



ISSN 0189-3491

Volume 16, Number 1

2020

# NIGERIAN JOURNAL JOURNAL OF PSYCHOLOGICAL RESEARCH

**Editor-In-Chief:** Ike Ernest Onyishi

**Editor:** JohnBosco Chika Chukwuorji

**Managing Editor:** Tochukwu Charles Orjiakor

**Associate Editors:** Tochukwu Omenma, Chidi T. Nzeadibe,  
Daniel Doh, Darlingtina Esiaka  
Ibeawuchi Kingsley Enwereuzor.

**Advert/Sales Editor :** Victor Okechukwu Odo

**Published by**

Department of Psychology,  
University of Nigeria, Nsuka.  
[www.psychology.unn.edu.ng](http://www.psychology.unn.edu.ng)



# Exploring the role of organizational trust in moderating the relationship between perceived organizational justice and proactive behaviour.

Okon A. Umoren

Department of Psychology, University of Uyo, Uyo, Akwaibom state, Nigeria

## ARTICLE INFO

### Keywords:

Organizational trust,  
Perceived organizational justice  
Proactive behaviour

## ABSTRACT

This study examined the moderating role of organizational trust in the relationship between perceived organizational justice and proactive work behaviour. Six hundred and twenty-nine commercial bank employees in Akwa Ibom state, South-South Nigeria took part in the study. They were selected from a population of 1,074 staff, using purposive sampling technique, while the banks were selected using systematic sampling technique. Three instruments were used for data collection, namely, Measure of Organizational Justice (MOJ), Organizational Trust Inventory (OTI), and Proactive Personality Scale (PPS). A cross-sectional design was adopted for the study. Data generated were analyzed using Hayes' multiple regression PROCESS macro for SPSS in order to test the hypotheses. Result of the study indicated that distributive, procedural, and informational justice were significantly related with proactive behaviour. Similarly, organizational trust was positively related with proactive behaviour. As expected, organizational trust moderated the relationship between procedural justice and proactive behaviour of bank employees. Recommendations for harmonious working relations between employers and employees were offered.

## Introduction

In the heat of the current world economic recession, ambiguous tasks, and increased business uncertainties, many firms and organizations depend on employees who are proactive – persons who work outside assigned work descriptions. Most organizations nowadays hire and rely on the proactive stance of their employees. Because work environment keeps changing, employees must effectively develop their skills and knowledge to enable them mould their organizations. This they do in order to keep their jobs (Frese & Fay, 2001).

Proactive behaviour is distinct from reactive or passive behaviour in two ways. First, it means acting in advance. Proactive employees think, plan, and act in advance with foresight about events in the future even before they occur. Second, it means creating anticipated impact. Proactive employees desire to have visible impact on themselves and/or the organization in order to create an outstanding difference (Crant, 2010).

Page (2003) traced the concept of proactive behaviour to the 1946 work of Dr. Victor Frankl, an Australian existential neuropsychiatrist. In a book titled *Man's Search for Meaning*, Dr. Viktor Frankl used the concept to discuss an individual who accepted blame for his or her action without putting such blame on others. The Austrian neuropsychiatrist equally emphasized the importance of being courageous, tireless, and coming to terms with the existence of many opportunities and choices, irrespective of the circumstances which employees find themselves.

According to research evidence, employees

can show proactive behaviour in various ways such as feedback (Ashford, Blatt, & Vand-Walle, 2003), being enterprising in handling personal and group goals (Frese & Fay, 2001), effectively adjusting to new circumstances (Wanberg & Kammeyer-Mueller, 2010), being vocal (Lepine & van Dyne, 2011), bringing useful ideas (Dutton & Ashford, 1993), acting beforehand to impact co-workers and the organization (Kipnis & Schmidt, 1988), and enlarging tasks (Parker, Wall, & Jackson, 1997). Other ways of acting proactively include changing roles (Staw & Boettger, 1990), networking and doing things differently (Morrison, 2006), displeasing persons and groups (Spector & Fox, 2015), taking risks and ensuring that ideas are implemented and solutions given to problems (Williams & Turner, 2006).

Even though available literature gives a great deal of characteristic evidence of proactive employees (e.g., Seibert, Kraimer, & Crant, 2011), there is, however, not much information as to what behaviours are proactive. For instance, Frese and Fay (2011) see proactive behaviour as being characterized by perseverance in pursuing a goal and having personal ingenuity. Earlier, Frese (2006) opined that when there is no action, it means there is inactivity, and when there is no personal initiative there is no proactivity since the presence of proactivity involves acting in advance. This definition makes one to understand proactive behaviour in two important perspectives. First, instead of considering the personality profiles of prospective employees, individual or personal initiative looks at the totality of proactive behaviour demonstrated (Seibert et al., 2011). Second, what is given in the personality literature is far less than what personal initiative has conceptualized as proactive

## Corresponding author

Okon A. Umoren. . Department of Psychology University of Uyo, Uyo.

E-mail: ketexnorm45@gmail.com

behaviour. While Frese and Fay (2011) bring in important descriptions that proactive behaviours are anticipatory and futuristic, Bateman and Crant (1993) described the same concept as behaviours that bring about change in the way things are done in organizations.

The above definition is limited in the way it is applied to proactive behaviour. According to Frese and Fay (2001), only behaviours that support the organization should be included in the definition of proactive behaviour, that is, additions that will harm others and the organization but benefit self, should be excluded from proactivity definition. Not including these definitions narrows the range of proactive behaviour, making it to be less robust. It is true that employees engage in proactive behaviour to benefit themselves first; their actions are also believed to sometimes harm rather than build their organizations (Spector & Fox, 2015). For an employee to be proactive does not always mean such an employee must display personal initiative. Hence, defining proactive behaviour requires an integrative conceptualization to bridge any missing gap. It is on this basis that Parker, Williams, and Turner (2006) decided to conceptualize proactive behaviour as any anticipatory action taken by employees to affect themselves and/or their organization.

