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Organizational Justice and Organizational Trust in the Banking Industry in Port Harcourt, Nigeria

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ABSTRACT

The issue of organizational trust has been a point of focus with regard to workers behavior, team cooperation and employer-employee relationship success. This study examines using empirical methods the association between organizational justice and organizational trust in the banking industry in Port Harcourt, Nigeria. The study adopted the survey research design and data was collected from a sample of 257 participants through the random sampling technique. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman Rank Order Correlation with the aid of the Statistical Package for the Social Sciences. The findings support a significant and positive association between the dimensions of organizational justice namely; procedural justice and interactional justice; and the criterion variable, organizational trust measures, namely; openness and concern for employees. In conclusion the study proposes the usage of organizational justice system that recognizes organizational procedures and work relations as tools that enhances openness and cooperation. The study recommends that Deposit Money Banks should provide for procedural justice for all its employees. This is because employees who perceive unfairness in the workplace may exhibit varying degrees of negative behavior and may lack trust for the organization. It is therefore important for employers to provide employees with procedural justice in order reap the positive outcomes of highly committed employees.

Keywords: Concern for employees, interactional justice, openness, procedural justice, organizational justice, organizational trust.

I. INTRODUCTION

Justice is one of the significant worry for organizations as it is reflected in the associations condition. Notwithstanding the laws, rules regulations, casual standards, justice is reflected in the

people's discernment confronting a certain circumstance (Assmar and Ferreira, 2005). In the organizational field, observational research exhibits that justice has critical impact on workers' demeanors, observations, and practices (Carr and Maxwell, 2017). Studies have demonstrated that organizational justice is decidedly related to the work advancement (Monteiro and Mourão, 2016), organizational citizenship (Zehir, Akyuz, Eren, and Turhan, 2016; Lim and Loosemore, 2017), performance (Wang, Lu, and Siu, 2015), commitment (Strom, Sears, and Kelly, 2014). Furthermore, organizational justice has significance on organizational commitment (López-Cabarcos, Machado-Lopes-Sampaio- De Pinho, and Vázquez-Rodríguez, 2015).

Employees want to be treated fairly by their supervisors, by other representatives of their organization, and by their colleagues. Managers want to be treated fairly by their superiors and subordinates. Fair treatment at the workplace is essential to effectively working together (Cropanzano, Bowen & Gilliland, 2007). In contrast, unfair treatment, such as preferential treatment or disrespectful communication, undermines work relationships and the fulfillment of individuals' psychological needs, and may encourage employees to engage in behavior that is harmful to the organization, such as withdrawal, absenteeism or sabotage (Ambrose, 2002; Cropanzano *et al.*, 2007). The concept of fairness at work is referred to as organizational justice and the terms justice and fairness well as injustice and unfairness are commonly used interchangeably (Cohen-Charash & Spector, 2001; Greenberg, 2010; Hillebrandt & Barclay, 2013).

Several ideas concerning general fairness have been proposed. For instance, Lind (2001) suggested that individuals combine their justice experiences into an overall fairness perception. This is proposed to be an automatic process that uses available justice information to form a heuristic-like fairness impression which then serves as a lens through which events and

experiences are understood (Ambrose & Schminke, 2009; Nicklin, McNall, Cerasoli, Strahan, & Cavanaugh, 2014). Various groups of researchers have argued along similar lines for the importance of considering global assessments of justice as opposed to particular facets, claiming that individuals form a holistic judgment of fairness(Greenberg, 2001). In contrast to the different facets of justice, organizational justice refers to a global assessment of the fairness of an organization. Just as justice facets can pertain to different sources, such as an organization or a supervisor, overall justice can also pertain to different sources (Rupp, Shao, Jones, & Liao, 2014). However, this paper will examine the influence of organizational justice on organizational trust, using commercial banks in Port Harcourt as hypothesized and conceptualized below;

