THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE, SUPERVISOR SUPPORT, ORGANIZATIONAL TRUST, AND ORGANIZATIONAL COMMITMENT: A RESEARCH IN AVIATION SECTOR[1]

Dr. Cenk AKSOY[2]

ABSTRACT

In this study, it was aimed to determine the relationship between employees' perceptions of organizational justice, supervisor support, organizational trust, and organizational commitment. In order to test the model, a questionnaire was used besides the demographic variables. These questionnaires were distributed to aviation sector employees in Turkey and 447 questionnaires were used for analysis. The data obtained in the study were evaluated with the SPSS 18.0 statistical program by using various statistical methods and test techniques (frequency distribution, t-test, ANOVA, regression, correlation) for the purpose of research. The level of significance was accepted as 0.05. It was found a strong positive relationship between organizational justice, supervisor support, organizational trust, and organizational commitment. It has also been found that employee perceptions differ according to some demographic variables.

Keywords: Supervisor Support, Organizational Justice, Organizational Trust, Organizational Commitment, Aviation Sector

1. Introduction

The improvements in the aviation sector, which is one of the most outstanding developments of the 21st century and constitutes one of the most important component of the fast and reliable transportation of modern life in our day, are particularly attracting attention.

Aviation businesses with an important position in the transportation should develop themselves and have a human resource structure that is appropriate for change. It is an undeniable fact that human resources, which is one of the actors of the service sector and has great importance in terms of the aviation sector, and supervisor support, organizational justice, organizational trust, and organizational commitment factors make significant contributions to employee happiness and productivity depending on the changes in customer demand.

It is thought that this study, in which the concepts of justice, trust, loyalty and supervisor support are discussed together, will contribute to the literature of organizational behavior.

Moreover, studies on the aviation sector in the area of organizational behavior are relatively less common than those of other sectors. Although the concepts of

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[2] PhD., Department of Aviation Management, Dicle University, Turkey, drcenkaksoy@gmail.com

supervisor support, organizational justice, organizational trust, and organizational commitment are examined in different areas with different combinations, it has not been found that these four concepts are examined together and the concepts are applied in the aviation sector. The study was conducted due to the fact that the aviation industry has an intensive work environment and that the concepts under investigation are not yet sufficiently explored in this sector.

In the study, literature summaries were given firstly on concepts of organizational justice, supervisor support, organizational trust and organizational commitment. Then, within the scope of field research; the relationship between these concepts is examined in terms of the aviation sector. The research question of this study is as follows: Do justice, supervisor support and trust perceptions of aviation employees have an effect on their organizational commitment levels?

2. Relationship between the Concepts

Organizations should attach great importance to human resources in order to achieve their targets. In order to constantly invest in the employees, whom they see as a value, and to increase their effectiveness by ensuring that these employees on whom they invest stay within the organization, they have to increase their commitment and levels of trust to the organization. The perception of justice, trust towards the employees' organizations and the support they receive from the managers is very important in terms of their commitment in their organizations. Employees will be able to work more efficiently in a fair working environment, which will help increase the organization's profitability. It can be say that the most fundamental building stone in the formation of employees trust to their organizations is perception of justice. It has been seen that employee motivation has increased in organizations with organizational justice practices. Managers which seen as representative of organizations have important roles in the implementation of justice. Employees who do not trust managers or are exposed to unjustifiable acts by their managers feel less commited to their organizations. As a result, employees with low organizational commitment were found to have turnover, absenteeism and low performance. (Alexander & Ruderman, 1987; Organ, 1988: 547; Cropanzano & Folger, 1991; Dailey & Kirk, 1992: 305; Sweeney & Mcfarlin, 1993: 23; Ruyter & Wetzels, 1999: 57; İşbaşı, 2000; Bansal et al., 2004: 234; İnce & Gül, 2005; Özler, 2010; Bakan, 2011: 194; Giray, 2013).

From this point of view, we can develop the hypotheses of the research as the following;

H₁: There is a positive relationship between the organizational justice, supervisor support, organizational trust and organizational commitment perceptions of the employees working in organizations.

H₂: Organizational justice, supervisor support and organizational trust have an effect on organizational commitment.

The model showing the linear relationship among the concepts developed by using the literature is presented in Figure 1.
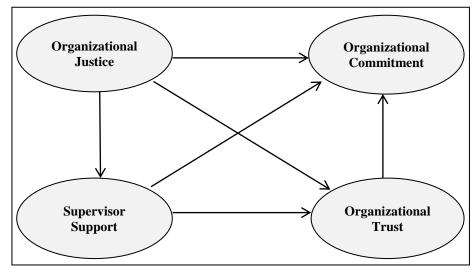

Figure 1: Research Model

3. Research Method

This study aims to measure the relationship between the concepts of organizational justice, supervisor support, organizational trust, and organizational commitment of the aviation sector employees in Turkey. A questionnaire was used except demographic variables to test the hypotheses and the model. These scales were distributed randomly to the aviation sector employees in Turkey. A total of 447 scales were used for the analyses.