Many scholars have agreed with the truth about the definition given above that proactive behaviour is not tied to a particular set of behaviours, such as networking, feedback-seeking or being controlled. Instead, proactive behaviour as a process can be used at any time in any situation, using any set of action, provided an impact is created. Employees are given boundaries as they are assigned tasks. Any action that goes beyond these boundaries, according to Crant (2010) is considered as proactivity. It should, however, be noted that defining proactivity in this way has a sharp contrast with what the citizenship behaviour literature presents. Hence, research sees proactivity as purely extra-roles. According to Ojo (2017) and Weick (2009), proactive behaviours are defined as extra-roles since in-roles are assigned roles by others - management or organizational representatives. This may not be said to be conclusive since, in-roles can be executed in a proactive way. For instance, an employee may reasonably decide to complete his task ahead of time. Also, there is no clear distinction between what constitute in-role and extra-role behaviours as many behaviours can either be viewed as in-role or extra-role depending on how they are coined by the job holder or supervisor (Weick, 2009).

Although some scholars may not realize the benefit of proactive behaviour, others have focused on its beneficial impacts to individuals and organizations (Chan, 2016; Bolino, Turnley, & Nichoff, 2014). Also, expressing proactive behaviour is believed to be influenced by certain organizational characteristics; one of such organizational characteristics is organizational justice (Pelton, 2013). Researchers (e.g., Hopkins & Weathington, 2016; Smith, 1996) describe four types of organizational justice: (a) Distributive justice – fairness in the distribution of benefits or outcomes to employees within the organization; (b) Procedural justice – making employees or their representatives part of the decision making process that leads to sharing accrued benefits within the organization (Bies, 2005); (c) Interpersonal justice – the friendliness, respect, and honour in

the way employees are treated by their employers (Barclay, Skarlicki, & Pugh, 2005); (d) Informational justice – the correctness, completeness, and timing in communicating information to employees (Colquitt, 2001).

The main purpose of this study was to explore the role of organizational trust in moderating the relationship between perceived organizational justice and proactive behaviour. Although each component of organizational justice, or injustice has its separate effect (Matheny & Smollan, 2005; Shepherd, Levick, & Minton, 2012), organizational trust is believed to be a strong moderator in assuaging the relationship between organizational justice and proactive behaviour. Research evidence (e.g., Pitariu & Rus, 2013; Trussell, 2015) indicates that trust served as a significant mediator in the relationship between burnout and the willingness to quit the organization, and also moderated, not only the effects of stress but also of other outcomes. A review of literature also shows studies on trust in organizations as a system with many parts (Huff & Kelley, 2015). For instance, trust can be elicited from one's personality and valued culture operating within an organization at a particular time. With this in operation, the organization in question can from time to time, open communication channel with its employees and the employees will as a response, communicate their feelings to management (Zucker, 1986).

Trust in organizations is said to be highly important, particularly when the trustor relies on the trustworthiness of the trustee in the future to realize his or her goals (Lane, 1998). In order to increase trust, it is expected that the trustee does not engage in sharp practices and shady deals in order not to put the trustor in a vulnerable state. In work organizations, employees put all their trust in their organization and pledge their loyalty, to serve and make their living there-from (Hardin, 2012).

Scholars have generally agreed that trust is very relevant in organizations. It is, however, surprising that there is no uniformity as to what trust really is. Nevertheless, Gills' (2003) view of the construct which has gained prominence and a wider acceptability was considered in the present study. According to Gills (2003), trust is the trustor's willingness to be vulnerable to the trustee, with the belief that the trustee is competent, trustworthy, and reliable based upon the terms and conditions of the contract. The employees are often regarded as the trustors, while the organization or its representative is the trustee. In other situations, this position can, however, swap.

Talking about competence on the part of the trustee, research evidence (e.g., Sonnenberg, 1994) indicates that trust is enhanced when employees perceive that their organizations and co-workers are competent. When co-workers and organizations make themselves competent and dependable, employees can team up with them to produce quality goods and services that will impact their organization meaningfully (Covey, 2009). Employees can as well express feeling of distrust in the organization as insecure or when the condition under which they serve is poor (Kiefer, 2005). Sometimes too, the way organizations are designed could trigger off employees' perception of trust or distrust.

In order to remove distrust, organizations systems must be designed in such a way that organizations and employees see each other as partner in progress. This will increase the potency of trust in both the firm and the workers (Lindenberg, 2010; Pfeffer, 2008). Based on this, the present study examined whether organizational trust would moderate the relationship between organizational justice dimensions and proactive behaviour. Two major hypotheses were tested in this study: Organizational justice (distributive, procedural, interpersonal, informational) will significantly predict proactive behaviour of bank employees. Organizational trust will significantly moderate the relationship between organizational justice and proactive behaviour of bank employees.

## Method

### Participants and Procedure

A total of six hundred and twenty-nine (409 males and 220 females) commercial bank employees in Akwa Ibom State, South-South Nigeria participated in the study. Their ages ranged from 20 to 55 years, with a mean age of 31.5 years. The average job tenure was 6.03 years. Ninety-six of the participants were senior staff, while five hundred and thirty-three were junior staff. Three hundred and twenty-four of them had NCE and below, while three hundred and five had HND and above. Using the systematic sampling technique, the researcher collected names of all approved banks which have their branches in Akwa Ibom state and had them arranged in alphabetical order. The nth element was selecting every 2nd bank in that alphabetical order which resulted in the selection of eleven (11) banks used in the study.

