychological literature on trust, in the context of close relationships, supports the differences between the two forms of trust. Trust is measured based on two dimensions called "reliableness" and "emotional trust." Similarly, Rempel et al. (1985) distinguished between "dependability" and "faith" (emotional security) as unique forms of trust.

The process of improving the quality of exchanges in the workplace will be complicated in the absence of trust. The perception of the trust subordinates feel toward their

supervisor can help explain the development of the LMX quality. Furthermore, the perception of trust can be integrated with the leader's emotional intelligence to enhance the quality of the LMX, and eventually, the work performance (Kandade et al., 2019).

The employees' trust in their supervisors could mediate the relationship between procedural justice, in the decision-making of supervisors, and OCB (Konovsky et al., 2013). Furthermore, Naotunna & Arachchige (2016) also prove that in organizations, the trust could mediate either partial or full relations between OJ and OCB. Thomsen et al. (2015) in a meta-analysis study did find that OJ significantly influences trust in leaders and also in organizations. Meanwhile, Ng et al. (2016) find that distributional justice (DJ) and procedural justice (PJ) directly influence the trust in leaders and organizations, as well as mediate the relationship between OJ and OCB.

The models in which two bases of trust mediate the effects of supervisory procedural justice have been tested by Yang et al. (2009). Two conceptually different mechanisms have been proposed to explain how the effects of different procedural justice are materialized. Cognitive trust mediates the supervisory procedural justice with work performance and satisfaction, while affective trust mediates the relationship between the supervisory procedural justice and helping behavior in the workplace. Meanwhile, the affective and cognitive aspects of trust play a variety of roles in this arbitration process. This affective trust in leaders is a stronger predictor of performance and OCB (Legood et al., 2020).

Rupp et al. (2014) use the variables of POS, LMX, commitment, and trust as the mediator between the OJ and OCB and the source and result of justice. Their study finds that in an organization, trust mediates most of the relationships between the DJ and PJ and job satisfaction, turnover intention, and organizational commitment, as well as fully mediating the relationship between the interactional justice (IJ) and work behavior. Moreover, trust in supervisors fully mediates the relationship between IJ and OCB.

Overall, the review of previous studies indicates the lack of studies that relate to the mediating effects of the exchange quality and multifocal trust. Hence, the present research is very important as it emphasizes the role of two different concepts of trust, based on different results. The interpersonal interactions between supervisors and subordinates (LMX) are possible, based on a feeling of trust in each other (affective-based trust). Meanwhile, the perceived organizational support (POS) will be influenced by the trust in organizations based on profit and loss (cognition-based trust). This research aims to develop a model that will enhance the role of integrating POS and LMX with confident multidimensional variables (cognitive trust in management and affective trust in supervisors) as the mediators of OJ, to influence the OCB.

Furthermore, the present study will provide a unique contribution to the organizational behavior studies since it involves non-regular workers of higher education institutions as the research subject. The subject was chosen because the issues of justice, social exchange, and individual performance are highly sensitive and have received little attention in earlier research. An interesting aspect of the subject of this research is that the performance of lecturers is based on academic achievement determined by the authorized

agency. In other industries, performance is measured in terms of market, financial, and organizational performance. This circumstance will have a substantial impact on non-regular employees' attitudes, conduct, policies, and treatment.

## Literature Review

Previous research found significant evidence of the impact of organizational justice on OCB (e.g. Chen & Jin, 2014; Cropanzano and Rupp, 2016; Al-Quraan and Khasawneh, 2017; Daouk et al., 2021). According to these studies, perceptions of fairness motivate people to engage in pro-social activities, which often lead to improved performance and productivity. Employees participate in OCB when they believe they are being treated fairly.

Organizational justice refers to one's perceptions of the fairness of the outcome distribution, procedures, and interpersonal treatment, which includes the provision of accurate information during the procedure's execution (Khaola & Rambe, 2021). The construct validity of OJ, in the context of Chinese society, proves that the four-dimensional OJ which includes distributive justice, procedural justice, interpersonal justice, and leadership justice is the best model (Chen & Jin, 2014). Also, an OCB regression analysis of OJ was carried out which found that DJ and IJ both had a positive effect on OCB. In line with Chen & Jin (2014), in the context of Pakistan, Asim et al. (2021) investigate the relationship between organizational justice and OCB in public and private organizations, and discovers a positive and significant relationship, they recommend that the availability of fair organizational justice practices improve employees' citizenship behavior in all the aspects of their organizational lives.

Cropanzano et al. (2016) provide a detailed examination of the relationship between the perceptions of employee justice and OCB. Starting with the earliest research on OCB, the study articulates how the two topics in organizational science have developed together. In accord with the result, Al-Quraan & Khasawneh (2017) and Daouk et al. (2021) find that OJ significantly impacts OCB in terms of altruism, courtesy, sportsmanship, virtue, and public awareness. Based on the review of previous studies, the first hypotheses are formulated as follows:

**Hypothesis 1a:** The increasing perception of interpersonal justice will increase OCB.

**Hypothesis 1b:** The increasing perception of informational justice will increase OCB.

**Hypothesis 2a:** The increasing perception of procedural justice will increase OCB.

**Hypothesis 2b:** The increasing perception of distributive justice will increase OCB.

Trust is defined as an individual's (trustor's) willingness to be vulnerable to the actions of another party (trustee), even if the other party cannot be monitored or controlled (Mayer et al., 1995). According to them, if trust is lacking in the working relationship between a subordinate and an authority figure, the subordinate will be preoccupied with

protecting himself or herself at the expense of value-creating activities. An employee who can trust his or her supervisor, on the other hand, can focus on value-creating tasks and activities, potentially leading to improved work outcomes. Frazier et al. (2010) propose that procedural justice, interpersonal justice, and informational justice have different effects on three components of trust in leaders: ability, virtue, and integrity. Meanwhile, Konovsky et al. (2013) involve 475 hospital employees and their supervisors as research subjects and find that DJs and PJs directly influence trust in leaders.

