

Organizational Justice and Affective Organizational Commitment: Mediated by Organizational Trust and Perceived Organizational Support

Ruri Fitria Hayuningtyas^{a*}

Ben Roy Do^b

Dodi Wirawan Irawanto^c

Achmad Sudiro^d

^{a,c,d}Department of Management, Faculty of Economic and Business, University of Brawijaya, Malang, Indonesia; ^bDepartment of Business Administration, National Central University, Taiwan

Abstract

Organizational justice refers to employee perceptions of fairness of treatment by the organization, and their behavioral reactions to this justice. Based on social exchange theory, one consequence of organizational justice is organizational trust, the willingness to invest one's resources in a relationship resulting from positive expectations as a consequence of previous interaction. Another consequence of organizational justice is perceived organizational support (POS), the extent to which employees feel their contribution is valued by the organization, and the organization cares about their well-being and gives fair treatment. All three variables may contribute to affective organizational commitment. To test the mediation of organizational trust and POS, 188 valid questionnaires were analyzed in a large company of poultry industry in Indonesia. All research hypotheses were supported. Discussion and managerial implications are provided.

Keywords

Organizational justice; organizational trust; perceived organizational support; affective organizational commitment; poultry industry

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Introduction

Justice is an important social value and the feeling of justice has important consequences for society and the workplace. For instance, an employee may look for organizations that offer a fair workplace where they feel accepted, respected, and valued. Justice in all human resource practices deserves attention from the employee's point of view, especially in the context of developing countries where little research explores the "soft" side of the organization of work (Suliman and Kathairi, 2013).

Organizational justice refers to employee perceptions of fairness of treatment by the organization, and their behavioral reactions to this justice (James, 1993). Cropanzano *et al.* (2007) proposed that there are three reasons why employees care about justice issues. First, long-term benefits. Employees prefer consistent justice process and outcomes, they may predict future results. Second, social considerations. Everyone expects to be accepted and appreciated, not in a rude and exploited manner. Third, ethical considerations. People believe that justice is a morally appropriate way of treating a person. Therefore, organizational justice needs to be applied well such that employees are more willing to contribute to the company.

To understand employee attitude, social exchange theory is the dominant framework (Colquitt, 2001; Rhoades and Eisenberger, 2002). Most of the basic theories of organizational behavior such as organizational justice, trust, and perceived support derived from the

theory of social exchange (Blau, 1964). Blau (1964) discussed social exchanges as social interactions whereby people who engage in exchange behavior believe they will receive social or financial benefits from doing so.

One of the most important consequences of organizational justice is organizational trust (Bidarian and Jafari, 2012). Trust is the willingness to invest one's resources in a relationship resulting from positive expectations as a consequence of previous interaction (Tzafrir and Eitam-Meilik, 2005). According to social exchange theory, managers who demonstrate great confidence in their employees are simultaneously more willing to invest in them, encouraging them to develop their professional careers, promoting them, and involving employees in management process more often. Then, employees feel more obliged and return with commitment and trust.

Trust is also an important and constructive element to promote organizational effectiveness and competitive advantage for the organization (Wang and Nayir, 2010). Employees with perceptions of fairness lead to increased trust in the organization, implying that justice is an integral part of the trust. They show a tendency to reciprocate with desired behavior for the organization. Thus, the tendency to trust relationship is an important feature that facilitates commitment (Chang *et al.*, 2015). A high degree of trust in the organization also stimulates the formation of affective commitment, which can be attributed to a sense of pride in a well-managed organization, and the acceptance of objectives (Lewicka and Krot, 2015).

Another important consequence of organizational justice is perceived organizational support (POS), the extent to which employees feel their contribution is valued by the organization, and the organization cares about their well-being and gives fair treatment. Employees with high POS repay the organization by being more committed to the organizations they work for and are more satisfied with their work (Rhoades and Eisenberger, 2002). Thus, employees are less likely to be late, absent, or resign from work.

Eisenberger *et al.* (2001) suggest that POS meets some of the socio-emotional needs of employees including approval, affiliation, and self-esteem that can facilitate the formation of an emotional bond with the organization. Therefore, POS is believed to increase employee affective commitment (Ahmed *et al.*, 2014). In addition, POS may also reinforce the employee's belief that the organization knows and appreciates performance improvements (i.e., performance-reward expectations). This process should have beneficial results for both the employee (e.g., increased job satisfaction and positive mood improvement) and for the organization (e.g., increased commitment and affective performance, reduced turnover).

