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Article

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MANAGEMENT | RESEARCH ARTICLE

The impact of supervisory justice and perceived Supervisor support on organizational citizenship behavior and commitment to supervisor: the mediating role of trust

Ammara Akram¹, Muhammad Kamran², Muhammad Shahid Iqbal^{1*}, Ume Habibah³ and Muhammad Atif Ishaq¹

Abstract: This study examines the mediating role of supervisory trust between the relationship of supervisory justice & perceived supervisor support and organizational citizenship behavior & commitment to supervisor. Drawing on social exchange theory and justice theory, we hypothesize that supervisory justice and perceived supervisor support will significantly affect trust in supervisor which in turn enhances subordinate organizational citizenship behavior and commitment to supervisor. Data was collected from 350 employees of telecommunication sector of Pakistan through a self-administered survey. Structural equation modeling (SEM) technique was applied via LISREL to test the hypothesized model. The results revealed that supervisory justice (interpersonal, and informational justice) and perceived supervisor support are positively and significantly related to organizational citizenship



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PUBLIC INTEREST STATEMENT

This study tried to investigate the relationship of supervisor and their subordinates in organizational settings. The level of justice (i.e., procedure, information, and interaction related justice), support perception from supervisor, and trust were the main factors that were considered to investigate the subordinate citizenship behavior their commitment. The citizenship behavior is related to work and goes beyond the employee's formal job description like "giving suggestions in problematic situations, engaging in special activities, providing help, and being on time". The study found the positive and significant impact of supervisory justice (information, and interaction related justice) and employees support perception from supervisor in the presence of trust on citizenship behavior and commitment. This implied that greater the justice and support results in high level of commitment and citizenship behavior in the presence of trust. However, the impact of procedural related justice was negative and insignificant on commitment and citizenship behavior in the presence of trust.

behavior and commitment to supervisor except for supervisory procedural justice. Moreover, trust in supervisor partially mediates the relationship between supervisory justice (interpersonal, and informational justice) & perceived supervisor support and organizational citizenship behavior & commitment to supervisor. However, the mediation of supervisory trust was not supported for supervisory procedural justice and organizational citizenship behavior & commitment to supervisor. Based on the results, theoretical, practical implications, and future research directions are discussed.

Subjects: Social Psychology of Organizations; Intergroup Behavior; Behavioral Psychology; Strategic Management; Leadership

Keywords: Supervisory Justice; Trust in Supervisor; Perceived Supervisor Support; Commitment to Supervisor; Organizational Citizenship Behavior

1. Introduction

Relationships between subordinates and their immediate supervisors create a nexus by which many organizational activities emerge (Yang, Mossholder, & Peng, 2009). Many researchers have examined these relationships in the workplace with a thought of understanding and improving them. Much consideration has been given to supervisor's treatment of subordinates as it shapes the relationship between them and has an impact on a variety of consequent work-related outcomes, e.g., commitment, task performance, and citizenship behavior (Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001). For many years, organizational scholars have paid great attention toward organizational commitment and its multiple factors (Becker, 1992; Mathieu & Zajac, 1990). Commitment can take different forms which were acknowledged after considerable expansion in theory of commitment (Meyer & Allen, 1991). These forms can be directed toward numerous targets such as occupation, top management, supervisor, team, and coworkers (Becker, Billings, Eveleth, & Gilbert, 1996; Reichers, 1985).

Research on exploring the antecedents of commitment to supervisor (CTS) is growing nowadays for advancement and development of theory (Henderson, Liden, Glibkowski, & Chaudhry, 2009). CTS is defined as psychological attachment of employees to their supervisor and is directly related with values of supervisor (Becker et al., 1996; Clugston, Howell, & Dorfman, 2000). The leader member exchange (LMX) theory suggests that subordinates show commitment to their supervisors when they get personal and direct support from their supervisors (Dansereau, Graen, & Haga, 1975; Graen & Uhl-Bien, 1995). Perceived supervisor support (PSS) is characterized as a general perspective of subordinates regarding the extent to which supervisors give importance to their contribution, think about their prosperity, and give instrumental and enthusiastic help (Florence & Christian, 2003). On the other hand, supervisor support is not only a reason for entering in exchange relationship with supervisors (Blau, 2017; Zinta, Virginia, Dan, & Zachary, 2011) but also plays a significant role in building LMX relationship especially at early stages of formation of this relationship (Whitener, Brodt, Korsgaard, & Werner, 1998). Considering social exchange theory, if a trustor does not perceive a trustee as trustworthy, the trustor will not take part in social exchange exercises (Blau, 2017).

Trust in supervisor is also predicted by perceived fairness of leadership activities (Cohen-Charash & Spector, 2001; Lind & Tyler, 1988). Trust in supervisor will be affected by the level of perceived fairness or justice in the organizational practices or decisions. As supervisor is the major source of interaction between organization and its employees so, it is more important to focus on supervisory justice rather than organizational justice (Judge & Ferris, 1993; Skarlicki, van Jaarsveld, Shao, Song, & Wang, 2016). According to fairness heuristic theory, subordinates seek information including the information about justice within organization to decide whether to trust their supervisor or not (van den Bos & Lind, 2002). For example, supervisory procedural justice (SPJ) defined as the

degree of fairness in procedures executed by supervisor is said to be predictor of trust in supervisor (Cohen-Charash & Spector, 2001; Lind & Tyler, 1988).