A meta-analysis study has found that OJ has a significant impact on trust in leaders (Cropanzano et al., 2016). This finding has been confirmed by Ng (2016), who conducted a survey of 176 workers and finds that PJ has a direct impact on leaders and organizations. He suggests that future research should use alternative data sources to minimize the potential for the same source of errors. Multifocal justice perceptions are more powerful at predicting outcomes that are more suitable than type-based justice perceptions (Cropanzano et al., 2016), multifocal justice perspectives strongly predict similar targets than different outcomes, and relationships between multifocal justice perceptions and similar outcome targets are mediated by social exchanges from certain sources. Employees who have been treated properly by their supervisors engage in more citizenship activities that benefit the supervisors. Therefore, the reasons for citizenship behavior may be identified by the citizenship behavior's objective. In summary, justice may foster connections with supervisors, as well as with other sources, such as the organization as a whole.

The fair treatment of employees by an organization may initiate a social exchange in an employment relationship (Aryee et al., 2002). This favor or spontaneous act of goodwill on the part of the organization (or its agents) creates an obligation on the part of the employees to reciprocate the organization's good deeds. As a result, much research has been conducted to investigate the relationship between an organization's fair treatment of its employees, also known as organizational justice, and work attitudes and behavior. Furthermore, Aryee et al. (2002) find that DJ, PJ, and IJ affect trust in management/organizations, but only IJ is related to trust in a supervisor (Aryee et al., 2002). The study reveals that trust in the organization partially mediates the relationship between DJ and PJ and the work attitudes of job satisfaction, turnover intentions, and organizational commitment but fully mediates the relationship between IJ and work attitudes. Yuen Onn et al. (2018) confirm that organizational justice is significantly influenced by trust, as a mediator of the relationship. Interactive justice is the most important type of justice that contributes to OCB and is mediated by trust.

Yang et al. (2009) test models in which two dimensions of trust (cognition and affection) mediate the effects of supervisory procedural justice. Two conceptually different mechanisms have been proposed to explain how the effects of different procedural justice materialize. The structural equation modeling results use 203 individuals with suitable supervisory ratings from various organizations located in Taiwan to support their models. Cognitive trust mediates the relationship of procedural justice supervision with performance and job satisfaction, while affective trust mediates the relationship between super-

visory procedural justice and OCB.

The discovery that trust is a two-dimension structure is also pointed out in a literature review by George et al. (2016). They divulge that both researchers and practitioners have continued to realize the importance of trust as a factor to determine organizational success and employee welfare. However, trust is a complex multidimensional construction that has produced intense debate about how mutual trust relationships can be created. Their findings indicate that POS, PJ, and transformational leadership are significant predictors of trust in supervisors and that turnover intention and commitment are significant outcome variables.

The present study will use interpersonal justice and informational justice in predicting the affect-based trust in supervisors. It is expected that justice derived from interpersonal interaction between leaders and subordinates will raise the affect-based trust of subordinates in their supervisors. Meanwhile, what comes from the management/organization, namely distributive justice and procedural justice, is expected to increase the cognition-based trust of employees in the management. Thus, the following hypotheses are formulated as follows:

- Hypothesis 3a:** The increasing perception of interpersonal justice will further enhance affect-based trust in supervisors.
- Hypothesis 3b:** The increasing perception of informational justice will further enhance affect-based trust in supervisors
- Hypothesis 4a:** The increasing perception of procedural justice will further enhance cognition-based trust in management.
- Hypothesis 4b:** The increasing perception of distributive justice will further enhance cognition-based trust in management.

A review of the research into LMX and POS shows that these two variables are related as variables resulting from the perceptions of justice. However, the widespread use of the concept of social exchange as an explanatory mechanism for the effects of justice (e.g., mediation relations) has been measured and tested. Rupp et al. (2014) suggest that LMX mediates the effects of interpersonal justice on OCB, job satisfaction, and to a lesser extent, organizational commitment. Moreover, Ismail (2015) finds that POS fully mediates the relationship between procedural justice and OCB for three of the four dimensions of OCB. Overall, these findings indicate that the perception of justice is an important input for the appraisal of the quality of the exchange relationship between top management and the organization. Furthermore, it also implies that perceptions of justice seem to influence work-related attitudes and behavior in the quality of the social exchange relationships of employees.

Interpersonal and procedural justice have a distinctive influence on employee reactions, Karriker & Williams (2009) propose several points, namely: (1) The relationship between employees' perceptions of interpersonal and informational justice and their supervisors' attitudes and behavior are mediated by their perceptions of the quality of their

relationship with their supervisors (LMX). (2) The relationship between employees' perceptions of procedural and distributive justice and relationships with attitudes and organizational behavior are mediated by their perceptions of relationship quality premises in the organization (POS). The point is that the employees feel there is a contribution to acts of justice that continually improve the quality and desires of their relationships. This contribution further requires employees to reciprocate in ways that preserve the relationship of the social exchange, through voluntary behavior or attitudes that benefit those who treat them fairly.

Employee relations are an interesting topic in LMX research, although previous studies have rated trust as one-dimensional. The LMX studies did not investigate the multidimensional nature of trust and the various dimensional possibilities that affect the quality of LMX (Scandura & Pellegrini, 2014). Interestingly, the quality of LMX has been positively associated with identification-based trust as well as calculus-based trust, which involves the cognition-based exchange. The results find support for nonlinear relationships between cognition-based trust and LMX. So, contrary to expectations, trust seems to be vulnerable even in high-quality LMX relationships. Conversely, trust in supervisors fully mediates the relationship between interpersonal justice and work behavior, in terms of performance and OCB dimensions. Furthermore, procedural justice has a stronger relationship with all the dimensions of OCB, compared to distributive justice. Both LMX and trust in supervisors are found to be significantly associated with OJ and OCB (Wee et al., 2014).

The dimensions of leadership based on the LMX theory are highly correlated with the dimensions of mutual trust and organizational commitment (Rodic et al., 2017). According to the findings of trust and leadership entity studies, knowing the other (particularly their benevolence, integrity, and abilities) fosters trust among parties, and trust strengthens through cumulative interaction and the gradual expansion of exchanges. Interactions over time provide information for learning about others' intentions, motivations, and dispositions, allowing for inferences about trustworthiness and future behavior expectations (Ospina & Salgado, 2020).