Participants were drawn from Access Bank ( $n=66$ ), Diamond Bank ( $n=60$ ), Ecobank ( $n=70$ ), First Bank ( $n=80$ ), Guaranty Trust Bank (GTB) ( $n=50$ ), Keystone Bank ( $n=63$ ), Skye Bank ( $n=70$ ), Standard Chartered Bank ( $n=29$ ), Suntrust Bank ( $n=31$ ), United Bank for Africa (UBA) ( $n=70$ ), and Wema Bank ( $n=40$ ). Seven hundred (700) copies of questionnaire were administered on initial pool of 700 respondents. Of the 700 copies of questionnaire, only 629 copies (representing 89.86%) were used for this study. Fifty-one copies of the questionnaire were not returned, while 20 copies were not properly completed, hence they were rejected.

The researcher obtained the consent of the participants who volunteered to participate in the study. This came after the researcher had obtained permission from the heads of the eleven banks used for the study. The researcher employed the services of two research assistants who helped in the administration and collection of the questionnaire. Data generated from the study were collated and used for analysis.

### Instruments

Questionnaire was used for data collection. The questionnaire was divided into two sections: the first section covered statements that elicited demographic information such as gender, age, marital status, rank, employment status, position, tenure, educational attainment and place of employment. The other section focused on measures of other variables of interest. Three separate scales were used to measure

proactive behaviour, perceived organizational justice, and organizational trust.

### *Measures of Organizational Justice (MOJ)*

Measures of Organizational Justice (MOJ) originally developed by Colquitt (2001) was used to measure organizational justice. It is a 20-item measure that focuses mainly on the four dimensions of organizational justice - distributive, procedural, interpersonal and informational. The measure is scored on a 5-point Likert-type response format that ranges from very little (1), to very great (5). Colquitt (2001) obtained a Cronbach's alpha reliability coefficient of .81 for the scale. For the present study, the researcher obtained a Cronbach's alpha coefficient of .83. Samples of the items in MOJ include the following among others: To what extent have you been able to express your views and feelings during those procedures? To what extent has your boss treated you in a polite manner? To what extent has your boss been candid in his/her communication with you? Participants who score high on the MOJ are said not to experience injustice in their organizations, while those who score low on the MOJ are said to experience injustice in their organizations.

### *Proactive Personality Scale*

A shortened version of Bateman and Crant's (1993) Proactive Personality Scale (PPS) with ten items was used to measure proactive work behaviour. The original version of PPS is a 17-item questionnaire that measures proactive behaviour in organizations. The original questionnaire is a seven-point Likert type structure ranging from 1 (strongly disagree) to 7 (strongly agree). To make responses easier, a 5-point Likert response format was adopted by the present researcher instead of the 7-point format proposed by the authors. The researcher obtained a Cronbach's alpha reliability coefficient of .86 in the present study. Sample items in the PPS include the following: I can spot a good opportunity long before others can; if I believe in an idea, no obstacle will prevent me from making it happen; I am constantly on the look-out for new ways to improve my life. Participants who score high on the PPS are said to have high proactive behaviour, while those who score low on the same measure are said to have low proactive behaviour.

### *Organizational Trust Inventory (OTI)*

The Organizational Trust Inventory (OTI) developed by Nyhan and Marlowe, Jr. (1997) was used to measure organizational trust. It is a 12-item scale with 8 items measuring trust in supervisors and four items measuring trust in the organization as a whole. The scale has a 7-point Likert type format. The authors obtained .79 as the alpha reliability coefficient for the scale. The alpha reliability coefficient of the scale in the current study was .84.

### Design / Statistics

This was a survey research and cross-sectional design was adopted in the study. Pearson's correlation ( $r$ ) analysis was conducted among the study's demographic variables, predictors and dependent variables while the Hayes' regression statistics was applied for hypotheses testing (Hayes, 2013, 2014). Urbina (2004) maintains that correlation analysis is a major tool in demonstrating linkages between: (a) scores on different tests, (b) test scores and non-test (demographic) variables, (c) scores on parts

of tests and scores on whole tests, and (d) between scores on different parts of tests (e.g., organizational justice subscales) and non-test variables. Pearson's correlation enables researchers to make predictions by implying a certain amount of common or shared variance (Urbina, 2004). It was used in this study to ascertain if proactive behaviour was bivariately related to organisational justice and organisational trust. Furthermore, it was used to determine proactive behaviours' relationships to potential covariates which may be included as control variables in the tests of the hypotheses for the study (i.e., covariates in PROCESS; see Hayes & Preacher, 2014).

The robust PROCESS macro for SPSS is suitable for measuring the moderation or interactive effects (Hayes, 2013), and it is preferable to the normal regression analysis in moderation research. PROCESS conducts regression-based path analysis and creates product terms to analyze interaction effects, automatically centering the predictor variables prior to analysis. The Hayes PROCESS is currently the gold standard in tests of moderation analysis in organizational psychology and management sciences research (see Brienza & Bobocel, 2017; Muqadas, Rehman, & Aslam, 2017). If a product term was significant, it would mean that the association between the relationship variable (e.g., organizational justice) and the outcome variable (proactive behaviour)

was either stronger or weaker in the presence of the moderator (organizational trust), depending on the direction of the relationship.

As PROCESS allows for a single predictor variable, 4 analyses were conducted, for each of the justice subscales. For example, in the first test, procedural justice was entered as the predictor variable, organizational trust as the moderating variable, job tenure as a covariate, and proactive behaviour as the criterion. In all subsequent tests, the predictor variables were entered as required, while the moderating variable, the covariate, and the criterion remained the same.

## Results

The correlations of the demographic and study variables are shown in Table 1. In the correlations, relevant demographic variables were included in the analysis. Those that were significantly correlated with bank employees' proactive behaviour will be included in the PROCESS module as covariates (i.e., control variables) in order to marshal out their effects. The Hayes multiple regression statistical results for testing the hypotheses are in Tables 2. Slopes of moderation (interaction graphs) are plotted where the interaction terms are significant. It is unnecessary to show the slopes if the interaction is not significant.