Affective organizational commitment is the core of organizational commitment (Mercurio, 2015), as it is an important determinant of employee dedication and loyalty (Rhoades *et al.*, 2001). The tendency of an employee with a high affective commitment can demonstrate a sense of ownership over the company, increased involvement

in organizational activities, a desire to achieve organizational goals, and a desire to remain within the organization. The perception of organizational justice (i.e., the perception of justice in the workplace) is important to understand in supervisor-subordinate relationships, as it may affect the attitudes and behaviors of individuals (Greenberg, 1993; Baldwin, 2006). Employees who perceive their efforts at work are sufficiently responded by the organization in terms of adequate compensation will lead to further affective commitment to the organization (He and Brown, 2013). Employees with strong perceptions of justice can increase their affective commitment by resolving conflicts through the encouragement of productive relationships and the maintenance of the parties in the conflict (Park *et al.*, 2008).

The commitment of Indonesian workers tends to increase in the poultry industry, one leading company has experienced on it, evidenced by the low turnover rate and the increasing number of employees over the last 3 years from 2015 to 2017 (Japfa Comfeed annual report, 2017). Generally speaking, employees assume the salary they receive is in accordance with regional minimum wage rules ("UMR"). In the poultry industry, it is always based on the rules of the prevailing UMR in each region and does not differentiate by gender. Local regulations in each of these different areas cause different UMR standards. Given that the company has operating locations in different provinces and cities in Indonesia, the minimum wage is adjusted following existing regulations. In addition, the company provides wages to employees above the existing

Minimum Wage Regional standard. Thus, employees have a perception that the company is paying attention to the procedural justice of their employees, and consequently increase the employees' affective commitment to the company.

Prior research on organizational justice shows inconsistencies in research findings. For instance, Bidarian and Jafari (2012) found the positive relationship between organizational justice to organizational trust, but Elamin and Thais (2015) found the non-significant relationship. In another example examining the relationship of procedural justice to perceived organizational trust, Eisenberger *et al.* (1986) found the positive relationship, while Mansour (2014) did not. Similarly, with regards to organizational justice toward affective organizational commitment, Park *et al* (2008) and Jiang (2015) found different results. Therefore, further study is needed to understand the relationship among organizational justice, organizational trust, perceived organizational support, and affective organizational commitment.

Theoretical Background and Hypotheses

Social Exchange Theory

Social exchange theory is one of the most important paradigms for understanding employee attitudes. Social behavior is assumed as a series of exchanges; individuals try their best to maximize the benefits; and when someone receives something useful from others, they have an obligation to retaliate (Emerson, 1981). It is an important part of sociology (Blau, 1964)

and social psychology (Thibaut and Kelley, 1959) and comprises theoretical foundations of organizational behavior such as organizational justice, trust, and perceived support (Blau, 1964). The reason that the theory of social exchange is the dominant framework for various theories is that it is useful to describe the various attitudes of employee work (Colquitt, 2001; Rhoades and Eisenberger, 2002).

The social exchange involves several important aspects, one of them is organizational justice. Since fair exchange is an important aspect of social exchange, research has investigated the relationship between organizational (distributive, procedural and interactional justice) perceptions of organizational justice (Cohen-Charash and Spector, 2001 and Colquitt, *et al.*, 2001). In addition to justice, trust is an important aspect of social exchange (Blau, 1964). Trust is gained through mutual interaction with the parties involved in relationships (Homans, 1958), and is a key element of social exchange. In addition, the essence of trust is a non-contractual exchange that makes the parties vulnerable to one another (Schoorman *et al.*, 2007). Molm *et al.*, (2000) argued that non-negotiated exchanges not only rely on trust but also result in a stronger level of trust and affective commitment than negotiated exchanges.

Lastly, in previous studies, POS supports the application of social exchange theory and reciprocal norms (e.g. Eisenberger *et al.*, 1990). Perceptions of organizational support for, and investment in, employees create obligations among employees in giving favorable treatment

to the organization in return (Dejoy *et al.*, 2004).