Moreover, the perception of fairness in organizations leads to more citizenship behavior by employees, such as acts of coordination, participation in decision making, and team efforts. Several studies have been carried out, with the results confirming that there are two aspects to trust, including those conducted by DeConinck (2010), which found that POS partially mediates the influence of procedural justice on trust in organizations and it also mediates the impact of interpersonal justice on trust in supervisors. These findings suggest that the relationship between employees and their supervisors is different from the relationship between employees and their organizations. Rajabi et al. (2017) have investigated the perceptions of organizational justice and organizational trust and their relationship to nurses in public and private hospitals in northern Iran while comparing these two groups of nurses. That study concludes that to increase organizational trust, hospital managers should develop organizational justice. In this way, positive individual

and organizational results can significantly influence the nurses' service quality and patient satisfaction.

The role of trust as a mediator in social exchanges between teachers and their schools has been explored, especially between perceived procedural justice and POS, on the one hand, and teachers' organizational commitment and OCB, on the other hand (Chhetri, 2014 & Thomsen et al., 2015). A model has been developed that distinguishes trust among three agents: team members, supervisors, and higher management. The results show that trust in team members is related to affective organizational commitment and OCB. Trust in the supervisors and trust in higher management are neither related to organizational commitment nor OCB. POS is related to teachers' trust in all the target trusts. It also has a direct effect on organizational commitment. Procedural justice affects trust in supervisors and trust in higher management.

Paillé et al. (2010) highlight the importance of considering trust above the organizational efforts directed at supporting employees, by showing appreciation for their contribution and concern for their well-being. Thus, Wong & Wong (2017) examine the relationship between organizational justice, POS, trust in organizations, and OCB by proposing and testing three competing models. The basic model connects POS with distributive justice as its antecedent, and trust in organizations with procedural justice as its antecedent, while OCB is considered as a result of POS and trust in the organization. The results of this study indicate that distributive justice affects POS, while procedural justice affects trust in the organization. POS has a significant positive effect on trust in organizations and OCB.

The present study will test the quality of the double mediation exchanges (POS and LMX) and the cognition and affect-based trust in OJ and OCB. The quality of leadership-subordinate relationships, which is accompanied by a sense of affect-based trust, is expected to mediate the influence of interpersonal and informational justice on OCB. The strong perception of organizational support and trust in cognition-based management is also expected to strengthen the influence of distributive and procedural justice on OCB. The next hypotheses are formulated as follows:

**Hypothesis 5a:** LMX and affect-based trust in supervisors mediate the relationship between interpersonal justice with OCB.

**Hypothesis 5b:** LMX and affect-based trust in supervisors mediate the relationship between informational justice with OCB.

**Hypothesis 6a:** POS and trust in management mediate the relationship between distributive justice with OCB.

**Hypothesis 6b:** POS and trust in management mediate the relationship between procedural justice with OCB.

## Method

**Respondents.** A survey method was used that involved visiting the respondents and conducting in-depth interviews with a questionnaire as the instrument. This study



focuses on contract lecturers from the top five universities in Muhammadiyah. Muhammadiyah is Indonesia's largest Islamic organization engaged in religion, education, society, and culture. In the field of education, Muhammadiyah has 173 universities consisting of 74 universities, 27 institutes, 59 high schools, 3 polytechnics, 1 academy, and 9 'Aisyiyah universities.

Based on data from the human resource management bureaus at the five universities, there are 380 contract lecturers. The purposive sampling method was used to obtain samples. The participants were selected taking into account the balance of age, gender, and most importantly their status as non-permanent lecturers. The survey results have obtained 182 contract lecturers who are willing to be respondents. They consist of 52% male lecturers and 48% female lecturers. Furthermore, 53.4% of respondents were aged 25 to 35 years; 84.6% have master's degrees, and 71.7% of them have worked less than three years.

**Variables.** The participants had to respond to all the survey items with a 7-point Likert scale, starting from 1 (strongly disagree) to 7 (strongly agree). Organizational justice used the measurement with the principal component analysis method of variable extraction that manifested into nine factors based on the premium value. There were four dimensions of organizational justice (Díaz-Gracia et al., 2014), an example item is, "I get a compensation that matches the work I've done well." POS was measured using eight items (Rhoades & Eisenberger, 2002), an example item is, "The college is willing to supply more support to assist me to do my work to the best of my capabilities." LMX was measured using seven items (Scandura et al., 1986), an example item is, "My relationship with the head of the study program is running viably." OCB was measured using seven items (Williams & Anderson, 1991), including items such as, "Helps others who have heavy workloads." Meanwhile, trust in supervisors and trust in an organization was measured using three items from Podsakoff et al. (1997), the example items include, "My conclusion is that most of my colleagues feel that the college administration can be trusted" and "It is beyond any doubt that the head of my study program/faculty truly pays consideration to the wishes of the instructing staff."

## Results

The factor analysis cumulative percentage level of the contribution of all the research's variable factors was 85.759%. Before testing the model, the psychometric properties of the scale were tested. Descriptive statistics, alpha coefficients, and the inter-correlation of exogenous and endogenous variables are listed in Table I. It indicates that all of the questionnaires were reliable (alphas ranged from 0.887 to 0.978); also all of the predictor variables had a significant correlation with OCB (ranging from  $r = 0.444$ ;  $p < 0.01$  to  $r = 0.712$ ;  $p < 0.01$ ). The highest correlation was found between LMX and affective-based trust in the supervisor ( $r = 0.824$ ;  $p < 0.01$ ), whereas the lowest correlation was found between POS and affective-based trust in the supervisor ( $r = 0.401$ ;  $p < 0.01$ ).

Based on the variables of organizational justice, the contract lecturers assessed

interactional justice as the highest value (5.96). The contract employees perceived they gained appropriate treatment and respect from their supervisors—who appreciated them and never expressed offensive words to or about them. Meanwhile, regarding the equitable distribution of their contributions (distributive justice), the contract lecturers also demanded less due to the conditions of their employment status (5.01).