Interpersonal justice (IJ) focuses on interpersonal communication between supervisors and employees shows a positive relationship with trust in supervisor (Kernan & Hanges, 2002; Samuel, Budhwar, & Xiong, 2002). Supervisory informational justice (INJ) is another type of justice which is defined as the extent to which supervisor provides adequate explanations to the subordinates about various decisions at the workplace (Greenberg, 1993) and be directly related to trust in supervisor (Kernan & Hanges, 2002). Cropanzano, Byrne, Bobocel, and Rupp (2001) argued that “it is necessary to determine that ‘which trust should be used in mediated social exchange framework from the available alternatives. Only a few studies investigated trust as mediator between justice and work outcomes but there exists a lack of support regarding the multi-dimensional facets of trust” (Konovsky & Pugh, 1994; Pillai, Schriesheim, & Williams, 1999; Samuel et al., 2002). Podsakoff, Mac Kenzie, Moorman, and Fetter (1990) assert that trust includes two dimensions of faith and loyalty to supervisor. Gillespie (2003) argued that trust comprises of reliance and disclosure. Similarly, McAllister (1995) argued that trust has two dimensions including cognitive trust and affective trust.

Finally, organizational citizenship behavior (OCB) can also be predicted by social exchange framework. OCB is an employee behavior which is not formally or explicitly required by the organization, but it is important for effective functioning of organization (Organ, 1988). Many researchers have examined the relationship between trust in supervisor and OCB. For example, Deluga (1994) found that trust in supervisor is strongly associated with OCB. van Dyne, Vandewalle, Kostova, Latham, and Cummings (2000) also found a positive relationship between trust and OCB but little empirical evidence is available about the mediating role of trust between supervisory justice, supervisory support and OCB.

2. Literature review

2.1. Supervisory justice and trust in supervisor

The relationship between organizational justice and trust is very important and past studies revealed positive relationship between organizational justice and trust (Samuel et al., 2002). Organizational justice is a multi-dimensional construct having four dimensions: procedural, distributive, interpersonal, and informational justice. These dimensions have diverse relationship with multiple employee and organizational outcomes (Colquitt et al., 2001). Previous researches have been unsuccessful to provide an absolute picture that how these justice dimensions are associated with supervisory trust (ST) while supervisors are the primary source of employee's perception about justice (Judge & Ferris, 1993). SPJ is defined as the degree of fairness in procedures executed by supervisors in the organization (Cohen-Charash & Spector, 2001; Lind & Tyler, 1988). Previous researches concluded that procedural justice positively affects the trust in supervisor (Folger & Konovsky, 1989; Konovsky & Pugh, 1994).

On the other hand, previous research recommended to test the relationship of supervisory IJ and supervisory INJ with ST Samuel et al., 2002; Wong, Ngo, & Wong, 2006). Supervisory IJ focuses on interpersonal communication between supervisors and their subordinates (Kernan & Hanges, 2002; Samuel et al., 2002). Furthermore, supervisory INJ is defined as the extent to which supervisor provides adequate explanations to subordinates about various decisions at the workplace (Greenberg, 1993). Supervisory IJ and supervisory INJ are known as being under the direct influence of immediate supervisor (Colquitt, 2001; Moorman, 1991) and are positively associated with trust in supervisor (Kernan & Hanges, 2002).

In addition to this, Trust has been defined in multiple ways, but most widely accepted definition of trust is provided by Mayer, Davis, and Schoorman (1995) who defined trust as

...the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to *monitor or control* that other party....

To build up the readiness of the trustor to be vulnerable against the activities of the trustee, the trustee needs to be trustworthy (Smith & Van de Ven, 1992). As per social exchange theory, if a trustor does not perceive a trustee as trustworthy, the trustor will not take part in social exchange exercises with trustee (Blau, 2017). Employees' trust in their supervisors will be affected by the level of perceived fairness or justice in the organizational practices or decisions; therefore, these practices are seen as a sign of association with the supervisors. Hence, we propose the following hypotheses:

Hypothesis 1(a): Supervisory procedural Justice is positively related to trust in supervisor.

Hypothesis 1(a): Supervisory interpersonal Justice is positively related to trust in supervisor.

Hypothesis 1(a): Supervisory informational Justice is positively related to trust in supervisor.

2.2. Perceived supervisor support and trust in supervisor

PSS is characterized as the general perspective of subordinates in regard to the extent to which their supervisors give importance to their contribution, think about their prosperity and give instrumental and enthusiastic help (Florence & Christian, 2003). Organizational support theory states that employees make a general perception about their organization that to what extent their organization supports them (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Rhoades & Eisenberger, 2002). Moreover, this perception arises from the experience that how the agents of organization, specifically, direct supervisors of employees, treat them (Eisenberger et al., 1986; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). If supervisors provide their subordinates with the necessary resources and support them in different situations, then subordinates perceive that their supervisor values them and trust them (Kurtessis et al., 2015).