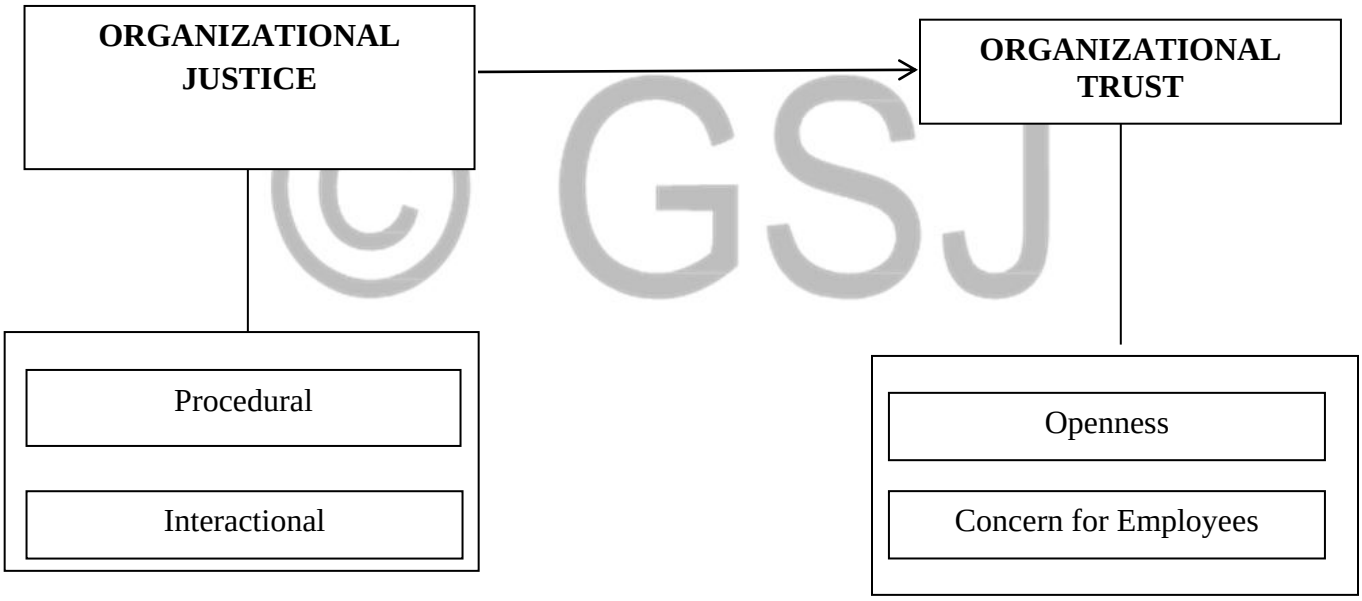

Fig. 1 Conceptual Framework for the relationship between organizational justice and organizational trust
Source: Research Desk

Research Hypotheses

Ho_1: There is no significant relationship between procedural justice and openness in the banking industry in Port Harcourt.

Ho_2: There is no significant relationship between procedural justice and concern for employees in the banking industry in Port Harcourt.

Ho_3: There is no significant relationship between interactional justice and openness in in the banking industry in Port Harcourt.

Ho_4: There is no significant relationship between interactional justice and concern for employees in the banking industry in Port Harcourt.

II. LITERATURE REVIEW

The Concept of Organizational Trust

Trust is primordial in all aspects of social life (Yu, Mai, Tsai, and Dai, 2018). Overall, it is a mechanism for reducing uncertainty and allows the creation of assumptions about future behaviors of the parties involved in a relationship (Mendonça and Tamayo, 2008). Trust indicates that the personal and professional relationship can be established and maintained for a long time, since its base is related to the values and previous experiences. Thus, the trust can be understood as the learned and confirmed expectations by individuals and organizations with whom they live, based on the natural order, moral and social (Mendonça and Tamayo, 2008). Typically, high trust people are seen to display more honest and compliant behavior and cheat less than not trustworthy people (Rotter, 1980). In this setting, trust in the organizational environment is seen as a psychological process in individual related processes at the organizational level (Payne, 2007). It is an expectation taken by an employee, a group or a company, notwithstanding of acts which are ethically justifiable, morally correct decisions and actions based on politically correct principles (Payne, 2007). The organizational trust is attached to employees who identify with the company and wish to establish long-term relations with it (Yu *et al.*, 2018).