Using a social exchange theory approach, we want to understand how organizational justice, and

organizational trust, and perceived organizational support are considered to increase affective commitment. Based on the description, the conceptual framework of the present research is shown in Figure 1 below:

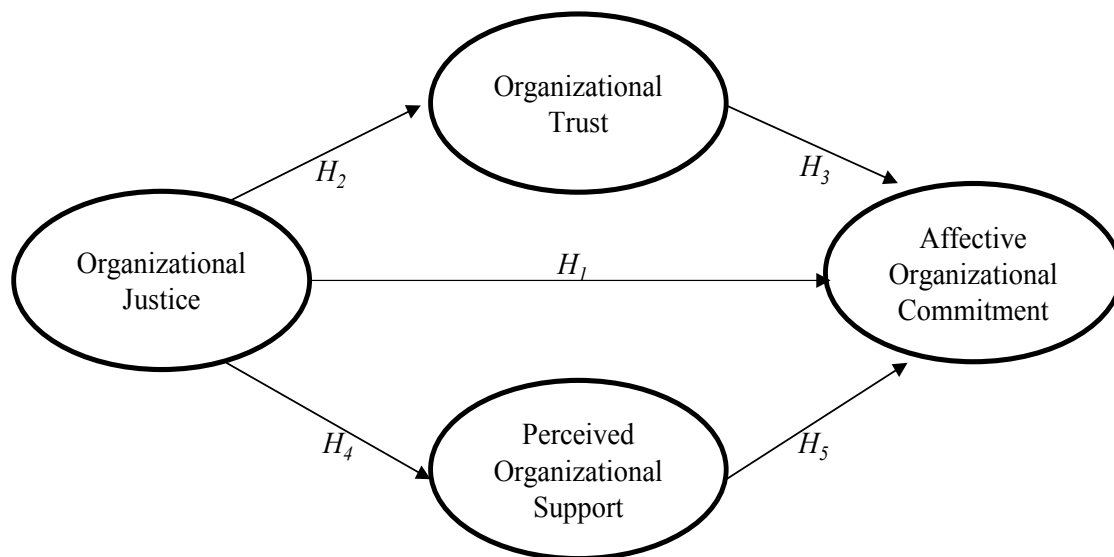


Figure 1. Research Framework

Organizational Justice

Organizational justice refers to the concept that expresses the individual (or group) perception of fair treatment received from the organization, and their reactions to such perceptions (James, 1993). Perception of justice is important to understand because it can affect the attitudes and behavior of employees, which will have an impact on the organization. Cohen-Charash and Spector (2001) suggested that there are three types of organizational justice: distributive, procedural, and interactional justice. Distributive justice is based on equity theory that involves an individual process comparing their own inputs (e.g., effort, contribution,

and performance) to results (e.g., promotions and salary) ratio evaluated subjectively based on the degree of fairness within the organization. Furthermore, procedural justice, which focuses on the process that leads to results (Cropanzano and Greenberg, 1997; Konovsky and Cropanzano, 1991). The last, Interactional justice is the perception of fairness towards different employees in the interpersonal treatment by the organization (Bies and Moag, 1986).

Research conducted by Gill *et al.* (2011) focused on the affective commitment that reflects emotional engagement with the organization. The meta-analysis results confirmed that perceived organizational

justice (i.e., distributive and procedural justice) is positively associated with affective commitment (Cohen-Charash and Spector, 2001). Previous research has shown that organizational commitment is linked to distributive and procedural justice. In a review of organizational commitment, Allen and Meyer (1996) found a strong relationship between the three dimensions of organizational justice towards affective commitment.

In addition, Janssen *et al.* (2010) revealed that employees exhibit superior work behavior and even exceeding formal standards of performance consistently invest in the affective commitment to the organization if the business they undertake is billed by the organization through the legal process. In short, employees with a positive emotional attachment build trust between the subordinate and supervisor with visible justice in the everyday work environment. Therefore, it is proposed that:

H1: *Organizational justice will be positively related to affective organizational commitment*

Organizational Trust

Organizational trust refers to employee believes that the organization will work for their benefit, or at least will not harm them even if they have no influence on the decision making (Cetinel, 2008). Trust is essential for sustaining relationships. If employees feel the organization they work for is fair, they trust and expect the organization to continue to be fair in the future (DeConnick, 2010).