**Table 1.** Description of the Variable and Cronbach's Alpha Value

Factors	M	SD	1	2	3	4	5	6	7	8	9
1. LMX	5.93	0.902	<b>0.972</b>								
2. POS	5.51	0.849	0.649 **	<b>0.910</b>							
3. Procedural Justice	5.48	0.964	0.619 **	0.609 **	<b>0.931</b>						
4. Distributive Justice	5.01	1.29	0.403 **	0.499 **	0.458 **	<b>0.978</b>					
5. Interactional Justice	5.96	0.890	0.638 **	0.506 **	0.493 **	0.612 **	<b>0.957</b>				
6. Informational Justice	5.76	0.861	0.620 **	0.564 **	0.435 **	0.690 **	0.612 **	<b>0.887</b>			
7. Affective Based Trust in Supervisor	5.95	0.955	0.824 **	0.401 **	0.491 **	0.660 **	0.690 **	0.625 **	<b>0.926</b>		
8. Cognitive Based Trust in Management	5.82	1.08	0.596 **	0.518 **	0.458 **	0.612 **	0.712 **	0.626 **	0.700 **	<b>0.949</b>	
9. OCB	5.95	0.820	0.534 **	0.670 **	0.444 **	0.712 **	0.660 **	0.589 **	0.552 **	0.574 **	<b>0.941</b>

Notes: n = 182; \* p < 0.05; \*\* p < 0.01; diagonal numbers in bold show the alpha coefficients.

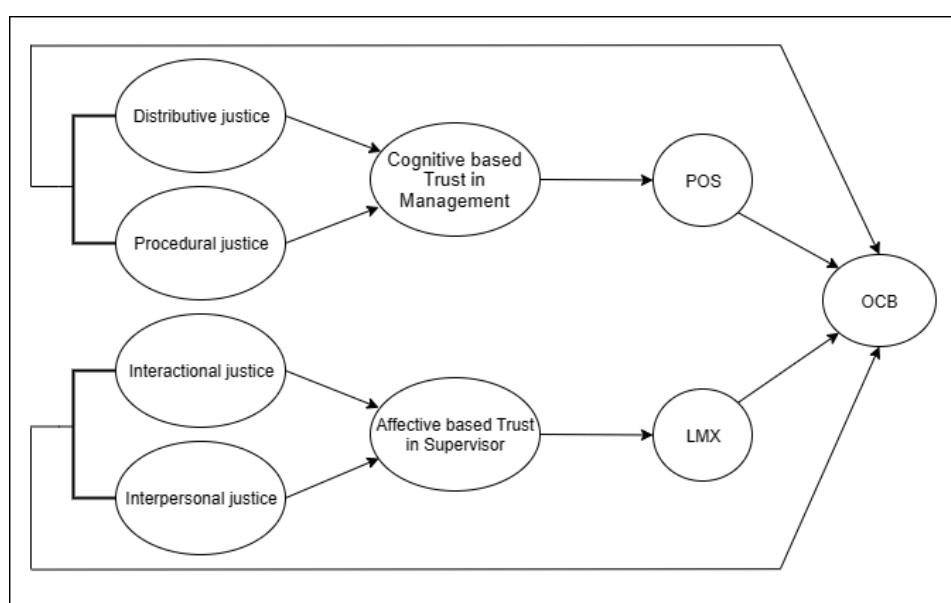
Furthermore, the contract workers also expected the results from maintaining the quality of their relations with their supervisors, rather than expecting support from the organization. This situation was also reinforced by a strong affect-based trust in their supervisors (5.95) rather than cognition-based trust in the organizations (5.82). They perceived that if they were loyal to their supervisors, they may gain a better position and employment status. This condition was understandable because they expected their supervisors to provide recommendations to change their status to become permanent lecturers.

**Table 2.** Data Analysis Results

Relationship		Estimate	SE	CR	p
Cog. Based Trust in Mgt	← Distributive Justice	0.750	0.390	1.954	0.051
Cog. Based Trust in Mgt	← Procedural Justice	0.580	0.650	8.888	***
Aff. Based Trust in Sp.	← Interactional Justice	0.425	0.077	5.541	***
Aff. Based Trust in Sp.	← Informational Justice	0.686	0.101	6.806	***
POS	← Cog. Based Trust in Mgt	0.664	0.910	7.335	***
LMX	← Aff. Based Trust in Sp.	0.735	0.084	8.737	***
OCB	← POS	0.179	0.790	2.265	0.240
OCB	← LMX	0.502	0.680	7.353	***
OCB	← Distributive Justice	-0.015	0.300	-0.490	0.624
OCB	← Procedure Justice	0.122	0.680	1.798	0.072

OCB	← Interactional Justice	0.135	0.500	2.703	0.007
OCB	← Informational Justice	-0.049	0.082	-0.592	0.554

Table 2 shows that distributive justice could not be counted on to improve cognition-based trust in management ( $p = 0.051$ ), and OCB ( $p = 0.624$ ). Procedural justice could significantly improve cognition-based trust in management ( $p = 0.000$ ), but could not improve the extra behavior (OCB) ( $p = 0.072$ ) of the contract workers. This was different from interpersonal justice ( $p = 0.000$ ) and informational justice ( $p = 0.000$ ), both of which could significantly predict affection-based trust in supervisors. Interpersonal justice had a significant positive effect on OCB ( $p = 0.07$ ), but informational justice could not increase the extra role of the contract employees ( $p = 0.554$ ).



**Figure 1.** Hypothesis Model

The present research has proven that cognition-based trust in management could improve the perception of organizational support to employees (POS) ( $p = 0.000$ ). Similarly, employees who have affect-based trust in their supervisors could improve the quality of the relationship between themselves and their supervisors ( $p = 0.000$ ). Cognition-based trust in management and POS have been proven to fully mediate the effect of distributive justice on OCB ( $p = 0.000$ ). However, affect-based trust in supervisors and LMX proved to fully mediate the effect of procedural justice on OCB ( $p = 0.000$ ). The results of the analysis are shown in Figure 1.

Another finding showed that affect-based trust in supervisors and LMX had been proven to fully mediate the influence of interpersonal justice on OCB, but only partially mediate the influence of informational justice on OCB. Table 3 shows that the model fit criterion met the criteria for fit, even though the NFI value was marginal (0.845).

