

Relation between Justice Perception and Perception of Trust in School of

Secondary School Vice-Directors

Dr. Soner POLAT

Kocaeli üniversitesi
Eğitim Fakültesi
spolat@kocaeli.edu.tr

Prof.Dr. Cevat CELEP

Kocaeli üniversitesi
Eğitim Fakültesi
celep@kocaeli.edu.tr

This summary of article, the 10th International Conference on “Further Education in the Balkan Countries”, Konya-Turkey proposed verbal announcement on 23-26

October 2008.TURKIYE

**Relation between Justice Perception and Perception of Trust in School of
Secondary School Vice-Directors**

ABSTRACT

The aim of this study is to determine the perception levels of secondary school vice directors towards organizational justice and organizational trust and establish their inter-relations. This research of descriptive nature covers vice directors working in educational institutions in the school year of 2006-2007; work area of the study covers vice directors from 1683 secondary schools in 14 provinces (two provinces selected from each geographical region) and samples cover 417 vice directors randomly selected from these provinces.

It was seen that vice directors were in positive coordination with respect to organizational justice and trust in school and with their sub-dimensions. Precisely, organizational justice is an important factor in vice directors' feeling confidence in schools. The best type of justice in interpreting the communication and relations system which constitute the sub dimensions of confidence in school is interactive justice; the most effective type of justice in interpreting school rules and their implementations is distributive justice and the most effective type of justice in explaining confidence in its support is operational justice.

Key Words: vice director, organizational justice, organizational trust

Introduction

Issues of human being in organizations, such as organizational trust and organizational justice, have recently been among the attractive issues. When

literature is examined it is seen that these two variables have been affected by a number of variables and they also have affected many variables. When individuals were treated in a fair way, it was seen that sense of justice rose, a high level of trust developed, thus will and tendency of work increased (Moorman, 1991). Fair behaviors of administrators lead to respectability and contributes to development of trust (Folger and Konoysky, 1989). In many researches carried out, it is expressed that organizational justice precedes organizational trust (Folger and Konoysky, 1989; Zaheer and et al, 1998).

Organizational Justice

Organizational justice, generally, is the reflection of justice perception to working environment. In other words, it is the reflection of justice perception related with working environment (Greenberg, 1990; Byrne and Cropanzano, 2001). Greenberg (1990b) discusses organizational justice in three dimensions as; distributional, procedural and interactional justice. *Distributional justice* conveys perceptions of workers whether the savings gained at work and rewards are distributed fairly or not (Moorman, 1991). *Procedural justice* conveys perceptions of workers towards true processes followed by organization (Scandura, 1999). *Interactional justice* includes normative expectations of workers such as communication at work depends on sincerity and respect in application of work processes (Bies and Shapiro, 1987).

Organizational Trust

Trust is, generally, will of being defenceless based on the fact that both sides have no bad intention to each other (Baier, 1986, Akt; Neveu, 2004). Trust in organizations develops both at the level of individual and organization. But individual trust and trust to organization incorporate and constitute organizational trust (Zaheer and et al, 1998). Individual trust expresses expectations of one side on individual relations and behaviors (Shockeley-Zalabak et al, 2000).

Predictability of supervisors and belief towards them constitutes administrator trust (Wang and Clegg, 2002). However, organizational trust is oriented to organization rather than individuals (Luhmann, 1979; Akt. Neveu, 2004).

Organizational trust includes expectations of individuals towards organizational relationships and network of behavior (Shockeley-Zalabak et al., 2000; Zaheer et al., 1998). In other words, organizational trust is the belief that organization of individual will have positive activities for the individual or at least it is the belief that individuals will have no harm farm from these activities (Gambetta, 1988; Akt. Neveu, 2004).

The Aim of the Research

The aim of this study is to determine the perception levels of secondary school vice directors towards organizational justice and organizational trust and establish their inter-relations.

Method

The Design of the Research

This is a descriptive study which determines the perception levels of secondary school vice directors towards organizational justice and organizational trust and establish their inter-relations. It is in relational scan model.

The Universe and Sample of the Research

Data pool of the study covers two provinces selected randomly chosen from seven geographical regions. 6732 vice directors from 1683 secondary schools in 14 provinces composes the data pool of the study and randomly chosen 448 vice directors composes the sample of the study.