Empirical research supports the assumption that there is a positive

relationship between organizational justice and organizational trust (DeConnick, 2010; Bidarian and Javari, 2012; Katou, 2013; Elamin and Tlais, 2015). Hart *et al.*, (1996) argue a trust is especially crucial during organizational change, where changes to the organizational structure and control over front-line employees are usually implemented. When employees are given clear reasons, they are more likely to accept the decision even in unfavorable conditions (Brockner and Wiesenfeld, 1993; Daly and Geyer, 1994). This shows the central role that effective communication can play in generating trust. Similarly, the way individuals are treated during the period of change has been found to influence their perception of the justice process (Folger and Cropanzano, 1998). Thus, how a person is treated is influenced by not only the general implementation process but also the moral obligation to treat each person fairly (Herriot *et al.*, 1998). This shows the development of trust can originate through the actions of their good bosses. Therefore, it is proposed that:

H2: *Organizational justice will be positively related to organizational trust*

Organizational belief refers to the belief that the boss will go straight and follow up on commitment (Gilbert and Tang, 1998). An important factor to build commitment is to trust supervisor-subordinate relationships (Dirks and Ferrin, 2002). If managers show great confidence in employees, they are more willing to invest in the organization and develop their professional careers (Tzafrir and Eitam, 2005). High organizational trust makes the employee

satisfied with the membership of the organization and tends to reciprocate with the behavior desired by the organization. Therefore, the tendency to trust relationships is an important feature of facilitating commitment (Chang *et al.*, 2015). Hence, this research states the hypotheses as follows:

H3: *Organizational trust will be positively related to affective organizational commitment*

Perceived Organizational Support

In addition to organizational trust, organizational justice is also significantly related to perceived organizational support (POS). Employees may feel that the level of justice given by the organization is so high that they feel indebted to the organization for the justice gained (Yang and Zhang, 2012). Distributive justice and procedural justice were found to have the significant and equal relationship with POS (Rhoades and Eisenberger, 2002). In addition, interactional justice was also found to be a good predictor of POS (Cheung and Law, 2008); Rhoades and Eisenberger, 2002; Ambrose and Schminke, 2003; Peelle, 2007). In other words, employees may feel the support provided by the organization because fairness can make employees feel the organization appreciates their contribution and well-being and attracts them to build and maintain good relationships with the organization. Therefore, it is hypothesized that:

H4: *Organizational justice will be positively related to perceived organizational support*

Satisfactory experience of employees may facilitate emotional engagement with the organization and to identify organizational well-being. Therefore, perceived organizational support is believed to increase employee affective commitment (Ahmed *et al.*, 2014). There have been several studies on POS and affective commitment (Eisenberger *et al.*, 1986; Chandra *et al.*, 2005; Bilgin and Demirel, 2012; Islam *et al.*, 2013; Arshadi and Hayavi, 2013). Social identity theory can be used to explain the relationship, as employees remain loyal when they feel the value of the organization and feel appreciated (Tyler, 1999). If organizational support meets the needs of employees for approval and praise, employees will incorporate membership of the organization into their self-identity and then develop positive emotional (affective commitment) to the organization. As Kim *et al.* (2005) argued, employees have a strong sense of desire to maintain membership in organizations when they see the organization as the supporter. Therefore, it is proposed that:

H5: *Perceived organizational support will be positively related to affective organizational commitment*

Affective Organizational Commitment

Organizational commitment refers to individuals who favor the organization along with the goals contained within it (Robbins, 2008). Managers in the 21st century have renewed focus and investment in attitudes and organizational commitment (Cohen, 2007; Meyer *et al.*, 2002; Stazyk *et al.*, 2011; Mercurio, 2015). As skilled employees are a source of competitive advantage

for organizational effectiveness, it is important to retain those employees (Mayfield and Mayfield, 2008). Employees who are highly committed and loyal to the company will show more productive work and make the company more profitable.

According to Allen and Meyer (1990), organizational commitment has three components: affective commitment, normative commitment, and continuance commitment. Of the three components, affective commitment is considered the most influential, as it creates a sense of belonging and attachment to the organization (Meyer and Allen, 1991). In addition, individual affective commitment factors can be reinforced by the perception of organizational support, such as rewards, procedural justice, and supervisor support (Rhoades *et al.*, 2001).

According to Gautam *et al.* (2004), affective commitment consists of emotional attachment, identification, and involvement. With emotional attachment, the organization has meaning for the individual so that the individual feels become part of the organization. Emotionally attached individuals will remain loyal to the organization. Identification is about the belief and acceptance of a set of organizational values and policies. This is indicated by the similarity of individual values and goals to the values and objectives of the organization, and the individual feels proud to be part of the organization. Involvement is the individual's strong desire to strive for the benefit of the organization. This is indicated by the individual's effort to receive and execute any tasks and

obligations imposed on him beyond the organization's expectations. Individuals will do a job out of their responsibilities if needed.