**Table 3.** Fit Criteria

Fit Size	Fit Criteria	Score	Reception
NFI	> 0.9	0.845	marginal
IFI	> 0.9	0.915	be accepted
TLI	> 0.9	0.906	be accepted
CFI	> 0.9	0.914	be accepted
RMSEA	< 0.08	0.07600	be accepted

## Discussion

Hypothesis 1a: “The increasing perception of interpersonal justice will increase OCB,” was supported by the data. It implies that the contract lecturers perceive that the leaders of the study program and faculty treat them appropriately and with respect. The good relationship that exists between the leaders and subordinates makes the teaching staff willing to voluntarily assist with the study program, and offer solutions to solve problems and for the improvement of the study program. Furthermore, they also have a willingness to help their colleagues, give instructions to complete work, and care for other staff members. These results support Chen & Jin (2014), Cropanzano and Rupp (2016), Nisar et al. (2014), Al-Quraan & Khasawneh (2017), and Salam (2020).

According to the findings of this study, interpersonal fairness is the most important factor in increasing the OCB of contract workers. Therefore, the emotional distance between superiors and subordinates should be shortened by building a dialogue system (Chen & Jin, 2014). Because no matter how perfect the organization and how rigorous the process, there will always be people who feel that the results delivered are unfair. How a manager communicates, supervises, and treats these employees will have a huge impact on their sense of fairness. In the education sector, the non-instrumental aspects of the sense of justice need to be given more attention, and harmonious relationships among individuals must be created, satisfy emotional needs such as love and emotions, along with personal self-esteem, social recognition, a sense of belonging, etc.

Hypothesis 1b: “Increasing perceptions of informational justice will increase OCB,” was not supported. Informational justice is concerned with explaining to individuals why certain decisions have to be made. In other words, informational justice is concerned with the quality of the communications about decisions that directly affect an individual, whereas interpersonal justice is concerned with the tone and attitude of those same communications (Frazier et al., 2010). Both interpersonal and informational justice refers to fairness in an organization’s day-to-day interactions and transactions. These justice dimensions capture how members of an organization are treated by authority figures within that organization

This study has found that various detailed explanations from the leadership regarding the procedures in the faculty/study program have not been able to increase the willingness of the contract lecturers to voluntarily do extra tasks. This finding is different

from those of Colquitt et al. (2013) and Cropanzano & Rupp (2016), despite them using the same study subjects (education staff), they found that the four dimensions of organizational justice have a significant positive relationship with OCB. The present study reveals that contract employees have not obtained sufficient experience in the faculties and were considered very formal, hence they lacked the willingness to provide extra support to the institutions. For contract lectures, a close relationship with the leadership, which is reflected in good interactions (interactional justice), is more important than informational justice. After all, they are their supervisors who give them a performance rating, and the results are very important for their nominations for future work at their college.

Hypotheses 2a: "Increasing perceptions of procedural justice will increase OCB," and 2b: "Increasing perceptions of distributive justice will increase OCB" were not supported by the data. These findings oppose Colquitt et al. (2013), and Cropanzano and Rupp (2016), in which the better the quality of the procedural justice is in an institution, the better the performance of the contract employees will be. However, this study is consistent with Shimamura et al. (2021), in that interactive justice, rather than procedural and distributive justice, correlates with OCB among employees in different industries. Furthermore, they will appreciate the prevailing rules more when they become permanent employees. In terms of distributive justice, most contract workers perceive that they should not compare their income with that received by regular employees, particularly due to their employment status.

Hypotheses 3a: "The increasing perception of interpersonal justice will further enhance affect-based trust in supervisors." 3b: "The increasing perception of informational justice will further enhance affect-based trust in supervisors," were supported. Fair treatment and appreciation from the leaders increase the employees' trust in their leaders. They will perceive that their leaders recognize and appreciate their aspirations. Furthermore, they also perceive that all the decisions that are made by the leaders are for the benefit of their future and welfare. This also occurs in informational justice. The access to communications between employees and supervisors and the detailed explanation of the prevailing rules also increase the employees' trust in their supervisors.

According to Mayer et al. (1995) interpersonal skills and competence drive the perceptions of the ability facet of trustworthiness. Thus, daily interpersonal communications between a supervisor and a subordinate in an exchange relationship marked by dignity and respect can influence the subordinate's assessment of the supervisor's ability. In terms of benevolence, if a trustee treats a trustor with dignity and respect, the trustor may conclude that the trustee wishes to do right by him/her.

Hypotheses 4a: "Increasing distributive justice will further enhance the cognition-based trust in management" and 4b: "Increasing procedural justice will further enhance the cognition-based trust in management," were supported by the data. These results are also strengthened by Aryee et al. (2002) and Rupp et. (2014) who find both procedural justice and distribution justice directly influence employees' trust in both leaders and organizations. Distributive and procedural justice can have a positive effect on

cognitive trust, thereby interactive justice can have a positive effect on affective trust, and cognitive trust can have a positive effect on emotional trust. Lucid rules and the recognition of workers' performance, which is accompanied by providing rewards based on their contributions, will increase the trust in the management of the institution (Liu et al., 2021). Essentially, employees perceive that the universities' commitments to pay attention to their teaching staff are sincere.

Hypothesis 5a: "LMX and affect-based trust in supervisors mediate the relationship between interpersonal justice and OCB," is fully supported. Meanwhile, Hypothesis 5b: "LMX and affect-based trust in supervisors mediate the relationship between informational justice and OCB," was partially supported. LMX has been classified as either low or high quality. Low quality is the transactional exchange between a leader and a subordinate that is strictly based on formally determined goals and expected performance; thus, it is limited to a basic economic exchange with no expectation or effort to go beyond the members of the dyad's defined roles. High-quality LMX, on the other hand, is attributed to mutual trust, obligation, liking, respect, and the contribution between the leader and member (Gupta et al., 2020).

Establishing common values, attitudes, and interests among employees are bound to result in high-quality exchanges within a dyad. The level of the quality of the relations between leaders and subordinates is accompanied by the level of trust, which proves the ability to mediate the influence of interpersonal and informational justice on OCB. These two types of social exchanges must be considered in the attempt to foster healthy relationships between leaders and subordinates to increase the extra role of contract workers. These findings reinforce Yang et al. (2009), in which cognitive trust mediates the relationship of procedural justice with work performance and satisfaction, while affective trust mediates the relationship between procedural justice and OCB.

The nature of trust and its relationships with various factors in work organizations have mostly been investigated using frameworks based on the LMX theory or the social exchange theory (Hirvi et al., 2019). Trust is thought to be fragile because it is influenced by numerous factors, but studies based on the LMX theory do not emphasize the vulnerability of trust and implicitly treat it as a feature of relationships that does not recede. Trust has been identified as an emotionally experienced phenomenon that is also strongly related to social relationships and group behavior.