Data Collection

Two types of five degree Likert scale was used in measuring. The perception levels of secondary school vice directors towards their schools were measured by a adaptation version of Turkish and schools version of “organizational justice scale” developed by Niehoff and Moorman (1993). Reliability coefficient of the scale was calculated as .92.

School trust was measured by Comish and Swindle and Gaster’s (1994) “organizational trust scale” which was adapted into Turkish and schools. Reliability coefficient of the scale was calculated as .96.

Distribution and Collection of Data Collection Organs and Analysis of Data

Since the research was supported by Ministry of Education Directorship of Research and Development (MEBEAGB), distribution and collection of research

scale were carried out by related directorship. 420 scale out of 448 (%94), sent to schools in sampling through the directorship, returned but only 417 scales were taken for analyses. In analysis of data correlation and regression analyses were done.

Findings and Comments

The Effect of Organizational Justice on School Trust

When correlation co-efficient is observed between predictor organizational justice and predicted school trust, a high level of positive relationship ($r=0,67$) is seen. Organizational justice is a crucial predictor of organizational trust ($R=0,673$, $R^2=0,453$, $p<.00$). Organizational justice explains approximately 45 % of the variance in organizational trust. The results of the research display coherence with the results of other researches (Aryee and diğer., 2002; Cohen-Charash and Spector, 2001).

The Effect of Organizational Justice Sub-dimensions on School Trust

While a high level of correlation was observed between school trust and procedural justice ($r=0,60$), a mid level of correlation was observed in distributional justice ($r= 0,25$) and in interactional justice ($r=0,25$).

All sub-dimensions of organizational justice are crucial predictors of school trust ($R=0,679$, $R^2=0,461$, $p<.01$). Distributional, procedural and interactional justice explains approximately 35% of the variance in school trust. The order of importance of predictor sub-dimensions is; distributional justice ($\beta=0,288$), procedural justice ($\beta=0,273$), and interactional justice ($\beta=0,243$). In some researches, unlike this one, procedural justice is regarded effective in explaining organizational trust (Demircan,

2003; Aryee, Budhwar and Chen, 2002; Hubbell and Chory-Assad, 2005) and in some others interactional justice is regarded effective (Kickul and et al. 2005). This situation might be caused by differences in structure and culture of the organizations.

The Effect of Organizational Trust Sub-dimensions on Communication and Relations System Trust (A Sub-dimension of School Trust)

Meaningful correlations were observed between school's communication and relations system trust and interactional justice ($r=0,32$), distributional justice ($r=0,28$) and procedural justice ($r=0,17$). All dimensions have significant effect in explaining school's communication and relations system trust ($R=0,663$, $R^2=0,439$, $p<.01$). But the greatest effect is on interactional justice ($\beta=0,320$). This is followed by distributional ($\beta=0,280$) and procedural justice($\beta=0,190320$).

The Effect of Organizational Trust Sub-dimensions on School Rules and Applications Trust

While a mid level of correlation was observed between school rules and applications trust and distributional justice ($r=0,30$), low levels of correlation were observed in procedural justice ($r=0,20$) and in interactional justice($r=0,18$) with school rules and applications trust. When t values are observed, it is seen that all dimensions of organizational justice are crucial predictors of school rules and applications trust variable ($R=0,625$, $R^2=0,391$, $p<.01$). The order of importance of predictor sub-dimensions is; distributional justice ($\beta=0,319$), procedural justice ($\beta=0,233$) , and interactional justice ($\beta=0,185$).

The Effect of Organizational Trust Sub-dimensions on School Support Trust

Among justice dimensions only procedural justice ($r=0,35$) was regarded to have positive correlation with school support trust and the rest of the dimensions seemed to have no correlation with school support trust. All dimensions of organizational justice are crucial predictors of school support trust variable ($R=0,548$, $R^2=0,300$, $p<.01$). When t values are observed, based on meaningfulness of regression co-efficients, it can be concluded that only procedural justice ($\beta=0,458$) has a significant effect in explaining school support trust.

Results and Suggestions

Consequently, a positive correlation exists between organizational justice perceptions of vice-managers in secondary schools and level of trust to their schools. Besides, organizational justice perception is a significant predictor in determining the trust levels of vice-managers to their schools.

While distributional justice is the most relative justice type with trust levels of vice-managers, both procedural and interactional justice are effective in an equal status. All three justice type are effective in explaining school trust perception but in explaining distributional takes the lead, this is followed by procedural and interactional justice.

Anticipatedly, interactional justice is the most effective justice type in explaining school's communication and relations system. This is followed by distributional and procedural justice.