Mediating Role of Organizational Trust on Organizational Justice and Affective Organizational Commitment

In employee-organization social exchange, organizational fair outcomes are a sign of organizational support that ultimately employee responses with affective commitment (Andrews *et al.*, 2008; Raymond *et al.*, 2006). Social exchange to employees that feel justice and then behave in accordance with the desired outcomes by the organization in the form of trust, commitment, and job satisfaction (Cohen-Charas and Spector, 2001).

There have been previous studies that found organizational beliefs mediating the relationship between organizational justice and affective organizational commitment (Mukherjee and Bhattacharya, 2013; Haider *et al.*, 2014; Jiang, 2015; Jiang *et al.*, 2015). Then, in the meta-analysis conducted by Colquitt *et al.* (2001) and also by Cohen-Charash and Spector (2001) suggest that procedural, distributive, and interactional justice is highly correlated with affective commitment (as well as organizational belief). Thus, it is proposed that:

H6: *Organizational trust will mediate the relationship between organizational justice and affective organizational commitment*

Mediating Role of Perceived Organizational Support on Organizational Justice and Affective Organizational Commitment

Organizational justice is found to have a significant influence on affective organizational commitment (Suliman and Kathairi, 2013; Moon *et al.*, 2013; Cabarcos *et al.*, 2015). In light of the effect of POS mediation on organizational commitment, Raymond *et al.* (2006) found POS mediates procedural and distributive justice on commitment. In addition, a study conducted by Naumann *et al.* (1998) suggested POS mediates the relationship between interactional justice on organizational commitment.

Shore and Wayne (1993) found positive and discretionary treatment by organizations lead to employee perceptions of organizational commitment to their increasing POS. Furthermore, Cropanzano and Ambrose (2001) proposed that distributive justice under the organizational policy will have a positive and unique impact on POS if the economic and socio-emotional benefits are evaluated for justice outcomes. Meanwhile, Bies *et al.*, (1993) suggest interactional justice focuses on whether managers show their concern for employees and whether managers interact with dignity and respect what employees feel. Therefore, managers who demonstrate that employee work is valued in the organization will enjoy greater organizational commitment from employees. Thus, it is proposed that:

H7: *Perceived organizational support will mediate the relationship between organizational justice and affective organizational commitment*

Methodology

The research was conducted at the second largest agri-food company and the best breeding division in Indonesia,

and the questionnaire was distributed to employees of Sidoarjo branch, where the largest factory is located. The non-probability sampling method was used to test hypotheses about behavior-related variables (Leary, 2004). Purposive sampling (also known as judgmental sampling) is used in exploratory research to identify specific types of cases for in-depth investigation to gain a deeper kind of understanding (Hair *et al.*, 2010). There are two criteria for the purposive sampling in this research. Firstly, permanent employees: Sidoarjo branch do not use outsourced employees. The second, minimum of high school education: Individuals with higher academic qualifications generally have the higher organizational commitment (Labatmediem *et al.*, 2007).

A total of 256 questionnaires were returned, and 188 valid responses were analyzed. The responses of respondents were collected based on 5-point Likert scale, one of the most basic psychometric tools and is often used in research in the science of education and social sciences (Joshi *et al.*, 2015).

Data analysis method for this research is the SEM (Structural Equation Model) analysis in its operation using the AMOS program. SEM consists of a set of confirmatory multivariate techniques rather than explorations in testing whether the model fits the data (Byrne, 2011).

Organizational justice, as the independent variable, has three components with 10 items. Following Niehoff and Moorman (1993), the three components are distributive justice, procedural justice, and interactional justice.

Organizational trust and perceived organizational support are used as mediation variable. The organizational trust consists of ten items that were adapted from Rawlins (2008), include three components: organizational competence, organizational integrity, and organizational goodwill. Perceived organizational support, with six items, were adapted from Eisenberger *et al.* (1986). The dependent variable, affective organizational commitment, is based on Meyer *et al.* (1993), consists of five items.