The meta-analysis results reveal that affective and cognitive trust have significantly different relationship strengths in four of the five organizational outcomes investigated by Fischer et al. (2020). According to the findings, OCB has a stronger positive relationship with affective trust than with cognitive trust. This suggests that when employees have stronger emotional, relational-based trust in their leaders, they are more likely to go above and beyond the call of duty than if their leaders only display trust-worthy behavior.

Hypotheses 6a: "POS and trust based on management cognition mediate the relationship between distributive justice with OCB" and 6b: POS and trust based on management cognition mediate the relationship between procedural justice with OCB," were

supported by the data. It means that contract workers need the support of institutions and cognition-based trust in management to enhance the role of distributive justice and procedural justice on their willingness to do the extra roles. The applied procedure and the earnings received by contract workers are factors that will increase their extra-roles if they trust the management, as well as perceive and gain support from their institutions.

The results of the present study are also supported by Chhetri (2014) and Thomsen et al. (2015) in which trust among team members is related to affective organizational commitment and OCB. Trust in supervisors and trust in higher management are not related to organizational commitment or OCB. Meanwhile, POS is related to the trust of non-regular employees in all the targets of trust. It also has a direct effect on organizational commitment. Procedural justice affects the trust in supervisors and the trust in higher management (Dirks & Skarlicki, 2004). Similarly, Paillé, et al. (2010) argue strong support for different hypotheses of relationships in the research model, except for POS and the turnover intention.

The study highlights the importance of considering trust above the efforts of organizations directed at supporting employees by showing appreciation for their contributions and concern for their welfare. Wong, et al. (2012) also reinforce that distributive justice affects POS, whereas procedural justice affects trust in an organization. Moreover, POS has a significant positive effect on trust in organizations and OCB. This study succeeds in following up research from Aryee et al. (2002) who state that future research should look into a broader social exchange model that includes not only organizational justice and trust foci, but also the social exchange mechanisms of perceived organizational support and leader-member exchanges.

## Conclusions

Organizational justice is a sensitive issue, particularly for non-regular employees. The quality of their exchanges with their leaders (LMX) and organizations (POS), accompanied by a high sense of trust will be an effective mediating factor to increase the effect of organizational justice on extra behavior (OCB), even though they are non-regular employees. This study has succeeded in demonstrating that the quality of individual exchanges between supervisors and subordinates (LMX and affective-based trust) successfully mediate sources of justice from the supervisors (interactional and informational justice). The quality of the individual exchanges with organizations (cognitive-based trust and POS) successfully mediate sources of the organizations (procedural justice).

## Limitation

The scope of this research is limited to the education business. The respondents who participated in this study are contract lecturers at various Muhammadiyah universities who hope to become permanent lecturers after their trial periods end. Future studies should increase the number of respondents and select organizations in other industries to reach a good generalization. Furthermore, it will be necessary to include permanent lec-

turers, as a comparison group, to ensure that contract lecturers receive the same treatment and policies as permanent lecturers. By involving these parties, the quality of the relationships between employees and supervisors in an organization, and more importantly those related to trust, may have different results from the findings of the present study.

This study also uses a cross-section design that describes a momentary event, while the review of the quality of relationships, trust, justice, and OCB will be more comprehensive by using a series-continuous approach. Thus, data retrieval can be done twice or three times in a certain period.



## References

- Al-Quraan, A., & Khasawneh, H. I. (2017). Impact of Organizational Justice on Organizational Citizenship Behavior : Case Study at Jordan National Electric Power Company Impact of Organizational Justice on Organizational Citizenship Behavior : Case Study at Jordan National Electric Power Company. *European Journal of Business and Management*, 9(June), 215–229.
- Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal of Organizational Behavior*, 23(3), 267–285. <https://doi.org/10.1002/job.138>
- Asim, R., Shahzad, N., Mustafa, K., Khan, M. F., & Qurashi, F. (2021). Effects of Organizational Justice on Organizational Commitment. *International Journal of Economics and Financial Issues*, 6(November), 1–9.
- Baloch, Z., Iqbal, M. Z., Ikramullah, M., Prooijen, J. Van, & Khan, T. (2021). Getting Rates to Accept Performance Feedback : In *Social Justice Research* (Issue 0123456789). Springer US. <https://doi.org/10.1007/s11211-021-00370-3>
- Chen, H., & Jin, Y.-H. (2014). The Effects of Organizational Justice on Organizational Citizenship Behavior in the Chinese Context. *Public Personnel Management*, 43(3), 301–313. <https://doi.org/10.1177/0091026014533897>
- Chhetri, P. (2014). The role of cognitive and affective trust in the relationship between organizational justice and organizational citizenship behavior: A conceptual framework. *Verslas: Teorija Ir Praktika*, 15(2), 170–178. <https://doi.org/10.3846/btp.2014.17>
- Colquitt, J. A., LePine, J. A., Piccolo, R. F., Zapata, C. P., & Rich, B. L. (2012). Explaining the justice–performance relationship: Trust as exchange deepener or trust as uncertainty reducer? *Journal of Applied Psychology*, 97(1), 1–15. <https://doi.org/10.1037/a0025208>
- Colquitt, J. A., Rodell, J. B., Zapata, C. P., Scott, B. A., William, C., Long, D. M., & Wesson, M. J. (2013). Justice at the Millennium, a Decade Later : A Meta-Analytic Test of Social Exchange and Affect-Based Perspectives. *Journal of Applied Psychology*, 98(2), 199–236. <https://doi.org/10.1037/a0031757>
- Cropanzano, R., Rupp, D. E., Thornton, M., & Shao, R. (2016). *Oxford Handbooks Online Organizational Justice and Organizational Citizenship* (Issue June). <https://doi.org/10.1093/oxfordhb/9780190219000.013.19>
- Daouk, A., Farmanesh, P., & Zargar, P. (2021). The Relationship Between Transactional Leadership and OCB: A Conditional Analysis of Organizational Justice Perception and Psychological Contract Fulfillment. *SAGE Open*, 11(4). <https://doi.org/10.1177/21582440211061563>
- DeConinck, J. B. (2010). The effect of organizational justice perceived organizational support, and perceived supervisor support on marketing employees' level of trust.
-