Table 1: Pair-wise correlations of demographic and study variables

Variables	1	2	3	4	5	6	7	8	9	10	11	12
1 Gender	-											
2 Age	-.03	-										
3 Rank	.14***	-.43***	-									
4 ES	.15***	-.08*	.23***	-								
5 Education	-.02	.23***	-.34***	-.04	-							
6 Tenure	.12**	.57***	.54***	-.12**	.09*	-						
7 DJ	.09*	-.12**	-.04	-.22***	-.04	-.04	.40***	-				
8 PJ	.10*	-.09*	-.04	-.26***	-.06	-.06	.37***	.58***	-			
9 Int J	.10*	-.11**	-.06	-.22**	-.03	-.04	.36***	.64***	.65***	-		
10 Info J	.13**	-.09*	-.05	-.20***	-.04	-.07	.36***	.60***	.68***	.75***	-	
11 OT	-.04	-.04	.02	-.08	.01	-.16**	-.17***	.18***	.25***	.14***	.19***	-
12 PB	.01	-.01	-.00	-.02	.08	-.10*	.52***	.12***	.16***	.09*	.14***	.16***

Note. \*\*\* $p < .001$ ; \*\* $p < .01$ ; \* $p < .05$ ; For gender: 1 = Male, 2 = Female; For Rank: 1 = Senior staff, 2 = Junior staff; ES = Employment status (1 = Permanent staff, 2 = Temporal staff); For Education: 1 = NCE and below, 2 = HND and above; DJ = Distributive justice; PJ = Procedural Justice; Int J = Interpersonal Justice; Info J = Informational Justice; OT = Organizational Trust; PB = Proactive Behaviour.

Being a female employee was associated with being a senior staff (rank) ( $r = -.14$ ,  $p < .001$ ), and a permanent staff in terms of employment status ( $r = -.15$ ,  $p < .001$ ), as well as having more years of work ( $r = .12$ ,  $p < .01$ ). Being female was also related to having higher perceptions of distributive justice ( $r = .09$ ,  $p < .05$ ), procedural justice ( $r = .10$ ,  $p < .05$ ), interpersonal justice ( $r = .10$ ,  $p < .05$ ), and informational justice ( $r = .13$ ,  $p < .01$ ). Older workers were more educated ( $r = .23$ ,  $p < .001$ ), senior staff ( $r = -.43$ ), permanent staff ( $r = -.08$ ,  $p < .05$ ), and had spent more years at work ( $r = .57$ ,  $p < .001$ ). The older workers reported less perceptions of organizational justice at work in terms of distributive justice ( $r = -.12$ ,  $p < .001$ ), procedural justice ( $r = -.09$ ,  $p < .05$ ), interpersonal justice ( $r = -.11$ ,  $p < .01$ ), and informational justice ( $r = -.09$ ,  $p < .05$ ). Being a junior staff was associated with being a temporary or contract staff ( $r = .23$ ,  $p < .01$ ), having lower

educational attainment ( $r = -.34$ ,  $p < .001$ ), and less years of work ( $r = -.54$ ,  $p < .001$ ).

Employees who were permanent staff had less perceptions of organizational justice in the workplace across the justice dimensions as follows: distributive justice ( $r = -.22$ ,  $p < .001$ ), procedural justice ( $r = -.26$ ,  $p < .05$ ), interpersonal justice ( $r = -.22$ ,  $p < .01$ ), and informational justice ( $r = -.20$ ,  $p < .05$ ). Higher educational qualification was associated with more job tenure ( $r = .09$ ,  $p < .05$ ). Higher number of years spent at work was related to lower organizational trust ( $r = -.16$ ,  $p < .01$ ), and lower proactive behaviour ( $r = -.10$ ,  $p < .05$ ).

Perceptions of distributive justice was positively linked to procedural justice ( $r = .58$ ,  $p < .001$ ), interpersonal justice ( $r = .64$ ,  $p < .001$ ), informational justice ( $r = .60$ ,  $p < .001$ ), organizational trust ( $r = .18$ ,  $p < .001$ ), and proactive behaviour ( $r = .12$ ,  $p < .001$ ). Procedural justice had a positive relationship with

interpersonal justice ( $r = .65, p < .001$ ), informational justice ( $r = .68, p < .001$ ), organizational trust ( $r = .25, p < .001$ ) and proactive behaviour ( $r = .16, p < .001$ ). Employees perceptions of interpersonal justice was positively associated with their informational justice ( $r = .75, p < .001$ ), organizational trust ( $r = .14, p < .001$ )

and proactive behaviour ( $r = .09, p < .001$ ). Likewise employees perceptions of informational justice had a positive association with organizational trust ( $r = .19, p < .001$ ) and proactive behaviour ( $r = .14, p < .001$ ). Finally, organizational trust had a positive relationship with proactive behaviour ( $r = .16, p < .001$ ).