Results

The sample consists of 188 respondents with 155 males, 33 females. The range of age between 41-50 years old is the largest group, with 89 respondents. Most of them hold a high school diploma, with 98 respondents. As for tenure, above 15 years is the largest group, with 106 respondents. Based on the occupation category, most of them are employees, with 167 respondents. With regards to the number of employees directly supervised, most managers directly supervised above 10 employees, with 16 respondents. Descriptive statistics are designed to provide information about the distribution of each variable. With 5-point Likert scale, all constructs have a mean above 3 and standard deviation less than 1. Respondent completed the measures of Organizational Justice (M= 3.950, SD= .756), Organizational Trust (M= 3.890, SD= .724), Perceived Organizational Support (M= 3.839, SD= .715), Affective Organizational Commitment (M= 4.033, SD= .751)

Confirmatory Factor Analysis (CFA) was performed to determine how the indicators reflect the observed variables so well. The analysis was done using confirmatory factor analysis, shown in Table 5 below. In the analysis, the validity level of each indicator is tested by comparing the magnitude of CR with t-Table based on the alpha error rate of 5% (.05). That is, if the critical value is greater than 1.96, it can be concluded that the coefficient lambda of the indicator is valid, and vice versa. The result of analysis of each latent variable got the loading factor of each indicator more than .50 and t-value probability value less than .05 meaning that each indicator is able (valid) to form latent variable well, ranged from .660 to .818. Meanwhile, a reliability test was performed to measure the consistency of the questionnaire, and it is also relevant to estimate whether the measurement level is free of random or unstable errors (Cooper and Schindler, 2003). The result called reliable can be seen through probability < 0.6 (Hair *et al.*, 2006), and the four variables have a good construct reliability ranging between .864 and .940 so that it can be used in structural models to test the research hypothesis.

Model Evaluation: Goodness of Fit

Table 1 shows the conformity indexes and cut-off values for criteria such as chi-square, p-value, CMIN/df, RMSEA, GFI, AGFI, TLI, and CFI values. Most indexes meet the criteria of good fit, with the exception of GFI and AGFI. If one of the results fulfills cut-off value, that model is considered fit enough to be used (Hair *et al.*, 2010).

Table 1. Goodness of Fit Measurement

Goodness of Fit	Model Result	Cut-off value	Information
Chi-square (χ^2)	737.935	small	Poor Fit
p-value	.000	> .050	Good Fit
CMIN/DF	1.732	< 2.00	Good Fit
GFI	.801	> .90	Poor Fit
AGFI	.768	> .90	Poor Fit
TLI	.908	> .90	Good Fit
CFI	.916	> .90	Good Fit
RMSEA	.063	< .08	Good Fit

Table 2. The Result of Direct Effect Hypothesis

Hypothesis	Correlation	Coef.	CR	Significance	Information
H ₁	OJ → AOC	.458	2.323	.020	significant
H ₂	OJ → OT	.903	10.615	.000	significant
H ₃	OT → AOC	.314	2.247	.025	significant
H ₄	OJ → POS	.873	10.350	.000	significant
H ₅	POS → AOC	.232	1.961	.050	significant

Testing direct effect

The structural model examines four relations between variables (direct effect). Testing is done by observing the significance value of the exogenous variable impact toward endogenous variable. The result of the direct effect of this research is shown in Table 2. On the table show that hypothesis 1 was accepted. This is obtained from the t-value (2.323) > t-table (1.960) with $p < .05$. The path coefficient (.458) has positive signals indicating a positive effect which means that the better organizational justice the better the affective organizational commitment. Next, hypothesis 2 was accepted. This is obtained from the t-value (10.615) > t-table (1.960) with $p < .05$. The path coefficient (.903) has positive signals

indicating a positive effect which means that the better organizational justice the better the organizational trust. Then, for hypothesis 3 was accepted. This is obtained from the t-value (2.247) > t-table (1.960) with $p < .05$. The path coefficient (.314) has positive signals indicating a positive effect which means that the better organizational trust the better the effective organizational commitment. Furthermore, hypothesis 4 was accepted. This is obtained from the t-value (10.350) > t-table (1.960) with $p < .05$. The path coefficient (.873) has positive signals indicating a positive effect which means that the better organizational justice the better the perceived organizational support. Last, hypothesis 5 was accepted. This is obtained from the t-value (1.961) > t-table (1.960) with $p < .05$. The path

coefficient (.232) has positive signals indicating a positive effect which means that the better perceived organizational support the better the affective organizational commitment.

The result of the hypothesis of indirect effect based on Table 3 found that hypothesis 6 was accepted. The indirect effect obtained path coefficient (.284) with positive signals indicates a positive influence which means that the better the Organizational Justice the better Organizational Trust will indirectly

affect the Affective Organizational Commitment. Next, the influence of Organizational Justice on the Affective Organizational Commitment through Perceived Organizational Support (H7) was accepted. The indirect effect obtained from the coefficient of the path (.203) with positive signals indicates a positive influence which means that the better the Organizational Justice the better Perceived Organizational Support will indirectly affect the Affective Organizational Commitment.

