

RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT, JUSTICE, CITIZENSHIP AND TRUST AMONG HEALTH CARE WORKERS IN AKSARAY

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—Abstract —

In this study, relationship between organizational commitment, justice, citizenship and trust is analyzed. All of these four key elements have a deep effect on organizational management processes. As organizational citizenship eliminates the formal mechanism and provides additional resources for organizations, commitment leads the attachment of employees. Moreover, trust clarifies the effectiveness and productivity and justice determines the behaviors of employees. Organizations considering productivity and sustainability terms should also regard these key elements to reach the success. In this study, in order to measure employees' perceptions, organizational commitment scale of Allen and Meyer (1990), organizational trust scale from the work of Paine (2007), organizational citizenship scale of Organ (1988) and organizational justice scale of Villanueva (2006) have been used. Health care workers in Aksaray Province have been selected as the participants of the study. 156 participants have been included to the research and required data have been collected through survey forms and analyzed via SPSS 20 software.

Key Words: *Commitment, Justice, Trust, Citizenship*

JEL Classification: *D23*

1. INTRODUCTION

Organizations try to adapt new methodologies to their daily routines. For example they want to increase their productivity by using commitment of employees. They also want to improve their sustainability by using the ability of organizational justice. Moreover citizenship and trust concepts have the same positive impacts on organizations. While organizations become more social, they also try to be more reliable. It is obvious that when employees are satisfied enough, businesses will also find the beneficial sides of this satisfaction. There are four major dimensions of organizational management. First of them is organizational commitment. When an employee is attached his/her organization, productivity and readiness for hard competitions will increase for that organization. Secondly, organizational justice explains the fairness concept in workplaces. Also, the third concept organizational trust has a deep impact on the performance levels of employees. Finally the term organizational citizenship maybe the higher level of these previously mentioned features indicate the anything done by the employee. It helps organizations increase competitiveness.

In this study, these four major abilities have been taken into consideration. In order to collect data, health care workers in Aksaray province have been selected as participants of the research. Thus, 156 participants have been included to the research process, but due to the missing fields and answers some of them have been eliminated. Therefore, 136 participants have been included to the study. Before analyzing the collected data, all of these four scales have been considered in terms of their reliability scores and it has been found that these are highly reliable to analyze and carry on research process. This study is an explanatory one and aims to find out the relationship between these four dimensions in the light of the responses of health care workers in Aksaray.

2. LITERATURE REVIEW

Cook and Wall (1980) indicate that organizational commitment is the affective reactions of employees for their workplaces. This term is related with attachment feeling in the light of goals and values of the organizations. Also commitment is a positive aspect of work experience and is regarded as a factor contributing a subjective well being at work. Besides that, Buchanan (1974) defines three dimensions of organizational commitment. First of them is identification which expresses the internalization of organizations' goals. Secondly, involvement which is about psychological absorption is another dimension. Lastly, loyalty means to be belonging to an organization (Cook and

Wall, 1980:40-41). Besides these dimensions, Allen and Meyer (1990) identify two types of commitment called affective commitment and continuance. The former one deals with the emotional attachment to the organization. The latter one is about individual recognition of the costs (Allen and Meyer, 1990:2-3).

Justice is defined as a concept of moral rightness based on ethics, rationality, law, natural law, religion, equity or fairness, and just behavior or treatment (Wikipedia and Oxford dictionary, 2013). Organizational justice is the perception of workplace procedures, interactions and outcomes of the employees. These perceived features are the main influencer of attitudes and behaviors. Also the terms is related with fairness which is a subjective construct (Baldwin, 2006:1) Nadisic (2006) mentions the self interest motives and it indicates that ““not all people in all circumstances show a real interest in justice, but they act in a manner that simply maximize their self interest”. The self interest is defined as the motive leading them to undertake actions (Nadisic, 2006:1-2).

Greenberg (2010) in his book called “Behavior in Organizations” gives the sub dimensions of organizational trust. These sub dimensions are distributive justice, procedural justice, interpersonal justice, and informational justice. First sub dimension distributive justice is the form of organizational justice which focuses on people’s beliefs. So, people can receive many valued work related outcomes. Second one is procedural justice and it is about the perception of fairness of the procedures. These procedures are used in order to determine the outcomes they receive. Third one is interpersonal justice and it is about the perceptions of fairness of the manner in which they are treated by other. Lastly, informational justice deals with the perceived fairness and information used as the basis for making decisions (Greenberg, 2010:44-45).

Trust means that firm belief in the reliability, truth, or ability of someone or something and reliance on another person or entity (Wikipedia and Oxford dictionary, 2013). Vineburgh (2010) in the thesis related with trust concept mentions about trust in workplace and defines that it is linked to higher levels of organizational performance and competitiveness (Vineburgh, 2010:1) Levis and Weigert make a definition for trust term and it is defines as the “undertaking of a risky course of action on the confident expectation that all persons involved in the action will act competently and dutifully” (Levis and Weigert,1984:971).