In fact, previous studies concluded that PSS and trust in supervisor are distinct constructs but highly correlated and PSS is known as an antecedent of trust in supervisor (DeConinck, 2010; Neves & Caetano, 2006; Stinglhamber, Cremer, & Mercken, 2006). Furthermore, PSS diminishes the feeling of being trapped and also leads to safety mind set, a decisive constituent of trust (Mayer et al., 1995). All acts of supporting employees and recognizing their efforts enhance the sense of PSS (Kottke & Sharafinski, 1988). By showing all above-mentioned acts of supporting the employees, supervisors can spread a perception among their subordinates that they can be trusted (Mayer et al., 1995). Hence, we propose the following hypothesis:

Hypothesis 2: Perceived supervisor support is positively related to trust in supervisor.

2.3. Trust as a mediator between supervisory (procedural, interpersonal and informational) Justice and commitment to supervisor

Trust is the mechanism through which organizational justice will impact various employees' outcomes (Samuel et al., 2002). This perceived fairness also creates a sense in employees that they will be treated fairly in future (Konovsky & Cropanzano, 1991). There is a critical role of subordinate's perceptions about trust in their immediate supervisors during formation of LMX particularly during the early stages of this relationship because supervisor is the only source by which employees interact with their organization (Whitener et al., 1998). According to social exchange theory, trusting one another is necessary to reciprocate (Blau, 2017; Cheng, Jiang, Cheng, Riley, & Jen, 2015). Social exchange theory posits that reciprocal relationship between supervisor and subordinate develops due to the positive interactions built on trust and commitment to help and support each other (Cropanzano & Mitchell, 2005) as CTS indicates that subordinates trust their supervisor (Ilies, Morgeson, & Nahrgang, 2005).

The term CTS has been derived from organizational commitment theory which is an important psychological theory in the field of organizational behavior (Becker et al., 1996). It is known as psychological attachment of employees to their supervisor and it is directly related with values of supervisor (Becker et al., 1996; Clugston et al., 2000) and supervisory outcomes (Bor-Shiuan, Ding-Yu, & Riley, 2003).

Personal links developed between supervisor & subordinate during the exchange process are meaningful for the subordinates as compared to relationship with whole organization (Xiong, As, & Ji, 2002). Prior researches also concluded that whenever any conflict related to goals rises between organization & supervisor then subordinate shows more commitment toward their supervisor as compared to the whole organization (Bor-Shiuan et al., 2003). The quality of relationship between subordinate and supervisor forecasts the subordinates trust in their supervisor with CTS (Samuel et al., 2002). Hence, we propose the following hypotheses:

Hypothesis 3(a): Trust in supervisor mediates the relationship between supervisory procedural justice and commitment to supervisor.

Hypothesis 3(b): Trust in supervisor mediates the relationship between supervisory interpersonal justice and commitment to supervisor.

Hypothesis 3(c): Trust in supervisor mediates the relationship between supervisory informational justice and commitment to supervisor.

2.4. Trust as a mediator between perceived supervisor support and commitment to supervisor

According to LMX theory, subordinates show commitment to their supervisors if supervisor provides them direct personal support (Dansereau et al., 1975; Graen & Uhl-Bien, 1995). Cropanzano and Mitchell (2005) argued that employees are bound to show commitment when their supervisor support them. The relationship between supervisor and subordinate get strengthen when supervisor recognize the efforts of subordinates by creating the perceptions of support. According to social exchange theory, trust is important ingredient to develop the LMX relationship (Blau, 2017). Furthermore, previous studies concluded that relationship between supervisor and subordinate predicts trust in supervisor and CTS (Bor-Shiuan et al., 2003). Based on the above arguments, we propose the following hypothesis:

Hypothesis 4: Trust in supervisor mediates the relationship between perceived supervisor support and commitment to supervisor.

2.5. Trust as a mediator between supervisory (procedural, interpersonal, informational) justice and organizational citizenship behavior (OCB)

Konovsky and Pugh (1994) defined the concept of OCB as a behavior which is related to work and which goes above and beyond the employee's formal job description. OCB includes "giving suggestions when co-workers are facing problems, engaging in special activities, providing help to co-workers and being on time". It is made up of different behaviors to perform the job well and these behaviors also contribute to success of the organization. (Organ, 1990, 1997) found that employees reciprocate in shape of OCB if they perceive that they are treated fairly in organization. He further concludes that fairness perceptions among employees promote OCB. In addition to this, when employees perceived that they are treated fairly they can show OCB at high level (Blakely, Andrews, & Moorman, 2005). As supervisory justice (procedural, interpersonal, informational) positively related to trust in supervisor (Folger & Konovsky, 1989; Kernan & Hanges, 2002; Konovsky & Pugh, 1994; Korsgaard, Schweiger, & Sapienza, 1995) and ST is an antecedent of OCB (Mengue, 2000; van Dyne et al., 2000) therefore, trust in supervisor is strongly associated with OCB (Deluga, 1994).