- Journal of Business Research*, 63(12), 1349–1355. <https://doi.org/10.1016/j.jbusres.2010.01.003>
- Díaz-Gracia, L., Barbaranelli, C., & Moreno-Jiménez, B. (2014). Spanish version of Colquitt's Organizational Justice Scale. *Psicothema*, 26(4), 538–544. <https://doi.org/10.7334/psicothema2014.110>
- Dirks, K. T., & Skarlicki, D. P. (2004). Trust in leaders: Existing research and emerging issues. *Trust and Distrust in Organizations: Dilemmas and Approaches*, 21–40. <https://doi.org/10.1016/j.jbusres.2010.01.003>
- Fischer, S., Hyder, S., & Walker, A. (2020). The effect of employee affective and cognitive trust in leadership on organisational citizenship behaviour and organisational commitment: Meta-analytic findings and implications for trust research. *Australian Journal of Management*, 45(4), 662–679. <https://doi.org/10.1177/0312896219899450>
- George, E., Chattopadhyay, P., & Ng, C. K. (2016). The relationship between workgroup blending and perceived organizational inducements: The mediating roles of tasks and relationships. *Australian Journal of Management*, 41(3), 538–562. <https://doi.org/10.1177/0312896215595680>
- Gupta, M., Bhal, K. T., & Ansari, M. A. (2020). Relational age and leader-member exchange : the mediating role of perceived trust exchange. *Journal of Indian Business Research*, 1975. <https://doi.org/10.1108/JIBR-05-2018-0144>
- Hirvi, S. K., Laulainen, S., & Taskinen, H. (2019). Trust as a multidimensional phenomenon in LMX relationships. *Journal of Health Organization and Management*. <https://doi.org/10.1108/JHOM-12-2019-0349>
- Holtz, B. C., & Hu, B. (2017). Passive leadership: relationships with trust and justice perceptions. *Journal of Managerial Psychology*, 32(1), 119–130. <https://doi.org/10.1108/JMP-02-2016-0029>
- Hurst, C. S., Baranik, L. E., & Clark, S. (2016). Job Content Plateaus: Justice, Job Satisfaction, and Citizenship Behavior. *Journal of Career Development*, 1–14. <https://doi.org/10.1177/0894845316652250>
- Ismail, H. (2015). Organizational Justice and Citizenship Behavior, the Mediating Role of Trust. *International Journal of Human Resource Studies*, 5(1), 86. <https://doi.org/10.5296/ijhrs.v5i1.6757>
- Kandade, K., Samara, G., José, M., & Dawson, A. (2019). Journal of Family Business Strategy From family successors to successful business leaders : A qualitative study of how high-quality relationships develop in family businesses. *Journal of Family Business Strategy*, xxx, 100334. <https://doi.org/10.1016/j.jfbs.2019.100334>
- Karriker, J. H., & Williams, M. L. (2009). Organizational Justice and Organizational Citizenship Behavior: A Mediated Multifoci Model †. *Journal of Management*, 35(1), 112–135. <https://doi.org/10.1177/0149206307309265>
- Khaola, P., & Rambe, P. (2021). The effects of transformational leadership on organisational citizenship behaviour: the role of organisational justice and affective commitment. *Management Research Review*, 44(3), 381–398. <https://doi.org/10.1108/>

MRR-07-2019-0323

- Konovsky, M. A., Pugh, S. D., & Pugh, S. D. (2013). Citizenship Behavior and Social Exchange. *Academy of Management Journal*, 37(3), 656–669. <https://doi.org/10.2307/256704>
- Kwantes, C. T., & Bond, M. H. (2019). Organizational justice and autonomy as moderators of the relationship between social and organizational cynicism. *Personality and Individual Differences*, 151(May), 109391. <https://doi.org/10.1016/j.paid.2019.04.046>
- Lambert, E. G., Keena, L. D., Leone, M., May, D., & Haynes, S. H. (2019). The effects of distributive and procedural justice on job satisfaction and organizational commitment of correctional staff. *The Social Science Journal*, 1–9. <https://doi.org/10.1016/j.soscij.2019.02.002>
- Lance Frazier, M., Johnson, P. D., Gavin, M., Gooty, J., & Bradley Snow, D. (2010). Organizational Justice, Trustworthiness, and Trust: A Multifoci Examination. In *Group & Organization Management* (Vol. 35, Issue 1). <https://doi.org/10.1177/1059601109354801>
- Legood, A., Werff, L. Van Der, Lee, A., & Hartog, D. Den. (2020). A meta-analysis of the role of trust in the leadership- performance relationship A meta-analysis of the role of trust in the leadership- performance relationship. *European Journal of Work and Organizational Psychology*, 00(00), 1–22. <https://doi.org/10.1080/1359432X.2020.1819241>
- Lewis, J. D., & Weigert, A. (1985). Trust as a social reality. *Social Forces*, 63(4), 967–985. <https://doi.org/10.1093/sf/63.4.967>
- Liu, Y., Cheng, P., & Ouyang, Z. (2021). Journal of Retailing and Consumer Services How trust mediate the effects of perceived justice on loyalty : A study in the context of automotive recall in China. *Journal of Retailing and Consumer Services*, 58(September 2020), 102322. <https://doi.org/10.1016/j.jretconser.2020.102322>
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review*, 20(3), 709–734. <https://doi.org/10.5465/AMR.1995.9508080335>
- McAllister, D. J. (1995). Affect- and Cognition-Based Trust As Foundations for Interpersonal Cooperation in Organizations. *Academy of Management Journal*, 38(1), 24–59. <https://doi.org/10.2307/256727>
- Naotunna, S., & Arachchige, B. (2016). Perceived Organizational Support and Non-managerial Employees' Commitment to Change in Sri Lankan Apparel Firms. *South Asian Journal of Human Resources Management*, 3(1), 40–57. <https://doi.org/10.1177/2322093716637167>
- Ng, T. W. H., Lam, S. S. K., & Feldman, D. C. (2016). Organizational citizenship behavior and counterproductive work behavior: Do males and females differ? *Journal of Vocational Behavior*, 93, 11–32. <https://doi.org/10.1016/j.jvb.2015.12.005>
- Nisar, Q. A., Ahmad, S., & Ahmad, U. (2014). Impact of Perceived Organizational Support on Organizational Citizenship Behavior: Empirical Evidence from Pakistan. *Inter-*