Citizenship term is defined as a legally recognized subject or national of a state or commonwealth, either native or naturalized in the Oxford dictionary. Also in Wikipedia it denotes the link between a person and a state or an

association of states. (Wikipedia and Oxford dictionary, 2013). According to Organ (1988) organizational citizenship has been revised many times since the term was coined in the late of 1980s, but he indicates that the term remains the same as its core. Organizational citizenship can be anything that is done by an employee. Also, it might not be directly or formally recognized by the organization (Organ, 1988:4). It is a clear fact that organizational citizenship is beneficial for organizations but the real important one is to determine its factors in the workplace. Antecedents of citizenship are indicated as follows: personality, attitudinal and leadership factors. The first one's influence is minimal however some employees can be more naturally inclined towards engaging in citizenship. The latter ones are more promising that is they can altered to facilitate employee engagement (Zhang, 2011:6) In their study which is about social loafing and citizenship Karadal and Saygın (2012) found that there is a meaningful difference between social loafing tendency and organizational citizenship. In that study it was found that participants' organizational citizenship behavior occurs differently from their social loafing tendencies.

3. METHODOLOGY

In this study relationship between organizational justice, trust, commitment and citizenship were analyzed. In order to collect data, health care workers such as doctors, nurses, laboratory assistants and medical officers were included to the research. Survey technique was chosen as a data collection tool and it included five parts. First part was about demographical questions such as age, gender, position, type of the work and work hours. Second part was about organizational justice and this part was adapted from the work of Villanueva (2006). This part was about participants' organizational citizenship tendency and the scale of Organ (1988) was used in this section. Then, organizational trust scale was placed into the survey form and it was adopted from the work of Paine (2007). Lastly, organizational commitment scale of Allen and Meyer (1990) was used in the form.

Data were collected from the health care workers from Aksaray province. 156 participants were involved in the research process but unfortunately 136 of them were included to the analysis process. Eliminated ones were due to their missing fields in data collection tool. In order to measure differences and relations some statistical test were used and they were gained through SPSS.

4. FINDINGS

The statistical tests used in this study were Reliability, Anova, Correlations, other demographical frequencies and descriptive ones. However, factor analyses were not placed in this study due to the technical issues such as page limitation. But, it can be said that all of the KMO scores of each scale are adequate for sampling process and of course for the validity of the research.

	Justice	Citizenship	Commitm.	Trust
Kaiser-Meyer-Olkin Measure of Sampling Adeq.	,826	,834	,780	,711
Approx. Chi-Square	886,724	1071,917	1150,669	341,735
Bartlett's Test of Sphericity				
df	171	190	276	66
Sig.	,000	,000	,000	,000

Table 2. shows the reliability of the scales used in data collection tool. According to the results, organizational justice scale's Cronbach's Alpha is ,874, organizational citizenship scale's is ,826, organizational commitment scale's is ,858 and lastly the scale of organizational trust is ,728. This means that all of the scales are highly reliable and suitable for statistical analysis.

As Cronbach (1951) mentions in his study "any research based on measurement must be concerned with the accuracy or dependability." Moreover, reliability scores explain the conditions of stable and consistent assessment (Cronbach, 1951:298). Thus, Cronbach's Alpha Scores of these tests are very reliable for measurements as seen in the table below.

Table 2. Reliability of the Scales

Scale	Measurement Range	Items	Cronbach's Alfa	(n)
Organizational Justice	(1-5)	19	,874	136
Organizational Citizenship	(1-5)	20	,826	136
Organizational Commitment	(1-5)	24	,858	136
Organizational Trust	(1-5)	12	,728	136

Table 3, shows the demographical features of participants. Accordingly, age, gender, marital status, work hours, number of previous work places, level of education, position, experience and type of the sector are given below. As it is

seen, most of the participants are in the group of 36-45 in terms of their ages. They are 33,1% of the whole participants. Gender variable is almost the same. Women are 70 and men are 66. Most of them are married and it is clearly indicated that they mostly work at daytime.