In explaining school rules and applications trust, distributional justice is the most effective one and it is followed by procedural and interactional justice.

In explaining school support trust procedural is the most effective justice type. Both distributional and interactional justice were found to have no effect in explaining school support trust.

As it can obviously be concluded from the results of the research organizational justice perception has an important role in trust levels of vice-managers to schools. As justice perception is directly affected actually from school managers' behaviors and applications, school managers need to display fair behaviors and applications that improve vice-managers' sense of justice.

School managers' fair distribution of responsibilities to their vice-managers, taking into account of them while decision making, objective administration and regulations of rules to everyone, using the rewarding system objectively, behaving proudly and respectfully to their vice-managers in communication and interaction, being sensitive to their vice-managers considering their expectations and setting up equal interaction can increase organizational justice perceptions of vice-managers.

Kaynakça

Aryee, S., Budhwar, P. and 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 Behaviour**, 23, 267-285

Baş, T. (2001). **Anket: Anket nasıl hazırlanır, nasıl uygulanır, nasıl değerlendirilir** Ankara: Seçkin yayıncılık

Bies, J.B., Shapiro, D.L., (1987), Interactional Fairness Judgments: The Influence of Causal Accounts, **Social Justice Research**, 1: 199-218.

Byrne, Z. S., & Cropanzano, R. (2001). The history of organizational justice: The founder speak. In R. Cropanzano (Ed.), **Justice in the workplace: From theory to practice** (Vol. 2, pp. 3-26). Mahwah, NJ: Lawrence Erlbaum Associates.

Cohen-Charash Y, Spector PE. (2001) The role of justice in organizations: a metaanalysis. **Org Behav Human Decis Process** ;86(2):278–321.

Daboval, J., Comish, R., Swindle, B & Caster, W. (1994) **A Trust Inventory for Small Businesses. Small Businesses Symposium**, [http://www.sbaer.uca.edu/docs/proceedings/94swi031 .txt](http://www.sbaer.uca.edu/docs/proceedings/94swi031.txt)

Demircan, N. (2003). **Örgütsel güvenin bir ara değişken olarak örgütsel bağlılık üzerindeki etkisi: Eğitim sektöründe bir uygulama.** (Yayınlanmamış Doktora Tezi) **Gebze Yüksek Teknoloji Enstitüsü Sosyal Bilimler Enstitüsü.**

Folger, R., Konovsky, M.A., (1989), Effects of Procedural and Distributive Justice on Reactions To Pay Raise Decisions, **Academy of Management Journal**, 32 :115-130.

Greenberg, J. (1990), Organizational Justice: Yesterday, Today, Tomorrow, **Journal of Management**, 16:399-432.

Hubbell, A. P. & Chory-Assad, R. M. (2005). Motivating factors: Perceptions of justice and their relationships with managerial and organizational trust. **Communication Studies**, 56, 47-70.

Kickul, J. Gundry, L.K& Posig M. (2005). Does trust matter? The relationship between equity sensitivity and perceived organizational justice. **Journal of business ethics**. 56,(3):205-218.

Moorman, R.H. (1991). Relationship Between Organizational Justice and Organizational Citizenship Behavior: Do Fairness Perceptions Influence Employee Citizenship?. **Journal of Applied Psychology**, 76, 845-855.

Neveu V. (2004), « La confiance organisationnelle : définition et mesure », **Actes du XVème Congrès de l'AGRH**, Montréal, 1^{er} – 4 septembre 2004

Niehoff, B.P. & Moorman, R.H. (1993). Justice as a Mediator of the Relationship Between Methods of Monitoring and Organizational Citizenship Behavior. **Academy of Management Journal**, 36 (3): 527-556.

Scandura. T.A.. (1999), Rethinking Leader-Member Exchange: An Organizational Justice Perspective, **Leadership Quarterly**, 10:25-40.

Shockley-Zalabak P, Ellis K, Winograd G.(2000) “Organizational Trust, What it Means, Why It Matters.” **Organizational Development Journal** ;18:35-48.

Wang, K. Y. & Clegg, S (2002) Trust and decision making: are managers different in the People's Republic of China and in Australia. **Cross Cultural Management** 9 (1) 30 –45.

Zaheer A McEvily B., Perrone V., (1998), Does Trust Matter? Exploring The Effects Interorganizational And Interpersonal Trust **On Performance Organization Science**, 9, 141-159.