Table 3. The Result of Indirect Effect Hypothesis

Hypothesis	Independent Variable	Direct Effect Coefficient	Indirect Effect Coefficient	Information
H6	OJ → OT → AOC	OJ → OT = .903	.903 X .314 = .284	Significant
		OT → AOC = .314		
H7	OJ → POS → AOC	OJ → POS = .873	.873 X .232 = .203	Significant
		POS → AOC = .232		

Discussion

Summary of Research Findings

The result of H1 revealed that organizational justice has a significant positive impact on affective organizational commitment directly. The result was consistent with the findings of several studies, such as Suliman and Kathairi (2013), Moon *et al.*, (2013), and López-Cabarcos *et al.* (2015). Park *et al.* (2008) described employees who have strong perceptions of justice can increase their affective commitment by resolving conflicts through the encouragement of productive relationships and the maintenance of the parties to the conflict. Colquitt *et al.* (2001) suggested that individual perceptions of organizational

justice have an important influence on individual attitudes such as satisfaction, commitment, and behavior such as performance. Organizational justice, therefore, plays an important role in the formation of various attitudes such as satisfaction and commitment, as well as the behavior of individuals who are often absent and decreased employee performance.

The results of hypothesis 2 also show that organizational justice has a significant impact on organizational trust directly. The result was not in line with the finding of Mansour (2014) that found no correlation between both procedural and distributive justice to organization trust. Even if the organization is fair

or beneficial to them, as employees consider the organization to support the perceptions of justice in their present salary, rewards, assignments, and decisions, but ambiguous in the future will reduce employee trust to the organization. But, the result of this study was consistent with the findings of Bidarian and Jafari (2012). Their finding demonstrated that the ideas and actions of managers, both directly and indirectly, affect the level of organizational trust. This indicates that the perception of employees about organizational trust increase when they are treated more fairly or profitable for them.

The next result, organizational justice has the significant impact on perceived organizational support directly, and Hypothesis 4 was supported. The result was not in line with the finding of Rhoades and Eisenberger (2002). They reported that distributive justice focuses on the fairness of outcomes has no correlation with perceived organizational support. But, the result of this study was consistent with the findings of Yang and Zhang (2012). Employees will be willing to engage in extra-role behaviors because they have a perception that the level of justice given by the organization is high enough to significantly affect perceived organizational support. With POS, more employees feel the organization cares and gives fair treatment to employees so as to reduce absenteeism.

With regards to organizational trust, it has a significant impact on affective organizational commitment directly, and Hypothesis 3 was supported. The result was consistent with the findings of Demir (2011), and Lewicka and Krot (2015). Lewicka and Krot (2015) described

trust in determining frameworks, employee decisions, and reflecting the organization's environmental perceptions. Therefore, trust can affect affective commitment because it can create the work environment desired by employees.

The results of the last direct impact are perceived organizational support has a significant impact on the affective organizational commitment directly so that the findings are consistent with Bilgin and Demirel (2012), and Arshadi and Hayavi (2013). More specifically, such findings indicate that they are committed to the organization because they feel supported and valued as employees. As Kim *et al.* (2005) argued, employees, have a strong sense of desire to maintain membership in the organization when they see organizations as supporters.

Finally, the result of the indirect hypothesis of organizational trust as mediation variable between organizational justice and affective organizational commitment was significant, and Hypothesis 6 was supported. Consistent with prior study, organizational justice has the significant positive impact on affective organizational commitment through organizational trust (Jiang *et al.*, 2015). In this study, organizational trusts have greater influence in mediating organizational justice and affective organizational commitment relationships. Can be seen from the results of a higher coefficient than perceived organizational support. Employees who have faith in the organization will work better, so they are not affected by the current equity or injustice, because they think the injustices they feel are temporary and

ultimately make employees have a high affective organizational commitment, because employees feel comfortable inside the organization.

The finding also revealed the second mediation effect that organizational justice has the significant impact on affective organizational commitment through perceived organizational support, that Hypothesis 7 was supported. The result was consistent with the prior study by Raymond *et al.* (2006). Meyer *et al.*'s (2002) described organizational support as a possible mechanism through which other work experience variables (e.g. organizational justice) influence affective commitment. Organizations need to take action to make sure that they had acted fairly in managing employees.