Table 2: Hayes' PROCESS Macro results predicting proactive behaviour from perceived organizational justice and organizational trust

Predictors	Coefficient	SE	t	p	95% CI
(a) Distributive justice and Organizational trust					
Distributive justice (DJ)	.16	.08	12.57	.044	[.00, .32]
Organizational trust (OT)	.09	.03	1.25	.004	[.03, .15]
DJ x OT	-.00	.01	-1.51	.743	[-.02, .01]
Job tenure	-.24	.12	-1.02	.053	[-.48, .00]
(b) Procedural justice and Organizational trust					
Procedural Justice (PJ)	.15	.05	2.89	.004	[.05, .25]
Organizational trust (OT)	.07	.03	2.25	.025	[.01, .12]
PJ x OT	-.01	.00	-2.16	.031	[-.02, -.00]
Job tenure	-.23	.12	-1.87	.064	[-.47, .01]
(c) Interpersonal justice and Organizational trust					
Interpersonal Justice (IntJ)	.12	.08	1.39	.165	[-.05, .28]
Organizational trust (OT)	.09	.03	3.08	.002	[.03, .15]
IntJ x OT	-.01	.01	-1.59	.113	[-.03, .00]
Job tenure	-.24	.12	-1.92	.055	[-.48, .01]
(d) Informational justice and organizational trust					
Informational Justice (InfoJ)	.18	.08	2.31	.021	[.03, .32]
Organizational trust (OT)	.08	.03	2.74	.006	[.02, .13]
InfoJ x OT	-.01	.01	-1.68	.094	[-.02, .00]
Job tenure	-.22	.12	-1.81	.071	[-.47, .02]

Note. (a) Total  $R^2 = .04, F(4, 624) = 54.00, p < .001$ . (b) Total  $R^2 = .04, F(4, 624) = 5.54, p < .001$ . (c) Total  $R^2 = .05, F(4, 624) = 5.20, p < .001$ . (d) Total  $R^2 = .05, F(4, 624) = 6.60, p < .001$ .

Results of the PROCESS module in Table 2a showed that distributive justice was positively associated with proactive behaviour of bank employees ( $B = .16, t = 1.97, p < .05$ ), indicating that for every one unit rise in distributive justice, proactive behaviour increases by .16 units. Organizational trust was significantly associated with proactive behaviour of employees ( $B = .09, t = 2.89, p < .01$ ), illustrating how each unit rise in organizational trust was associated with .09 increase in proactive behaviour. The interaction effect of distributive justice and organizational trust in relation to proactive behaviour was not significant ( $B = -.00, t = -1.94, p > .05$ ), showing that organizational trust did not moderate the relationship between distributive justice and bank employees' proactive behaviour. Job tenure was included in the analysis as a control variable due to its significant correlation with proactive behaviour (See Table 1). Job tenure was not associated with proactive work behaviour ( $B = -.24, t = -1.94, p > .05$ ) in the regression. All the variables in the model explained 4% of the variance in proactive behaviour among the workers ( $R^2 = .04$ ).

In Table 2b, procedural justice was positively associated with proactive behaviour of bank employees ( $B = .15, t = 2.89, p < .01$ ), accounting how

for each one unit rise in procedural justice, proactive behaviour increases by .15 units. Organizational trust was significantly associated with proactive behaviour of employees ( $B = .07, t = 2.89, p < .05$ ). The interaction effect of procedural justice and organizational trust in relation to proactive behaviour was significant ( $B = -.01, t = -2.16, p < .05$ ) indicating that organizational trust moderated the relationship between procedural justice and bank employees' proactive behaviour. Simple slopes analysis (see Figure 4.1), revealed that the positive relationship between procedural justice and proactive behaviour was strongest for employees who have low organizational trust ( $B = .26, t = 3.75, p = .000, 95\%CI = .12, .39$ ) compared to those who have moderate trust in the organization ( $B = .15, t = 2.89, p = .004, 95\%CI = .05, .26$ ); yet at high organizational trust, the association between procedural justice and proactive behaviour was not significant ( $B = .03, t = .44, p = .66, 95\%CI = -.22, .18$ ).

Job tenure was included in the analysis as a control variable due to its significant correlation with proactive behaviour. Job tenure was not associated with proactive work behaviour ( $B = -.23, t = -1.87, p > .05$ ) in the regression. All the variables in the model explained 5% of the variance in proactive behaviour among the workers ( $R^2 = .05$ ).

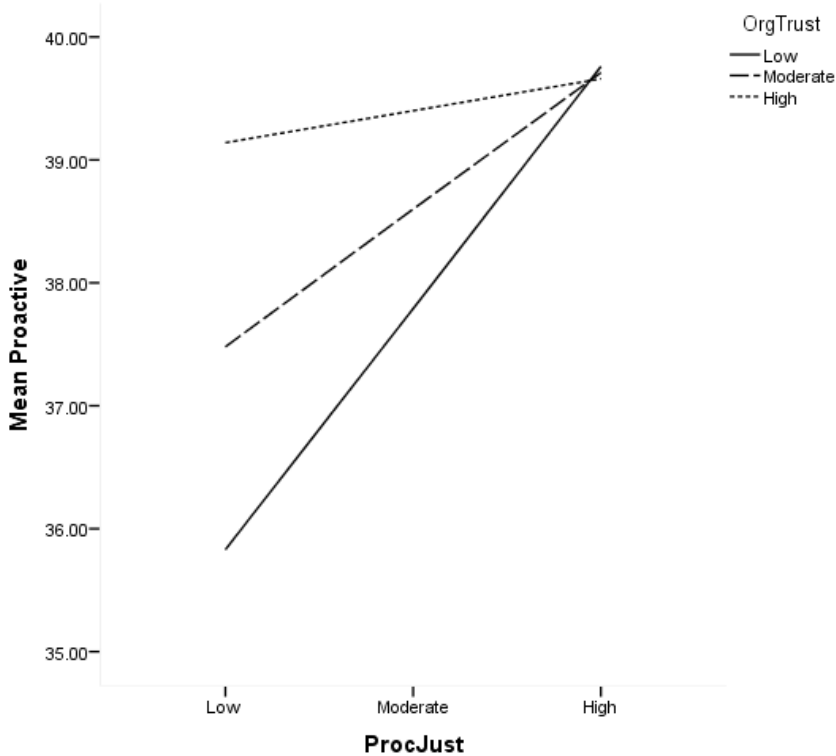


Figure 4.1: Slope of moderating effect of organizational trust on procedural justice and proactive behaviour

Table 2c showed that interpersonal justice was not significantly associated with proactive behaviour of bank employees ( $B = .12, t = 1.39, p > .05$ ). Organizational trust was significantly associated with proactive behaviour of employees ( $B = .09, t = 3.08, p < .01$ ). The interaction effect of interpersonal justice and organisational trust in relation to proactive behaviour was not significant ( $B = -.01, t = -1.59, p > .05$ ); this points to the fact that organizational trust did not moderate the relationship between interpersonal justice and bank employees' proactive behaviour. Job tenure was included in the analysis as a control variable due to its significant correlation with proactive behaviour. Job tenure was not associated with proactive work behaviour ( $B = -.24, t = -1.94, p > .05$ ) in the regression. All the variables in the model explained 5% of the variance in proactive behaviour among the workers ( $R^2 = .05$ ).