Table 3. Socio-Demographical Features of Health Care Workers

Demographical Features	Freq.	%		Freq.	%
Age			Level of Education		
18-25	15	11	High School	10	7,4
26-35	56	41,2	Short and First Cycle	59	43,4
36-45	45	33,1	Master	20	14,7
46-55	20	14,7	Doctorate	47	34,6
Gender			Position		
Female	70	51,5	Doctor	66	48,5
Male	66	48,5	Nurse	34	25,0
Marital Status			Laboratory Assistant	7	5,1
Single	37	27,2	Medical Officer	11	8,1
Married	92	67,6	Other	18	13,3
Divorced	7	5,1	Experience Level		
Work Hours			< 1 years	9	6,6
Daytime	102	75,0	1 -5 years	31	22,8
At Night	20	14,7	6-10 years	64	47,1
Overtime	14	10,3	11-15 years	23	16,9
Number of Previous Work Places			16 < years	9	6,6
Undefined	32	23,5	Type of the Sector		
None	37	27,2	Public	70	51,5
One	31	22,8	Private	29	21,3
Two	19	14,0	Undefined	37	27,2
Three	10	7,4			
Four	7	5,1			
Total	136	100	Total	136	100

Also, the number of previous work places is given below and it is clear that only 37 of 136 participants haven't changed their employment status and it is the first workplace for them. When education levels are analyzed, it is seen that the major group is doctorate level of education. The reason for that is the year of education in faculty of medicines in Turkey. These faculties cover a 7-year period of education so that graduations from these school equals to doctorate degree. In

Table 4, correlations between four scales can be seen. The strength and direction of a linear association between these four scales are measured in Table 4.

Table 4. Correlations Between Scales

		Justice	Citizenship	Commitment	Trust
Justice	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	136			
Citizenship	Pearson Correlation	,406**	1		
	Sig. (2-tailed)	,000			
	N	136	136		
Commitment	Pearson Correlation	,512**	,614**	1	
	Sig. (2-tailed)	,000	,000		
	N	136	136	136	
Trust	Pearson Correlation	,522**	,657**	,686**	1
	Sig. (2-tailed)	,000	,000	,000	
	N	136	136	136	136

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

When table 4 is analyzed, it is seen that there is high level, positive and meaningful relations between these four scales. Relationship between citizenship and justice is quite high and the correlation coefficient is ,406 and also commitment and citizenship are also significantly related. The correlation coefficient is ,614. Especially, organizational trust and organization commitment are strongly correlated and their coefficient is ,686. These correlations can be seen as the effectiveness of each scale between them.

In table 5, relationship between organizational justice, commitment, citizenship and trust is taken into consideration in terms of the participants' type of work. That is, this variable is given in data collection tool as daytime, nighttime and overwork. Therefore, in table 3, relations between these scales have been identified, but there is a still need for the relations between these four scales and demographical features. For this reason, all of the demographical features have been analyzed in the light of Anova test and only type of work variable has been found and meaningful to analyze. When table 4 is seen, significance between citizenship and type of the work variable can also be seen. This means that,

participants' way of working in their workplaces affect their organizational citizenship.

Table 5. Relationship Between Scales and Type of Work Variable (ANOVA)

		Sum of Squares	df	Mean Square	F	Sig.
Justice	Between Groups	,910	2	,455	,960	,385
	Within Groups	63,039	133	,474		
	Total	63,950	135			
Commitment	Between Groups	,338	2	,169	,444	,643
	Within Groups	50,632	133	,381		
	Total	50,970	135			
Trust	Between Groups	,294	2	,147	,406	,667
	Within Groups	48,232	133	,363		
	Total	48,526	135			
Citizenship	Between Groups	5,627	2	2,813	8,338*	,000*
	Within Groups	44,874	133	,337		
	Total	50,501	135			

*(i) $f= 8,338$; (ii) $p < 0,01$

5. CONCLUSION

Organizational commitment, organizational justice, organizational trust and organizational citizenship were the main dimensions of this study. All of these concepts are related with organizations' productivity and sustainability. In today's business world, every kind of organization tries to adapt new technologies and methodologies into their management processes. The aim of this innovation like tendency is to make their organizations more powerful. They want to increase their productivity by commitment tendency or they want to improve sustainability by using the organizational justice. Also, trust and citizenship have the same effects for their management structures. Actually, organizations are becoming more social while adapting these dimensions. They not only make their human capital more powerful but also they increase their sociability.

In this study, the main aim was to determine the relationship between organizational citizenship, trust, justice and commitment. For this purpose, health care workers from Aksaray province were informed about the study and they were

included to the research process. 156 participants were found but some of them were eliminated due to their missing responses in survey form. When the data were analyzed, it was found that there might be a meaningful correlation between these four dimensions. Especially, the correlation between trust and commitment was the highest in this group. Also, it was found that the type of the work has an effect on citizenship behavior. Time was a limitation for this study and the only way of collecting data was also another limitation. For the next studies which will be carried out in management field, when chosen a different sector, population and data collection method, results might be different. Consequently, the population of this study is related with Aksaray province and it is a small but developing town in the middle of Turkey. Thus, it is obvious that more studies are needed for the improvement of local administrations, so this descriptive study is thought to contribute to the related literature.

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