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Thus, organizational trust implies a perceived state of vulnerability, taking risks due to uncertainty about the motives, intentions and actions in whom it was laid up (Almeida, 2011). It is in this way that individuals create mental models in relation to the operation and the organization's mission, being able to determine whether you can establish a relationship of trust with the organization of the participation by relating it, even with organizational values, social norms and the cognitive process (Oliveira and Souza, 2014). Employees' trust in the organization in general and, in particular at the leading positions, plays a key role in the dissemination of the workplace decisions, such as personal experiences (Capell, Tzafrir, Enosh, and Dolan, 2017) and sharing knowledge ideas (Yu *et al.*, 2018). In addition, employees are more likely to admit their negative feelings when they work for leaders that they trust in (Lee, Gillespie, Mann, and Wearing, 2010).

This is because, righteous leaders transmit their ethical expectations to employees when they have clear communication and hear what employees think about the organizational situations, as a decision-making, for example (Brown, Treviño, and Harrison, 2005). Thus, it facilitates the adherence to the workplace when employees perceive it as a particular company which has fair procedures (Li, Masterson, and Sprinkle, 2012). Trust in the workplace plays a central role in the evaluation of justice, and, when employees have trust in the company, they develop a positive feeling about the political and organizational practices (Wong, Mok, and Yeung, 2012). In a recent study Schwepker (2018) with 408 sellers suggested that person-organization ethical values positively influence employees' commitment to the customer as well, and the trust in the leadership. Trusting the boss directly affects commitment and mediates the relationship between person-organization ethical values and unethical purpose. Along similar lines, the literature shows that trust is a significant predictor of Justice (Hoy and Tarter, 2004; Li, Masterson, and

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Sprinkle, 2012), and the perception of organizational trust mediates the relationship between the employee and their perceptions of justice. The organizational context and conditions that assume porting and facilitate reliable actions and behavior by the employer and its agents may be critical in how employees perceive the right decisions and their perceptions of ethical behavior (Kickul, Gundry, and Posig, 2005).

The Concept of Organizational Justice

Organizational justice describes the individual's perception of fairness in organizations, his behavioral reaction to such perceptions and to show how these perceptions affect organizational outcomes such as organizational commitment and job satisfaction (Noruzy, Shatery, Rezazadeh, & Hatami-Shirkouhi, 2011). Injustice decreases job performance as well as decreasing the quality of work and the degree of cooperation among workers (Fatimah, Amiraa & Halim, 2011). According to (Muharram-Zadeh, 2012) organizational justice refers to the fair and equitable behavior of the organizations with their employees. If an organization wants to fully achieve its objective using a clear mission, optimal strategies, organizational structures and efficient job design, competent and committed manpower is needed (Muharram-Zadeh, 2012). Organizational justice has the potential to create enormous benefits for organizations and employees, the benefits include more trust and commitment (Cropanzano & Rupp, 2008). Greenberg and Baron (2009) defined organizational justice as the study of people's perceptions of fairness in organization. Researchers of Organizational behavior identified four types of organizational justice: distributive, procedural, interactional, and informational justice (Colquitt, Conlon, Wesson, Porter & Ng 2001; Greenberg, & Zapata-Phelan, 2005).

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Organizational justice can be defined as the role of fairness in organizations and is closely related to employees' perceptions of fair treatment in the organization (Cohen-Charash& Spector, 2001). In addition, organizational justice may be generally categorized into three sub dimensions: (a) distributive justice, (b) procedural justice, and (c) interactional justice. Distributive justice is considered as the original concept of organizational justice and deals with the fairness of outcomes including pay, rewards, and promotions (Colquitt, Greenberg, & Zapata-Phelan, 2005). Procedural justice is concerned with fairness issues about the processes used to determine outcomes (Folger & Cropanzano, 1998). Interactional justice refers to the fairness of interpersonal communication.