Table 2d showed that informational justice was positively associated with proactive behaviour of bank employees ( $B = .18, t = 2.31, p < .05$ ), drawing attention that for each one unit rise in informational justice, proactive behaviour increases by .18 units. Organizational trust was significantly associated with proactive behaviour of employees ( $B = .08, t = 2.74, p < .01$ ). The interaction effect of informational justice and organizational trust in proactive behaviour was not significant ( $B = -.01, t = -1.68, p > .05$ ); it shows that organizational trust did not moderate the relationship between informational justice and bank employees' proactive behaviour. Job tenure was included in the analysis as a control variable due to its significant correlation with proactive behaviour. Job tenure was not associated with proactive work behaviour ( $B = -.22, t = -1.81, p > .05$ ) in the regression. All the variables in the model explained 5% of the variance in proactive behaviour among the workers ( $R^2 = .05$ ).

## Discussion

This study explored the role of organizational trust in moderating the relationship between organizational justice dimensions and proactive behaviour. The result of the study clearly indicated that distributive justice positively related with proactive behaviour of bank employees. This implies that as distributive justice rises, proactive behaviour also keeps rising. This result agrees with the findings of previous studies by Brockner (1990) and Hellgren and Sverke (2011) which showed the relevance of applying fairness whenever there is change in any organization. It also points attention to the fact that employees' proactive behaviour will increase if distribution of outcomes (pay, status, promotion, etc.) in the organization is fair. According to Hellgren and Sverke (2011), employees tend to report higher job satisfaction and display positive work attitudes when the outcomes of organizational change are fair.

The result also indicated that procedural justice significantly related with proactive behaviour. This means that a rise in procedural justice leads to a rise in proactive behaviour. This result agrees with earlier findings (e.g., Konovsky & Folger, 1987) that found backing for the importance of the different justice dimensions. According to Parker et al. (1997), having a greater involvement in organizational decision and believing that things are properly and justly done, make employees to show positive response to organizational change. Organizations that involve their employees in the decision process that affects them stand to get positive response from such employees.

The result of the study equally indicated that interpersonal justice was not significantly related to proactive behaviour of bank employees. This implies that interpersonal justice is not a strong predictor of proactive behaviour. This result however, doesn't see interpersonal justice as a non-existing component of

the justice dimension because according to Colquitt (2001), Bies (2005), and Greenberg (2001), there is relevance and usefulness of treating interpersonal and informational justice as separate forms.

Also, the result of the study indicates that informational justice significantly related to proactive behaviour of bank employees. The finding of the study is in tandem with the results of previous studies. Cohen-charash and Spector (2011) opine that justice or its absence predicts employees' behaviour at work. According to Riolli and Savicki (2006), when employees are well informed about impending restructuring in organization, such information evokes positive affective reactions. However, doing otherwise evokes negative affective reactions. Fairness issues in organizations are sometimes ambiguous. There are cases where employees say they are fairly treated, while in other cases, they report of how their rights are denied them which make them become angry and depressed (Riolli & Savicki, 2006).

The result of the study equally indicated that the interaction effect between distributive justice and organizational trust in relation to proactive behaviour of bank employees was not significant. This suggests that organizational trust failed to moderate the relationship between distributive justice and proactive behaviour of the bank staff. This result disagrees with earlier findings (e.g., Pitariu & Rus, 2013, Jawad & Scott-Jackson, 2016) that organizational trust moderated not only the effects of stress, but also of other outcomes, and that trust could mediate between work engagement and voluntary absence. However, the result agrees with Hawks' (2004) study where trust failed to have a strong moderating effect in the relationship between distributive, interpersonal justice and proactive behaviour. In the Hawks' (2004) study still, organisational trust was a strong moderator in the relationship between procedural, informational justice and proactive behaviour.

As earlier indicated, organizational trust moderated the relationship between stress and many organizational characteristics and between engagement and voluntary absence (Jawad & Scott-Jackson, 2016, Pitariu & Rus, 2013). Equally too, a study by Ambrose and Schminke (2003) indicated that organizational trust had a significant moderating relationship between procedural, interpersonal justice and supervisor trust. It is, therefore, not strange to find in the present study that trust is able to moderate the relationship between procedural justice and proactive behaviour of bank employees. Reported also in the study is that there was no significant moderating effect between interpersonal justice and organizational trust in relation to proactive behaviour. This result agrees with Hawks' (2004) finding that trust was not a strong moderator in the relationship between distributive, interpersonal justice, and proactive behaviour. In Hawks' (2004) study, however, trust moderated the relationship of other justice dimensions and proactive behaviour.

The result of the study further revealed that there was no significant interaction effect between informational justice and proactive behaviour. Thus, the second hypothesis which stated that organizational trust would moderate the relationship between organizational justice dimensions and proactive behaviour was not confirmed. Previous studies (e.g., Ambrose & Schminke, 2003; Jawad & Scott-Jackson, 2016., Pitariu & Rus, 2013; Trussell, 2015) have shown organizational trust to have moderated the relationship between many organizational

characteristics such as stress, burnout, social support, empowerment, and intention to quit.