By summarizing the above-mentioned arguments, we can expect that relationship of supervisor and subordinate is characterized by fairness perceptions and high level of trust can enhance the citizenship behavior of subordinates. Hence, we propose the following hypotheses:

Hypothesis 5(a): Trust in supervisor mediates the relationship between supervisory procedural Justice and OCB.

Hypothesis 5(b): Trust in supervisor mediates the relationship between supervisory interpersonal Justice and OCB.

Hypothesis 5(c): Trust in supervisor mediates the relationship between supervisory informational Justice and OCB.

2.6. Mediation of trust in supervisor between perceived supervisor support and OCB

According to social exchange theory and reciprocity norm, when a supervisor supports his or her subordinates then subordinates feel obligated to respond in favor of their supervisor (Blau, 2017). To exhibit that favor, they behave in a way which is beneficial and supportive behavior which is termed as OCB (Blau, 2017). LePine, Erez, and Johnson (2002) concluded that supervisory support enhances the citizenship behavior. The employees, who perceive that their supervisors are less supportive, exhibit low level of citizenship behavior (Zellars, Tepper, & Duffy, 2002). So, supervisor plays a critical role in motivating his subordinates to reciprocate in shape of citizenship behavior (Ladebo, 2008). As discussed earlier, PSS and trust in supervisor are distinct constructs but highly correlated and social exchange theory posits that trust is the compulsory ingredient for that reciprocal relationship between supervisor and subordinate. Thus, we propose the following hypothesis:

Hypothesis 6: Trust in supervisor mediates the relationship between perceived supervisor support and OCB.

3. Methodology

3.1. Sampling and data collection

The population of this study consists of employees of Telecom Sector of Pakistan. Data were collected through an online survey (i.e., email and social media) and personal visits to the employees working in regional offices of Telecom companies of big cities of Pakistan. Sample was drawn randomly from the population and convenience sampling technique was used in this regard. Total 450 questionnaires were sent to the respondents of which 380 were returned. There were 30 questionnaires which were found incomplete or were not properly filled, and hence were excluded from the analysis. The remaining 350 responses were found complete in all the aspects and were finally selected for the analysis purpose. Table 1 provides the relevant information about the sample characteristics. The total number of respondents was 350 of which 237 (67.7%) were male and 113 (32.3%) were female. Most of the respondents were bachelor's degree holder. The age group statistics indicates that 54.29% of respondents fall into the category 26–35 years of age group. Moreover, marital status indicates that 34.29% of the respondents were single and 65.71% were married.

3.2. Measurement scale

The scales were taken from the previous literature. To measure SPJ, a 4-item scale was adopted from Rupp and Cropanzano (2002). To capture the supervisory IJ, the measurement scale was adopted from Bies and Moag (1986). To measure the supervisory INJ, the measurement scale was adopted from Bies and Moag (1986) and Shapiro, Buttner, and Barry (1994). A 3-item scale was adopted from Eisenberger et al. (1986) and Yoon and Thye (2000) to capture the construct of PSS. Trust in supervisor (ST) was measured through a 7-item scale adopted from Cook and Wall (1980), Giffin (1967), and Rotter (1967). CTS was measured by a 5-item scale adopted from (Becker et al.,

Table 1. Demographics characteristic

Characteristics	Frequency	Percentage
Gender		
Male	237	67.7%
Female	113	32.3%
Age		
18–25	135	38.6%
26–35	190	54.29%
36–40	23	6.6%
> 40	2	.6%
Marital status		
Single	120	34.29%
Married	230	65.71%
Education		
School	39	11.1%
Bachelor	126	36%
Masters/MS	35	42.9%
Experience		
1 to 2 years	163	46.57%
3 to 4 years	148	42.29%
5 years or more	39	11.14%

1996) and Gregersen (1993). Finally, OCB was measured by a 7-item scale adopted from Fox, Spector, Goh, Bruursema, and Kessler (2012).

4. Data analysis results

4.1. Factor and reliability analysis

Statistical Package for Social Sciences (SPSS) software was used to analyze the data. Factor analysis was performed with principle component and varimax rotation for all measurement scales. Table 2 demonstrates the factor solution of independent variables names SPJ having three items, supervisory IJ having four items, supervisory INJ having four items, and PSS having

Table 2. Factor analysis of independent variable

	Components (factor loading)			
	1	2	3	4
	KMO:.783	Total variance explained = 62.531		
SPJ1	.845			
SPJ2	.837			
SPJ3	.631			
IJ2		.796		
IJ3		.766		
IJ4		.646		
INJ1			.777	
INJ2			.755	
INJ3			.704	
INJ4			.597	
PSS1				.801
PSS2				.785
PSS3				.687
	$\alpha = .748$	$\alpha = .700$	$\alpha = .726$	$\alpha = .700$

Table 3. Factor analysis mediating variable

Components	
	1
KMO = .759	Variance explained = 51.00
ST1	.775
ST2	.743
ST3	.739
ST4	.663
ST5	.640
	$\alpha = .757$

three items. The values of Kaiser–Meyer–Olkin (KMO) sampling adequacy measure and total variance explained were 0.783 and 62.531, respectively, which are significant and acceptable as suggested by Beavers et al. (2013). All the items of independent variables were loaded reasonably and significantly well into their respective dimensions having factor loadings ranges from .597 to .845. During analysis, one item from IJ was found to have low factor loading and hence was excluded from the analysis. The criteria for factor loading are generally ≥ 0.60 ; however, in some cases factor score ≥ 0.50 could be accepted (Hair, Ringle, & Sarstedt, 2011). Hong and Kim (2002) elaborated that some of the factors with values between ≥ 0.50 to ≤ 0.60 could be retained.