Measures of organizational Justice

Procedural Justice

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Procedural justice is defined as the fairness level of the methods, procedures and policies used in determining and measuring factors such as fees, promotions, financial possibilities, working conditions and performance evaluations and administering fairness regarding intra-organization processes, methods and applications and outcomes (Aykut, 2007). While the fairness of the distribution of performance awards is a subject of distributional justice, the fairness of the methods used in determining the same performance awards makes up the subject of procedural justice concept (Ozdevecioglu, 2003). Procedural justice concept first entered the justice literature with the studies of Thibaut and Walker (1975). Thibaut and Walker (1975) have measured the defendants' reactions in the investigations regarding the functioning of the legal processes in the court (Çakır, 2006).

With reference to Guo (2009) and Wan, Sulaiman and Omar, (2012), while distributive justice focuses on the resource along with the weights or proportion being given to an employee,

procedural justice on other hand evaluate and look at the fairness on the decision-making processes or formal policy adopted to determine the distribution of those resources. This is the core distinction between distributive justice and procedural justice. Despite distributive justice had received overwhelming attention from many researchers from the first 20 years after Adam's equity theory is introduced in the 1950s, the focus shifted to procedural justice started mid-1970s to mid-1990s (McNabb 2009; Tam 1998). With reference to Guo (2009), the shift of focus happened because researchers had later found that people also concern about how decisions were made decided, on top of what were those decisions about. Thus, the perception and evaluation on justice should have covered more than the outcome itself.

Interactional Justice

Some social science academic material such as Greenberg (2010) mentioned that it is the common value and attribute of people that they deserve to be treated in a polite, honest and caring manner and it wouldn't be fair if this basic expectation is not being fulfilled. As mentioned, interpersonal justice could be seen as a downstream dimension of distributive and procedural justice. Distributive justice refers to the outcome of allocation. Then procedural justice justifies the procedure to determine the outcome of allocation, while, interpersonal justice suggested that people evaluate and perceive fairness based on the communication and treatment behaviour of their superiors. Similarly, Tam (1998) also highlighted that most people made fairness judgement based on the manner and communication experience they received. Hamlett (2014) also articulated that interpersonal justice study relates to how employees believe being marginalized from the company's information networks is disrespect and damaging to their dignity.

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Additionally, Hamlett (2014) had reported that the interpersonal model could make up the shortcoming of the gap of distributive justice and procedural justice. One possible scenario that could the demonstrate how interpersonal justice make up the gap is, say a long service employee was being relocated to another business outlet that is more remote from the current one without his involvement in the decision-making process (procedural injustice) and no additional incentive or allowance is given (distributive justice) to him. He would have felt anger, disappointment and aggression. And he is likely to go against the decision or merely go along but work with low morale and low organizational commitment. Worst case scenario would be him quitting from the job making a loss to the company. This is could have a high negative impact on the organization because. Nevertheless, should the manager of the employee be sensitive and concerned toward the employee. Showing consideration on the view and thinking of the employee and allowing him or her to voice this dissatisfaction with the manager, there is a better chance of reaching a healthy compromise.

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Organizational Justice and Organizational Trust

The various psychological literatures on employee attitude contains many claims that organizations that are fair and just in the treatment of their employee experience better employee job performance and job satisfaction (Roch & Shannock 2006). Organizational justice theory aids in understanding employee attitudes such as perceived organizational support (Rhoades & Eisenberger, 2002) and organizational commitment **(**McFarlin & Sweeney, 1992; Tang & Sarsfield–Baldwin, 1996**).** Employees compare the treatment they receive in their place of work with the treatments that others receive, and make judgments about the level of justice in the organization in accordance with their own perceptions (Tang & Sarsfield–Baldwin, 1996). It is believed that these evaluations play a key role in the way members perform their organizational

duties and responsibilities. Therefore, the concept of organizational justice is frequently included in studies concerning organizations and management (Cohen-Charash & Spector, 2001; Thompson & Heron, 2005).