The findings of the present study have some implications for demonstration of proactive behaviour in organizations. First, the finding suggests that distributive, procedural, and informational justice positively predicted proactive behaviour. In other words, employees who received fair share of organizational outcomes, are well represented in the decision making process in organizations, and are well informed of happenings in their organization, are more likely to demonstrate proactive behaviour. As noted by Hellgren and Sverke (2011), employees tend to report higher job satisfaction and demonstrate positive work attitudes when the outcomes of organizational change are fair. Also noted by Parker et al. (1997), having a greater involvement in organizational decision and believing that things are properly and justly done, make employees to show positive response to organizational change. Riolli and Savicki (2006) also noted that when employees are well informed about impending restructuring in organization, such information evokes positive affective reactions. The relevance of fairness in organizations is emphasized in this study even as the findings suggest. Employers of labour should have listening ears by not treating personnel issues with levity since employees are the wheels that drive the engine of any organization - public or private.

Second, the finding suggests that organizational trust moderated the relationship between procedural justice and proactive behaviour. In other words, the interaction effect between procedural and organizational trust in relation to proactive behaviour of bank employees was significant. This tells us that organizational trust is a strong mediator between procedural justice and proactive behaviour. As noted by Hawks (2004), organizational trust moderated in the relationship between procedural justice, informational justice and proactive behaviour, in a study to examine the role of organizational trust in moderating the relationship between organizational justice dimensions and proactive behaviour. In this study as the findings suggest, organizational trust can moderate/mediate the associations between procedural justice and proactive behaviour. We know that there is no organization where the notion of equality for all prevails. But where organizations show some level of fairness, employees will respond by demonstrating positive work behaviours. Employees are not robots; when they are given the freehand to operate, we see wise ideas. A balance should be created where trust is seen as a very important variable in organizations. To get trust from employees, organizations must first give trust to their employees. Employees too must learn to engage in behaviours that will benefit them, and their organization and our society will be better for it.

## References

- Ambrose, M. L., & Schminke, M. (2003). Organization trust as a moderator of the relationship between procedural justice, interactional justice, perceived organizational support, and supervisory trust. *Journal of Applied Psychology*, 88, 295-305.
- Ashford, S. J., Blatt, R., & Vande-Walle, D. (2003). Reflections on the looking glass: A review of research on feedback-seeking behaviour in organizations. *Journal of Management*, 29, 769-799.



- Barclay, L. J., Skarlicki, D. P., & Pugh, S. D. (2005). Exploring the role of emotions in injustice perceptions and relation. *Journal of Applied Psychology, 90*, 629-643.
- Bateman, T. S., & Crant J. M. (1993). The proactive component of organizational behaviour: A measure and correlates. *Journal of Organizational Behaviour, 14*, 103-118.
- Bies, R. J. (2005). *Are procedural justice and interactional justice conceptually distinct?* In J. Greenberg and J. Colquitt (Eds.). Lawrence Erlbaum Associates, Mahwah, NJ, 85-112.
- Bolino, M. C., Turnley, W. H., & Niehoff, B. P. (2014). The other side of the story: Re-examining prevailing assumptions about organizational citizenship behaviours. *Human Resource Management Review, 14*, 229-246
- Brienza, J. P., & Bobocel, D. R. (2017). Employee age alters the effects of justice on emotional exhaustion and organizational deviance. *Frontiers in Psychology, 8*, 479.
- Brockner, J. (1990). Scope of justice in the workplace: How survivors react to co-workers layoffs. *Journal of Social Issues, 46*, 95-106
- Chan, D. (2016). Interactive effects of situational judgement effectiveness and proactive personality on work perceptions. *Journal of Applied Psychology, 91*, 475-481.
- Cohen – Charash, Y., & Spector, P. (2014). The role of justice in organizations: A meta-analysis. *Organizational Behaviour and Human Decision Processes, 86*, 278-321.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology, 86*, 386-400.
- Covey, M. R. (2009). Building trust: How the best leaders do it. *Leadership Excellence, 22*, 22-24.
- Crant, J. M. (2010). Relationship between individual differences and behavioural intentions towards entrepreneurial careers. *Journal of Small Business Management, 34*, 42-48.
- Dutton, J. E., & Ashford, S. J. (1993). Selling issues to top management. *Academy of Management Review, 18*, 397-428.
- Frese, M. (2006). Grand theories and mid-range theories: Cultural effects on theorizing and the attempt to understand active approaches to work. In K. G. Smith & M. A. Hitt (Eds.), *Great minds in management: The process of theory development*, 84-108. Oxford University Press.
- Frese, M., & Fay, D. (2001). Personal initiative: An active performance concept for work in the 21<sup>st</sup> century. In B. M. Staw and R. I. Sutton (Eds.), *Research in Organizational Behaviour, 23*, 133-187.
- Frese, M., & Fay, D. (2011). Personal initiative (PI): The theoretical concept and empirical findings. In M. Erez, U. Kleinbeck and H. Thierry (Eds.), *Work motivation in the context*. Oxford University Press.
- Gills, T. (2003). More than a social virtue: Public trust among organizations' most valuable assets. *Communication World*, April-May.
- Greenberg J. (1993). *The social side of fairness: Interpersonal and informational classes of organizational justice*. In R. Cropanzano (Ed.), Lawrence Erlbaum Associates, Hillsdale, NJ, 79-103.
- Hardin, R. (2012). *Trust and trustworthiness*. New York: Russell Sage Foundation.
- Hawks, J. (2004). Organizational injustice and trust: Their role in proactive behaviour. *Academy of Management Journal, 47*, 111-134.
- Hayes, A.F. (2014). *Comparing conditional effects in moderated multiple regression: Implementation using PROCESS for SPSS and SAS*. Retrieved from <http://www.afhayes.com/public/comparingslopes.pdf>.
- Hayes, A.F., & Preacher, K. J. (2014). Statistical mediation analysis with a multicategorical independent variable. *British Journal of Mathematics and Statistics in Psychology, 67*, 451-470.
- Hellgren, J., & Sverke, M. (2011). Unionized employees' perceptions of role stress and fairness during organizational downsizing: Consequences for job satisfaction and well-being. *Economic and Industrial Democracy, 122*, 543-567.
- Hopkins, S. M., & Weathington, B. L. (2006). The relationships between justice, trust and employee attitudes in a downsized organization. *The Journal of Psychology, 140*, 477-488.
- Huff, L., & Kelley, L. (2005). Is collectivism a liability? The impact of trust on organizational and customer orientation: A seven-nation study. *Journal of Business Research, 58*, 96-102.
- Jawad, A., & Scott-Jackson, H. (2016). The relationship between engagement and absence: The moderating role of organizational trust. *International Journal of Business and Social Sciences, 30*, 40-63.
- Kiefer, T. (2005). Feeling bad: Antecedents and consequences of negative emotions in ongoing change. *Journal of Organizational Behaviour, 26*, 875-879.
- Kipnis, D., & Schinidt, S. M. (1988). Upward-influence styles: Relationship with performance evaluations, salary and stress. *Administrative Science Quarterly, 33*, 528-542.
- Konovsky, M., & Folger, T. (1987). Relative effects of procedural and distributive justice on employee attitudes. *Representative Research in Social Psychology, 17*, 15-24.
- Lane, C. (1998). Introduction: Theories and issues in the study of trust. *In trust within and between organizations, conceptual issues and empirical applications*. In C. Lance, and R. Bachman (pp. 1-30). Oxford: Oxford University Press.
- Lepine, J. A., & van-Dyne, L. (2011). Voice and cooperative behaviour as contrasting forms of contextual performance: Evidence of differential relationships with the Big Five personality characteristic and cognitive ability. *Journal of Applied Psychology, 86*, 325-336.