Table 3 presents factor solution of mediating variables named trust in supervisor (ST) having seven items. During analysis, two items were excluded due to low factor loading. The values of KMO and total variance explained were .759 and 51.00 which are significant and acceptable. The factor scores for mediating variable ST ranges from .640 to .775 which are significant and acceptable.

Finally, the factor solution of dependent variable named CTS having five items and OCB having seven items is presented in Table 4. During analysis, one item from CTS and two items from OCB were excluded due to high cross-loading and low factor loading issues. The values of KMO and total variance explained were 0.772 and 51.227, which were significant and acceptable. The value of KMO greater than 0.50 is generally deems to be significant and acceptable according to

Table 4. Factor analysis dependent variable

Components		
	1	2
	KMO = .772	Variance explained = 51.227
OCB2	.768	
OCB3	.696	
OCB4	.693	
OCB5	.616	
OCB6	.599	
CTS1		.817
CTS2		.794
CTS3		.665
CTS4		.551
	$\alpha = .730$	$\alpha = .712$

Table 5. Correlation matrix

	Mean	SD	SPJ	IJ	INJ	PSS	ST	CTS	OCB
SPJ	3.8162	.84910	1						
IJ	4.0200	.67308	.493**	1					
INJ	4.0164	.70831	.247**	.420**	1				
PSS	3.8543	.75914	.251**	.321**	.381**	1			
ST	3.9347	.61608	.240**	.419**	.455**	.427**	1		
CTS	3.8651	.70616	.265**	.411**	.435**	.371**	.499**	1	
OCB	3.9453	.63927	.256**	.396**	.426**	.417**	.546**	.503**	1

** Correlation is significant at 0.01 level (two tailed).

literature. Moreover, it can be observed from Table 4 that the factor scores for dependent variable range from .551 to .817 which is acceptable.

Moreover, the Cronbach's alpha values are given in Tables 2–4 and all variables have acceptable reliability values, i.e., SPJ ($\alpha = .748$), IJ ($\alpha = .700$), INJ ($\alpha = .726$), PSS ($\alpha = .700$), ST ($\alpha = .757$), OCB ($\alpha = .730$), and CTS ($\alpha = .712$). The Cronbach's alpha values for all independent, dependent, and mediating variables were above the standard of .70, indicating significant reliability of measurement scale.

4.2. Correlation analysis

As the purpose of this study is to find the relationship between independent variables (SPJ, IJ, INJ, and PSS), mediating variable (ST) and dependent variables (OCB and CTS), therefore correlation analysis was performed to find the relationship among the studied variables. Table 5 demonstrates the mean, standard deviation, and the correlation matrix for the variable studied. It can be observed from Table 5 that all the variables are positively and significantly correlated to each other. The correlation values range from 0.240 from low- to 0.546 medium-level correlation among the studied variables.

4.3. Structural model

To test the proposed model, the co-variance based structure equation modeling (CB-SEM) technique was used via LIESRL program. Table 6 demonstrates the structure model of supervisor procedural justice (SPJ), supervisory IJ, supervisory INJ, PSS, trust in supervisor (ST), OCB, and CTS. As evident from Table 5, the value of degree of freedom is 307. According to Hoyle (1995), to assess the model fit, the goodness-of-fit indices should be taken into the consideration. Hu, Bentler, and Kano (1992) assert that “Chi-square values assess the magnitude of deviation among the sample and fitted covariance matrices”. According to Barrett, “a good model fit indicates the insignificant results at the threshold level of 0.05”. In Table 5, the chi-square value of 648.13 is considered to be significant. To adjust the outcome of sample size, χ^2/df value is used, as chi-square values are responsive toward the sample size. The value of chi-square to degree of freedom ($\chi^2/\text{df} = 2.111$) is below the standard cut-off value of 3.00, as suggested by Bagozzi, Yi, and Nassen (1998).