In this company, all the results of the hypothesis are positively significant. It may happen all aspects required by employees of both premises are met so that employees feel comfortable and have a high affective commitment. In this study, perceived organizational support gets weak results on the relationship between organizational justice and affective organizational commitment. Therefore, companies can improve perceived organizational support by providing compensation, promotion, support from superiors who develop a general view of the extent to which superiors assess their contributions, and natural work training is seen as an investment in employees will increase the perception of organizational support and finally increase their affective commitment to their organizations.

Managerial Implication

The results of this study suggest that to better understand and effectively serve employees to have a strong commitment, the organization may put more efforts in providing justice to employees. This is consistent with previous research of Colquitt *et al.* (2001), that individual perceptions of organizational justice have an important influence on individual attitudes such as satisfaction, commitment, and behavior such as performance at the firm.

In addition, employees who perceive organization acts as fairly are more likely to fully trust the organization and have a high POS. Thus, employees choose to survive and have a high loyalty to the organization. This is consistent with Cohen-Charas and Spector (2001), which described social exchange to the employees with feeling of justice will behave in accordance with trust, commitment, and job satisfaction.

Another implication of this research is to consider and evaluate organizational justice, organizational trust, perceived organizational support, and affective organizational commitment in the poultry industry so far. In addition, it can identify the various obstacles or problems faced poultry industry so far can be used as a reference for improvement and improvement of company performance in the future.

Limitation and Directions for Future Research

Due to the time and resources, this study has some limitations. The first limitation is the focus was on Sidoarjo branch in Indonesia. Although the company has

many branches spread all over Indonesia and ideally all branches should be surveyed, Sidoarjo branch is the largest factory and may be considered a representative sample. The second limitation is the sample size because to obtain permission to collect data from all branches will require a very long time. The third limitation is the non-probability sampling called purposive sampling employed, thus the sample did not represent all employees in the poultry industry.

For future research, the study may use perceived organizational support variables as a mediation variable on another company to test the consistency of the results. In addition, the study can be replicated in other branches over Indonesia such that the results can be obtained by comparison from one branch to another. Moreover, it may be possible to enlarge the scope, by comparing other agri-food companies such as CJ. Feed Indonesia Corporation, Malindo Feedmill Indonesia Corporation, Charoen Pokphand Indonesia Corporation, etc. Future research can also consider younger and older employees separately to make the differentiation. Younger people have a higher chance of turnover as they tend to find new places and experiences, while older may prefer to stay and survive because of the age factor that is difficult to find a new job.

Conclusion

The study investigated the relationship between organizational justice, organizational trust, and perceived organizational support on affective organizational commitment. All of the

research hypotheses were supported. Organizational justice was found to influence affective organizational commitment directly, and indirectly through the organizational trust. If the employees have a fair perception of the organization, employees will trust the organization and have a high sense of affective commitment.

Furthermore, both organizational trust and perceived organizational support can be considered as good mediation variables for affective commitment. Organizational justice can affect organizational trust and then increase affective commitment. Likewise, organizational justice can affect perceived organizational support, and then, in turn, increase affective commitment.

Notes on Contributors

Ruri Fitria Hayuningtyas. is a double degree graduate student in Master of Management (MM), Brawijaya University and Master of Business Administration (MBA) National Central University, Taiwan. Her research interest is in Financial Management, Risk Management, Good Governance, Audit Forensic, strategic management, Capital market.

Ben Roy Do is an assistant professor at National Central University, Taiwan. He handles many research and courses focus on Organizational Behavior, Human Resource Management, Managerial Psychology, Psychometrics. He gained his master in Columbia University and his doctoral in University of Illinois at Urbana-Champaign – USA. He has written many research papers such as “Exploring the relationship among human resource flexibility,

organizational innovation, and adaptability culture.”

Dodi W. Irawanto is a lecturer in the Department of Management, Brawijaya University. His research interest is focused on Human Resource Management, Leadership, and Human Resource Planning. He finished his master degree in the University of Wolk longong – Australia and his doctoral in Massey University – New Zealand. One of his research publications is “The Influence of Paternalistic Leadership to the Commitment of Civil Government in Achieving a Credible and Accountable Government.”

Achmad Sudiro is a professor at Department of Management, Brawijaya University. He was a Director of the Department of Management, and currently, he served as Director of Center for Management Studies and Economic Community, Faculty of Economics and Business, Brawijaya University. He obtained his master and the doctoral degree from Brawijaya University. One of his research publications is “The Influence of Reciprocal Relationship between Organizational Commitment and Job Satisfaction on Lecturer Performance (Case study at Brawijaya University).”

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