- Lindenberg, S. (2010). It takes both trust and lack of mistrust: The workings of cooperation and relational signaling in contractual relationships. *Journal of Management and Governance*, 4, 11-33.
- Matheny, J. A., & Smollan, R. K. (2005). *Taking change to heart: Exploring emotions experienced through change events*. Elsevier, Oxford, 173-200.
- Morison, E. W. (2006). Doing the job well: An investigation of pro-social rule breaking. *Journal of Management*, 32, 5-28.
- Muqudas, F., Rehman, C. A., & Aslam, U. (2017). Organizational justice and employee's job dissatisfaction: A moderating role of psychological empowerment. *Pakistan Business Review*, 107, 848-868.
- Nyhan, R.C., & Marlowe, Jr. H.A. (1997). Development and psychometric properties of the organizational trust inventory. *Evaluation Review*, 21, 614-635.
- Ojo, B. O. (2017). Proactive employees' trust in their organization: A closer study of the process. *Journal of Development*, 83, 211-255.
- Page, R. (2003). *Responsibility: Are we proactive or reactive? Fostering emotional well-being in the classroom*. Jones and Bartlett Publisher, Inc.
- Parker, S. K., Chumiel, N., & Wall, T. D. (1997). Work characteristics and employee well-being within the context of strategic downsizing. *Journal of Occupational Health Psychology*, 4, 289-303.
- Parker, S. K., Williams, H. M., & Turner, N. (2006). Modeling the antecedent of proactive behaviour at work. *Journal of Applied Psychology*, 91, 636-652.
- Pelton, L. H. (2013): Biblical justice. *Journal of the American Academy of Religion*, 71, 737-765.
- Pfeffer, J. (2008). *The human equation: Building profits by putting people first*. Boston, M. A.: Harvard University Press.
- Riulli, L., & Savicki, V. (2006). Impact of fairness, leadership, and coping on strain, burnout and turnover in organizational change. *International Journal of Stress Management*, 13, 351-377.
- Seibert, S. E., Kraimer, M. L., & Crant, J. M. (2011). What do proactive people do? A longitudinal model linking proactive personality and career success. *Personnel Psychology*, 54, 845-874.
- Sheppard, B. H., Lewicki, R. J., & Minton, J. W. (2012). *Organizational justice: The search for fairness in the workplace*. Lexinton Books, New York, NY.
- Smith, D. M. (1996). *Taking charge: A practical guide for leaders*. National Defense. University Press
- Sonnenberg, F. K. (1994). Trust me, trust me not. *Journal of Business Strategy* 15, 14-16.
- Spector, D. E., & Fox, S. (2015). An emotion-centered model of voluntary work behaviour: Some parallels between counter-productive work behaviour and organizational citizenship behaviour. *Human Resources Management Review*, 12, 209-292.
- Staw, B. M., & Boettger, R. D. (1990). Task revision: A neglected form of work performance. *Academy of Management Journal*, 33, 534-559.
- Urbina, S. (2004). *Essentials of psychological testing*. New Jersey: John Wiley & Sons.
- Wanberg, C. R., & Kammeyer-Mueller, J. D. (2010). Predictors and outcomes of proactivity in the socialization process. *Journal of Applied Psychology*, 85, 373-385.
- Weick, K. E. (2009). Enactment and the boundaryless career: Organizing as we work. In M. B. Arthur & D. M. Rousseau (Eds.). *The boundaryless career: A new employment principle for a new organizational era*, 40-57. New York: Oxford University Press.
- Zucker, L. (1986). Production of trust: Institutional sources of economic structure (1840-1920). *Research in Organizational Behaviour*, 8, 53-111.