Moreover, normed fit indices (NFI), non-normed fit indices (NNFI), and comparative fit index (CFI), goodness-of-fit indices (GFI) and adjusted goodness-of-fit indices (AGFI) were used to assess the overall model fit to the data. The value of NFI provides that how “the base line model is

Table 6. Model fit indices

χ^2	Df	χ^2/df	RMSEA	NFI	NNFI	CFI	GFI	AGFI	P-value
648.13	307	2.111	0.056	0.91	0.94	0.95	0.88	0.85	0.0000

Table 7. Parameter estimates

	SL	β	t	S.E.	R ²
SPJ1	0.71	0.84	13.20	0.064	0.51
SPJ2	0.75	0.73	13.97	0.052	0.57
SPJ3	0.67	0.64	12.24	0.053	0.45
IJ2	0.66	0.61	12.05	0.050	0.44
IJ3	0.68	0.59	12.49	0.047	0.47
IJ4	0.65	0.63	11.71	0.054	0.42
INJ1	0.62	0.60	11.42	0.053	0.39
INJ2	0.69	0.62	12.83	0.049	0.47
INJ3	0.66	0.65	12.16	0.054	0.43
INJ4	0.57	0.55	10.29	0.053	0.33
PSS1	0.60	0.57	10.62	0.054	0.37
PSS2	0.73	0.73	13.00	0.056	0.53
PSS3	0.66	0.61	11.65	0.053	0.43
ST1	0.56	0.56	—	0.056	0.32
ST2	0.61	0.59	9.35	0.063	0.37
ST3	0.63	0.58	8.52	0.068	0.40
ST4	0.66	0.63	7.99	0.079	0.44
ST5	0.56	0.53	7.88	0.067	0.31
OCB2	0.54	0.54	—	0.064	0.29
OCB3	0.52	0.51	8.90	0.057	0.27
OCB4	0.63	0.62	7.42	0.083	0.39
OCB5	0.60	0.61	7.27	0.084	0.36
OCB6	0.41	0.39	5.75	0.068	0.16
CTS1	0.45	0.43	—	0.063	0.20
CTS2	0.50	0.46	6.70	0.069	0.25
CTS3	0.61	0.61	6.36	0.096	0.45
CTS4	0.67	0.66	6.53	0.100	0.51

compared with the targeted model”. It could be observed from the table that the values of NFI (0.91), NNFI (0.94), and CFI (0.95) are above the minimum threshold level of .90 as suggested by Medsker, Williams, and Holahan (1994), indicating an excellent model fit to the data. The value of GFI (0.88) given in the table is above the minimum cut-off point of .85 and AGFI (.85) is also above the .80 threshold level. All these values indicate the good model fit. According to Hu & Bentler (1998), a reasonable model fit is indicated when the values of CFI and IFI are above .90 threshold level. Moreover, the overall model fit was also assessed by the root mean square error of approximation (RMSEA). According to Hu and Bentler (1999), the RMSEA value close to .06 is acceptable; however, Steiger (2007) asserts that a strict upper limit of .07 is common consensus among the authorities in this regard. As in the current case, the RMSEA value (.056) given in the table represents excellent model fit to the data. Therefore, taking all these values into the consideration the SPJ, INJ, IJ, PSS, ST, OCB, and CTS model present excellent fit to the data.

Parameter estimates of the hypothesized model are evaluated in the second step. The most important parameter estimates are standard factor loading (SL), R², corresponding t-values, and standard error (SE). It could be observed from the table that standard loading for every item in the table is ranging from .75 to .41 which are acceptable as proposed by Stevens (1996). Moreover, all the parameter estimates are statistically significant having t-values greater than 1.96 and significant under the significance level of .01.

Table 8. Structure model results

Structural paths	<i>B</i>	<i>t</i> -value	<i>R</i> ²	Results
SPJ → ST	−0.05	−0.64	0.61	Insignificant
IJ → ST	0.36	3.60	0.60	Significant
INJ → ST	0.32	3.56	0.62	Significant
PSS → ST	0.30	3.88	0.61	Significant
ST → OCB	0.75	6.61	0.56	Significant
ST → CTS	0.73	5.80	0.54	Significant

Table 8 presents the structural model results. Figure 1 and Table 8 illustrate the path coefficients (β) of the model are estimated through the maximum-likelihood estimation (MLE) method. As evident from Table 8 and Figure 1, all paths are significant as they are much above the minimum standard $p < .05$ except SPJ ST path. More specifically, Hypothesis 1(a) states that SPJ has positive and significant relationship with ST. As shown in Table 8 and Figure 1, beta coefficient (β) is negative and insignificant ($\beta = -0.05$, t -value = -0.64 , $R^2 = 0.61$); hence, Hypothesis 1(a) is not supported. Hypothesis 1(b) states that there exists a positive and significant impact of supervisory IJ with ST. As demonstrated in Table 8 and Figure 2, β is positive and significant ($\beta = 0.36$, t -value = 3.60 , $R^2 = 0.60$); hence, Hypothesis 1(b) is supported. Hypothesis 1(c) states that there exists a positive and significant effect of supervisory INJ and trust in supervisor (ST). It could be observed from the table that standardized β is positive and significant ($\beta = 0.32$, 0.30 ; t -value = 3.56 , 3.88 ; $R^2 = 0.62$, 0.61); hence, Hypothesis 1(c) is supported. Similarly, Hypothesis 2 states that there exists a positive and significant relationship between PSS and trust in supervisor (ST). The results revealed the positive and significant relationship between PSS and trust in supervisor (ST) having positive and significant beta coefficient ($\beta = 0.30$; t -value = 3.88 ; $R^2 = 0.61$); hence, Hypothesis 2 is supported. Hypotheses 5 and 6 predict a positive and significant relationship between trust in supervisor (ST) and OCB & CTS. As shown in Figure 1 and Table 8, β is positive and significant ($\beta = 0.75$, 0.73 ; t -value = 6.61 , 5.80 ; $R^2 = 0.56$, 0.54); hence, Hypotheses 5 and 6 are supported.