a) Demographic Variables: The demographic information in the survey includes gender, marital status, age, work experience and income status.

b) Scales: A 5-point Likert scale was used to determine the extent to which the participants agree with the statements, and the expressions "Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree" were used for each statement on the scales. Organizational Justice scale was developed by Niehoff & Moorman (1993: 541) to measure employees' justice perception levels. The Cronbach's Alpha coefficient was found as 0.81. Supervisor Support scale was developed by Oldham & Cummings (1996: 634) to measure employees' supervisor support perception levels. The Cronbach's Alpha coefficient was found as 0.85. Organizational Trust scale prepared by Nyhan & Marlowe (1997) was used to measure the organizational trust. The Cronbach's Alpha coefficient was found as 0.84. Organizational Commitment scale was developed by Mowday, Steers and Porter (1979: 228) to measure employees' organizational commitment perception levels (Fields, 2002). The Cronbach's Alpha coefficient was found as 0.80. The skewness and kurtosis values were between -2 and +2, and the distribution was normal.

SPSS 18.0 statistical program was used in the evaluation of the data. The t-test, correlation and regression were used in the analysis of the obtained data. The statistical significance level was accepted as $p < 0.05$.

4. Results

The correlation analysis was performed to investigate whether there was a statistical relationship between the concepts, which were discussed in the research.

Table 1: Correlation between Supervisor Support, Organizational Justice, Trust and Commitment

		1	2	3	4
1.Organizational Justice	Correlation Coefficient	1	0,820**	0,759**	0,751**
2.Supervisor Support			1	0,858**	0,759**
3.Organizational Trust				1	0,749**
4.Organizational Commitment					1

Table 1 shows that the relationship between organizational justice and supervisor support was determined as 82%, the relationship between organizational justice and organizational trust was determined as 75.9%, the relationship between organizational justice and organizational commitment was determined as 75.1%, the relationship between supervisor support and organizational trust was determined as 85.8%, the relationship between supervisor support and organizational commitment was determined as 75.9%, and the relationship between organizational commitment and organizational trust was determined as 74.9%. As it is seen in this table, there is a strong positive linear relationship between organizational justice, supervisor support, organizational trust and organizational commitment ($p<0.001$). Therefore, the first hypothesis (H_1) of the research was accepted.

When the correlation coefficients between the variables examined in the study are examined, it is also seen that the highest correlation coefficient among the variables is 0.858 between the variables of trust perception and supervisor support perception.

Table 2: Regression between Supervisor Support, Organizational Justice, Trust and Commitment

Dependent Variable	R^2	Independent Variable	B	Beta	t	p
Organizational Commitment	0,649	Organizational Justice	0,278	0,340	6,797	0,000
		Supervisor Support	0,141	0,224	3,530	0,000
		Organizational Trust	0,331	0,299	5,367	0,000

According to the linear regression results in Table 2, the variables of "organizational justice", "supervisor support" and "organizational trust" have a statistically significant ($p<0.001$) effect on the variable of "organizational commitment" ($R^2 = 0.649$).

It is understood from the values in column R^2 in Table 2 that organizational commitment perceptions of employees were shaped depending on their justice, supervisor support and trust perceptions by 65%. Therefore, the first hypothesis (H_2) of the research was also accepted.

The analysis results of some demographic variables are presented below.

• When whether employees' perceptions varied by their ages was examined, it was seen that it was F=11.695 p<0.05 for justice perception, F=6.339 p<0.05 for supervisor support perception, F=4.316 p<0.05 for trust perception and F=39.501 p<0.05 for commitment perception. Accordingly, it was determined that there was a statistically significant (at the significance level of 0.05) difference between employees' justice, supervisor support, trust and commitment perceptions and the age variable. It is seen that the age range in which the average of employees' justice, supervisor support, trust and commitment perceptions is the highest is the age of 50 years and above. It is seen that the age range in which the average of employees' justice, supervisor support, trust and commitment perceptions is the lowest is between the ages of 20-30.

• When whether employees' perceptions varied by their gender was examined, it was seen that it was t=1.718 p>0.05 for justice perception, t=1.821 p>0.05 for supervisor support perception, t=1.527 p>0.05 for trust perception and t=1.481 p>0.05 for commitment perception. Accordingly, no statistically significant (at the significance level of 0.05) difference was observed between employees' justice, supervisor support, trust and commitment perceptions and the gender variable. It was seen that the average of male employees' justice, supervisor support, trust and commitment perceptions was higher than the average of female employees.

• When whether employees' perceptions varied by their marital status was examined, it was seen that it was t=3.794 p<0.05 for commitment perception, t=1.413 p>0.05 for justice perception, t=0.721 p>0.05 for supervisor support perception and t=0.862 p>0.05 for trust perception. Accordingly, while a statistically significant difference was seen between employees' commitment perceptions and their marital status, no statistically significant (at the significance level of 0.05) difference was seen between their justice, supervisor support, trust perceptions and their marital status. It is seen that the justice, supervisor support, trust and commitment levels of married employees were higher than the levels of single employees.