Organizations are increasingly relying on their human capital to give them a sustainable competitive edge (Woolridge, 2002). Akanbi and Ofoegbu (2013) argue that organizational justice and Employees attitude are among the most important issues in today's highly competitive business environment. In the last two decades, there has been an increase in the field of research on organizational justice perceptions. A number of studies conducted in different countries and cultures have documented positive relationship between organizational justice perceptions and organizational commitment (Lambert, Hogan, & Griffin, 2007).

III. METHODOLOGY

This study was based on a sample size of 257 workers from commercial banks in Port Harcourt. The paper adapted the survey research design, and the random sampling technique was used. Each of the understudied 15 banks was sent a pre-designed questionnaire. This questionnaire was addressed to managers with at least 2 years' experience at the bank, preferably human resources managers. The questionnaire consisted of questions measuring procedural justice, interactional justice, openness and concern for employees on a 5-point Likert scale, showing the level of perceptions with the content of each item. The study adopted the survey research design and data was collected from a sample of 257 participants through the random sampling technique. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the spearman rank order correlation with the aid of the statistical package for the social sciences.

IV DATA ANALYSIS AND RESULTS

The essence is to analyze how one dimension relates to another measure. There was analysis of all the dimensions (procedural and interactional) with each of the measures (openness and concern for employees) respectively.

Procedural and Openness

Table 1:Correlations procedural justice and openness

Correlations

			Procedural	Openness
Spearman's rho	Procedural	Correlation Coefficient	1.000	.680*
		Sig. (2-tailed)	.	.020
		N	257	257
	Openness	Correlation Coefficient	.680*	1.000
		Sig. (2-tailed)	.020	.
		N	257	257

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Research Data, 2019

Ho_1: There is no significant relationship between procedural and openness in the banking industry in Port Harcourt, Nigeria.

The above table shows a positive and significant relationship between reliability and compatibility with a rho value of 0.680. This indicates that there is a 68.0% explanation of the relationship between both variables, while 32.0% are explained by other variables not considered in this relationship. However, this statement is true as the level of significance of 0.020 is less than 0.05,therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is significant relationship between procedural justice and openness in the banking industry in Port Harcourt, Nigeria.

Procedural Justice and Concern for Employees

Table 2: Correlations for procedural and concern for employees

Correlations

			Procedural	Concern_Employees
Spearman's rho	Procedural	Correlation Coefficient	1.000	.654*
		Sig. (2-tailed)	.	.030
		N	257	257
	Concern_Employees	Correlation Coefficient	.654*	1.000
		Sig. (2-tailed)	.030	.
		N	257	257

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Research Data, 2019

Ho$_2$: There is no significant relationship between procedural justice and concern for employees in the banking industry in Port Harcourt, Nigeria.

The above table shows a positive and significant relationship between procedural justiceand concern for employees with a rho value of 0.654. This indicates that there is a 65.4% explanation of the relationship between both variables, while 34.6% are explained by other variables not considered in this relationship. However, this statement is true as the level of significanceof 0.000 is lesser than 0.05,therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is significant relationship between procedural justice and concern for employees in the banking industry in Port Harcourt, Nigeria.

Interactional Justice and Openness

Table 3: Correlations for interactional justice and openness

Correlations

			Interactional	Openness
Spearman's rho	Interactional	Correlation Coefficient	1.000	.747**
		Sig. (2-tailed)	.	.009
		N	257	257
	Openness	Correlation Coefficient	.747**	1.000
		Sig. (2-tailed)	.009	.
		N	257	257

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

Source: Research Data, 2019.

Ho$_3$: There is no significant relationship between interactional justice and openness in the banking industry in Port Harcourt, Nigeria.