4.4. Mediation analysis

Mediation of ST was between independent variables (i.e. SPJ, IJ, INJ, and PSS), and dependent variables (i.e. OCB & CTS) were tested to elaborate the degree of impact that independent variable have on dependent variable in incidence of mediators. Baron and Kenny's (1986) method for the test of mediation was followed which provides some conditions regarding the test of mediation. According to Baron and Kenny (1986), firstly, the independent and mediator must be significant with each other. Secondly, the independent and dependent variables must be significant with each other. Thirdly, when mediator is introduced, the relationship of independent with dependent variable must be reduced significantly. If the relationship between independent and dependent variables in the presence of mediator remains significant, the mediation is partial. If the relationship of independent with dependent is insignificant, then it is full mediation.

Figure 1. Theoretical framework.

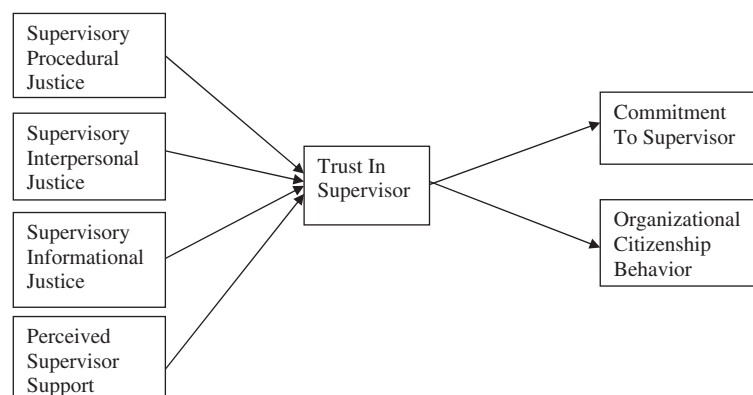
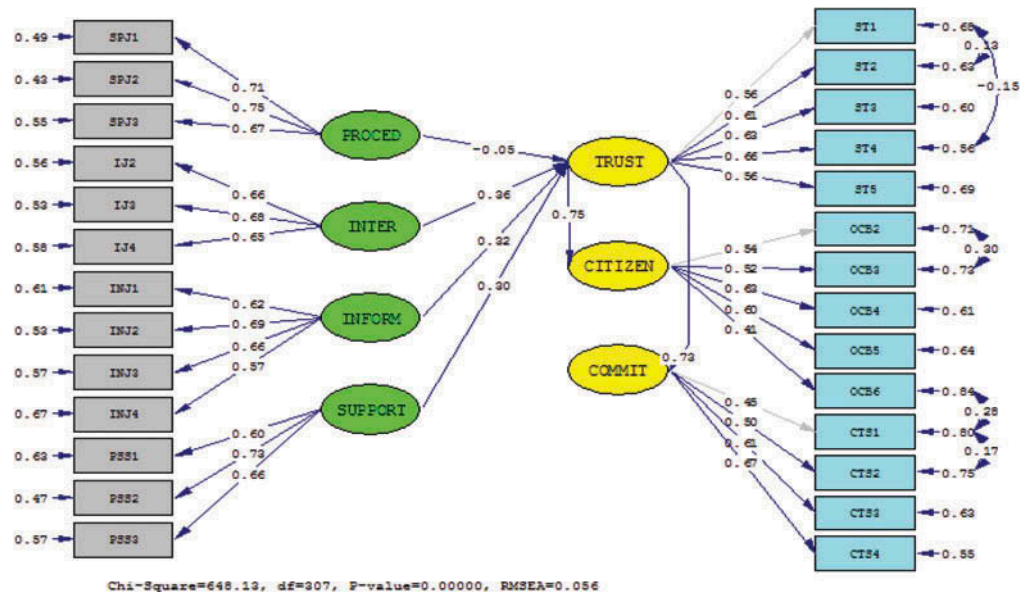


Figure 2. Structural model tested¹.



The mediation analysis revealed the partial mediation of ST between supervisory IJ, supervisory INJ, PSS, and OCB & CTS. However, mediation of ST was not supported between the relationship of SPJ and OCB & CTS (see Table 9, panels a, b, c, & d).