• When whether employees' perceptions varied by their educational levels was examined, it was seen that it was F=3.827 p<0.05 for justice perception, F=2.584 p<0.05 for commitment perception, F=2.406 p>0.05 for supervisor support perception and F=3.649 p>0.05 for trust perception. Accordingly, while a statistically significant difference was seen between employees' justice and commitment perceptions and their educational status, no statistically significant (at the significance level of 0.05) difference was seen between their supervisor support and trust perceptions and their educational status. It is seen that the average of justice, supervisor support, trust and commitment levels of those with postgraduate education was higher than the average of primary, high school and university graduates, and that the average of justice, supervisor support, trust and commitment levels of high school graduates was lower than the average of primary, university and postgraduate graduates.

• When whether employees' perceptions varied by their work experiences was examined, it was seen that it was F=3.818 p<0.05 for justice perception, F=9.274 p<0.05 for commitment perception, F=1.989 p>0.05 for supervisor support perception and F=2.029 p>0.05 for trust perception. Accordingly, while a statistically significant difference was seen between employees' justice and commitment perceptions and their work experiences, no statistically significant (at the significance level of 0.05)

difference was seen between their supervisor support and trust perceptions and their work experiences. Accordingly, it is seen that the average of justice, supervisor support, trust and commitment levels of those with a work experience of 20 years and above was higher than the average of those with less work experience, and that the average of supervisor support, trust and commitment levels of those with a work experience between 1-5 years was lower than the average of those with a work experience of 5 years and above.

5. Conclusion

In the study, it was observed that there was a positive relationship between employees' trust perceptions and supervisor support perceptions, and it was also seen that the highest coefficient in terms of the correlation coefficients in the relationships examined in binary between the variables was 0.858 between the variables of trust perception and supervisor support perception. When we examine the definitions of supervisor support to be able to understand the reason for this, it is seen that the components of supervisor support consist of three factors, trust, respect and the willingness of the manager to help the employee (Gagnon & Michael, 2004; Giray, 2013: 73).

It was seen that there was a positive relationship between employees' organizational commitment and trust perceptions. A large number of studies have been conducted in the literature to show that trust has an effect on organizational commitment, and a positive relationship between trust and organizational commitment has been found in almost all of the researches (Bansal et al., 2004: 234; Ruyter & Wetzels, 1999: 57). To establish organizational commitment will result in depending on the existence and continuity of an effective trust environment within the organization. The organizations that can well organize their skills to develop and establish organizational trust will not be satisfied with getting the highest return from employees' knowledge, talent and experiences, they will be more advantageous in establishing organizational commitment (İnce & Gül, 2005; Demirel, 2008).

When the conceptual framework and previous studies have been compared, it has been seen that organizational commitment, which is among the concepts discussed in the study, is the result or output of supervisor support, organizational trust and organizational justice, which are the other concepts discussed in the study, just as it is about many organizational behaviors.

The fact that this study was limited to some Southeastern provinces, the fact that limited number of questionnaires were conducted, and the time and space limitations of the businesses that were included within the scope of the research can be regarded as the basic limitations. Furthermore, the fact that the evaluation of the concepts such as justice, supervisor support, trust and commitment was based on perceptions of employees rather than objective evaluations as in other questionnaire studies and that there is no consensus in the literature concepts is another limitation.

When the aviation sector is taken into account, employees will be able to establish better relationships with the customers by increasing organizational commitment since it has become important to provide better quality service to customers in competition conditions. This is a situation that can occur when the organizational interests and employee interests meet on common grounds. The feedbacks obtained from the customers (through satisfaction questionnaires) can be

compared with the performance of the employees, and the wages such as prizes, premiums, bonuses that employees will receive can also be evaluated to ensure organizational commitment in this context. However, it should not be forgotten that the financial opportunities provided by the organization and also the equitable implementation of these opportunities will give confidence to employees working in organizations in terms of receiving a recompense for their efforts and increasing their performance. Moreover, it is necessary to show that employees are appreciated by ensuring their participation in decision making. When it is considered that the decisions taken without informing the employees will cause injustice, it is clear that healthy communication established between managers and employees will lead to trust. Managers primarily know that to maximize the productivity and efficiency of their subordinates in the working place can only be achieved by increasing their commitment levels. In this context, aviation businesses and managers should take into consideration that they need to provide a fair workplace atmosphere to the employees of the organization, and if this is realized, this will positively affect their employees' commitment to the organization. Managers who are able to establish a fair organizational atmosphere should make it a long term policy and strategy. It is clear that the employees who have obtained the environment of trust that they seek through justice perception will continue their membership to the organization for a longer period of time and will continue to voluntarily maintain this membership. So, the increase in employee performance will be directly reflected in the productivity of the organization.

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