The above table shows a positive and significant relationship between interactional justiceand openness with a rho value of 0.747. This indicates that there is a 74.7% explanation of the relationship between both variables, while 25.3% are explained by other variables not considered in this relationship. However, this statement is true as the level of significanceof 0.009 is lesser than 0.05,therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is significant relationship between interactional justice and openness in the banking industry in Port Harcourt, Nigeria.

Interactional Justice and Concern for Employees

Table 4: Correlations for interactional justice and concern for employees

Correlations

			Interactional	Concern_Employees
Spearman's rho	Interactional	Correlation Coefficient	1.000	.733**
		Sig. (2-tailed)	.	.003
		N	257	257
	Concern_Employees	Correlation Coefficient	.733**	1.000
		Sig. (2-tailed)	.003	.
		N	257	257

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

Source: Research Data, 2019

Ho$_4$: There is no significant relationship between interactional justice and concern for employees in the banking industry in Port Harcourt, Nigeria.

The above table shows a positive and significant relationship between interactional justice and concern for employees a rho value of 0.733. This indicates that there is a 73.3% explanation of

the relationship between both variables, while 26.7% are explained by other variables not considered in this relationship. However, this statement is true as the level of significance of 0.003 is lesser than 0.05,therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is significant relationship between interactional justice and concern for employees in the banking industry in Port Harcourt, Nigeria.

V DISCUSSION OF FINDINGS

The examined the relationship between organizational justice and organizational trust in the banking industry in Port Harcourt. The study findings revealed that there is a significant relationship between organizational justice and organizational trust in the banking industry in Port Harcourt. This finding is in line with the views of Greenberg's (2010) work on interpersonal justice, focused on the manner of communication and treatment of supervisor to his subordinate and how this affected resource allocation and decision making within the organization, while informational looks at honesty, and timely explanation and justification on the resource allocation and procedure in deciding the allocation proportion. Therefore, interpersonal justice evolved from interactional justice. Some researchers such as Choi (2011), Georgalis *et al.*, (2014), and Tam (1998) focused in interpersonal justice that also considered the manner of persons being treated by supervisors and thereafter evaluated informational fairness separately. However, some researchers such as Belanger (2007) used the terminology interchangeably.

Organizational justice theory aids in understanding employee attitudes such as perceived organizational support (Rhoades & Eisenberger, 2002) and organizational commitment **(**McFarlin & Sweeney, 1992; Tang & Sarsfield–Baldwin, 1996**).** Employees compare the treatment they receive in their place of work with the treatments that others receive, and make judgments about the level of justice in the organization in accordance with their own perceptions

(Tang & Sarsfield–Baldwin, 1996). It is believed that these evaluations play a key role in the way members perform their organizational duties and responsibilities. Therefore, the concept of organizational justice is frequently included in studies concerning organizations and management (Cohen-Charash & Spector, 2001; Thompson & Heron, 2005).

VI. CONCLUSION AND RECOMMENDATIONS

This study aimed to demonstrate the role of organizational justice on employees' trust in the organization. For this, we had a fourfold purpose; we tested and confirmed the four hypotheses, namely: the positive effect of procedural justice on openness (H1); the positive effect of procedural justice on concern for employees (H2), the positive influence of interactional justice on openness (H3), and the positive influence of interactional justice on concern for employees (H4). The four hypotheses of the study were confirmed, that is, the results suggest a highly significant and positive influence of justice on trust. Therefore, from the proposed conceptualization tested, we concluded that organizational justice positively and significantly influences organizational trust in commercial banks in Port Harcourt, Nigeria. In conclusion the study proposes the usage of organizational justice system that recognizes organizational procedures and work relations as tools that enhances openness and cooperation.

The study recommends that Deposit Money Banks should provide for procedural justice for all its employees. This is because employees who perceive unfairness in the workplace may exhibit varying degrees of negative behavior and may lack trust for the organization. It is therefore important for employers to provide employees with procedural justice in order reap the positive outcomes of highly committed employees.

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