5. Discussion and conclusion

We explored social exchange theory to understand that how subordinates will trust their supervisors by perceiving that to what extent their supervisors treat them fairly. In support of our first hypothesis, we found that supervisory (informational, interpersonal) justice affects trust in supervisor positively in terms of faith and loyalty by the subordinates. These findings are in accordance with those obtained in the previous research (Samuel et al., 2002; Wong et al., 2006), implying that further dimensions of interactional justice (i.e. interpersonal and informational) are positively related to trust in supervisor. Our analyses show that there is a negative relationship between SPJ and trust in supervisor. As the procedures are mostly executed by the organization, it could be the possible reason for negative relationship between SPJ and trust in supervisor. In addition, prior studies concluded that procedural justice is an antecedent of trust in organization (Gopinath & Becker, 2000; Pearce, Branyiczki, & Bakacsi, 1994; Pillai et al., 1999); therefore, the relationship of SPJ with trust in organization can be explored in future research to examine the nature of relationship in the other sectors of Pakistan to generalize the findings.

Furthermore, the relationship of PSS and trust in supervisor was tested and resulted in a positive relationship between both variables. This findings are in accordance with those obtained in the previous studies (DeConinck, 2010; Neves & Caetano, 2006; Stinglhamber et al., 2006), implying that PSS enhances trust in supervisor. Relationship of PSS with CTS and OCB was also tested through mediating role of trust in supervisor. The results suggest that trust in supervisor partially mediates the relationship of PSS with CTS and the relationship of PSS with OCB.

Trust in supervisor also partially mediates the relationship between supervisory (interpersonal, informational) justice, CTS, and OCB, thus implying that if supervisor treats their subordinates fairly then subordinates will exhibit trust in supervisor and, in turn, they will also show CTS and citizenship behavior which is very important for all organizations.

Table 9. Mediation analysis

Steps	Dependent variable	Independent variable	Mediating variable	B	t-value	Sig.
Panel A						
1	CTS	SPJ		0.066	1.236	.217
		IJ		0.246	4.306	.000
		INF		0.316	6.169	.000
2	CTS	SPJ		0.057	1.130	.259
		IJ		0.160	2.869	.004
		INF		0.207	4.007	.000
3			ST	0.304	6.291	.000
Panel B						
1	CTS	PSS		0.371	7.422	.000
2	CTS	PSS		0.193	3.825	.000
3			ST	0.416	8.261	.000
Panel C						
1	OCB	SPJ		0.064	1.194	.233
		IJ		0.233	4.041	.000
		INF		0.313	6.050	.000
2	OCB	SPJ		0.054	1.078	.282
		IJ		0.127	2.329	.020
		INF		0.178	3.526	.000
3			ST	0.398	7.888	.000
Panel D						
1	OCB	PSS		0.417	8.561	.000
2	OCB	PSS		0.225	4.666	.000
3			ST	0.450	9.319	.000

Moreover, trust in supervisor partially mediates the relationship between PSS, CTS, and OCB, thus implying that if supervisor supports their subordinate, then subordinates will be more committed toward their supervisor and will demonstrate OCB toward their organization.

5.1. Theoretical implications

The findings of our current study offer various implications for the research about supervisory justice and trust in supervisor in the context of social exchange theory. To the best authors' knowledge, very limited literature is available on these variables in the context of Pakistan. Previous studies have treated interactional justice as one-dimensional concept while this study has explored the individual contribution of both types of interactional justice (i.e. IJ and INJ) on ST that is unique contribution of this study. Secondly, trust in supervisor (in terms of loyalty and faith) is studied as a mediating mechanism between supervisory justice and CTS which also addresses the previous research gap. Thirdly, trust acts as mediating mechanism between PSS and OCB which is not highlighted in previous research.

5.2. Managerial implications

The present study also provides some practical directions to managers of Telecom sector of Pakistan to manage the relationship with their subordinate in a better way. The current study concludes that supervisory justice and supervisor support are crucial component for developing trust. Supervisors should be trained to support and treat their subordinates fairly in order to increase trust and employee's commitment. It is necessary that employees should be committed to their immediate supervisors as supervisor is the primary source through which employees interact with their organization. These results

will practically help the managers of telecommunication sector of Pakistan to understand that how commitment of employees toward their supervisors can be increased. Telecommunication sector is a growing sector of Pakistan and without commitment of employees toward their supervisors; it is very difficult for this sector to prosper. The results of this study also show that if supervisors will treat their subordinates fairly and will show supporting attitude, then trust of subordinates will increase the citizenship behavior of employees. Thus, CTS and OCB of employees will benefit their organizations in long run.

5.3. Limitations of the study and direction for future research

There are few limitations associated with current study. First potential limitation is that the cross-sectional research design of research may have resulted in some cause and effect relationship; therefore, the future research should use the experimental or longitudinal design to explore the causal relationship. Another limitation is that the results of present study may have low generalizability as data was only collected from telecom sector. The relationship between justice, trust, and OCB can be explored outside the telecom sector in future research. In addition, trustworthiness of supervisor can be taken as a mediating variable in future research to explore the justice–trust relationship. Moreover, organizational culture and climate of organization can be taken as contingent variables in future research to explore the justice–trust relationship (Denison & Mishra, 1995; Patterson et al., 2005).

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Note

1. PROCED = supervisory procedural justices, INTER = supervisory interpersonal justices, INFORM = supervisory informational justices, SUPPORT = perceived supervisor support, TRUST = trust in supervisor, CITIZEN = organizational citizenship behavior, and COMMIT = commitment to supervisor.

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