- national Journal of Research*, 1(5), 231–240.
- Ospina, S. M., & Salgado, E. (2020). Advancing constructionist leadership research through paradigm interplay : An application in the leadership – trust domain. *Leadership*, 0(0), 1–29. <https://doi.org/10.1177/1742715020919226>
- Paillé, P., Bourdeau, L., & Galois, I. (2010). Support, trust, satisfaction, intent to leave and citizenship at organizational level: A social exchange approach. *International Journal of Organizational Analysis*, 18(1), 41–58. <https://doi.org/10.1108/19348831011033203>
- Podsakoff, P. M., Mackenzie, S. B., & Bommer, W. B. (1997). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. *Journal of Management*, 22(2), 259–298.
- Potipiroon, W., & Rubin, E. V. (2016). Who Is Most Influenced by Justice Perceptions? Assessing the Role of Occupational Status. *Review of Public Personnel Administration*. <https://doi.org/10.1177/0734371X16660156>
- Rajabi, M., Abdar, Z. E., & Agoush, L. (2017). *Organizational Justice and Trust Perceptions : A Comparison of Nurses in public and private hospitals*. 15(8), 205–211. <https://doi.org/10.5742/MEWFM.2017.93078>
- Rana, S., & Singh, S. (2021). Performance appraisal justice and affective commitment : examining the moderating role of age and gender. *International Journal of Organizational Analysis*, April, 1–24. <https://doi.org/10.1108/IJOA-04-2020-2124>
- Rempel, J. K., Holmes, J. G., & Zanna, M. P. (1985). *Trust in Close Relationships*. 49(1), 95–112.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714. <https://doi.org/10.1037//0021-9010.87.4.698>
- Rodic, V., Rodic, V., & Susic, I. (2017). *Research on the impact of LMX leadership theory on mutual trust and organisational commitment of employees in Bosnia and Herzegovina* *Research on the impact of LMX leadership theory on mutual trust and organisational commitment of employees in Bosnia and H*. <https://doi.org/10.1088/1757-899X/200/1/012004>
- Rupp, D. E., Shao, R., Jones, K. S., & Liao, H. (2014). The utility of a multifocal approach to the study of organizational justice: A meta-analytic investigation into the consideration of normative rules, moral accountability, bandwidth-fidelity, and social exchange. *Organizational Behavior and Human Decision Processes*, 123(2), 159–185. <https://doi.org/10.1016/j.obhdp.2013.10.011>
- Salam, A. (2020). Organizational Justice as a Predictor of Organizational Citizenship Behaviour. *International Business Education Journal*, 13(October), 29–42. <https://doi.org/10.37134/ibej.vol13.sp.3.2020>
- Scandura, T. A., Graen, G. B., & Novak, M. A. (1986). When Managers Decide Not to Decide Autocratically : An Investigation of Leader-Member Exchange and Decision
-

- Influence. *Journal of Applied Psychology*, 71(4), 579–584.
- Scandura, T. A., & Pellegrini, E. K. (2014). *Journal of Leadership & Organizational Studies*. June. <https://doi.org/10.1177/1548051808320986>
- Shapiro, S. P. (2011). *The Social Control of Impersonal Trust*. 93(3), 623–658.
- Shimamura, M., Fukutake, M., Namba, M., & Ogino, T. (2021). The relationship among factors of organizational justice, organizational citizenship behavior job satisfaction, and ease of work among Japanese nurses. *Applied Nursing Research*, 61(March), 151479. <https://doi.org/10.1016/j.apnr.2021.151479>
- Thomsen, M., Karsten, S., & Oort, F. J. (2015a). Social exchange in Dutch schools for vocational education and training: The role of teachers' trust in colleagues, the supervisor, and higher management. *Educational Management Administration & Leadership*, 43(5), 755–771. <https://doi.org/10.1177/1741143214535737>
- Thomsen, M., Karsten, S., & Oort, F. J. (2015b). Social exchange in Dutch schools for vocational education and training: The role of teachers' trust in colleagues, the supervisor, and higher management. *Educational Management Administration & Leadership*, 43(5), 755–771. <https://doi.org/10.1177/1741143214535737>
- Warokka, A., Gallato, C., & Moorthy, T. (2012). Organizational Justice in Performance Appraisal System and Work Performance: Evidence from an Emerging Market. *The Journal of Human Resources Management Research*, 2012, 1–18. <https://doi.org/10.5171/2012.159467>
- Wee, Y. G., Ahmad, K. Z., & Fen, Y. S. (2014). Organisational justice and its role in promoting citizenship behaviour among hotel employees in Malaysia. *Institutions and Economies*, 6(2), 79–104. <https://doi.org/10.1080/09585192.2014.934890>
- Wong, Y.-W., & Wong, Y. (2017). The effects of perceived organisational support and affective commitment on turnover intention. *Journal of Chinese Human Resources Management*, 8(1), 2–21. <https://doi.org/10.1108/JCHRM-01-2017-0001>
- Yang, J., Mossholder, K. W., & Peng, T. K. (2009). Supervisory procedural justice effects : The mediating roles of cognitive and affective trust. *The Leadership Quarterly*, 20(2), 143–154. <https://doi.org/10.1016/j.leaqua.2009.01.009>
- Yean, T. F., & Yusof, A. A. (2016). Organizational Justice: A Conceptual Discussion. *Procedia -Social and Behavioral Sciences*, 219, 798–803. <https://doi.org/10.1016/j.sbspro.2016.05.082>
- Yuen Onn, C., Nordin bin Yunus, J., Yusof, H. binti, Moorthy, K., & Ai Na, S. (2018). The mediating effect of trust on the dimensionality of organisational justice and organisational citizenship behaviour amongst teachers in Malaysia. *Educational Psychology*, January, 1–22. <https://doi.org/10.1080/01443410.2018.1426836>
- Zeb, A., Abdullah, N. H., Othayman, M. Bin, & Ali, M. (2019). The Role of LMX in Explaining Relationships between Organizational Justice and Job Performance. *Journal of Competitiveness*, 11(2), 144–160. <https://doi.org/10.7441/joc.2019.02.10>