

## **The Examination of the Relationship between the Trust to the Manager and Organizational Justice in Term of Teachers**

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### **Introduction**

The main psychological factors that affect the successes of organization are trust, commitment, and motivation (Koç and Yazıcıoğlu, 2011:46). Those factors also constitute organizational behavior. Trust and perception of the justice are the topic of this study.

The different definitions and researches were made for concept of the trust in literature. Some of them; according to the McAllister (1995) trust is for a person to be assure against other person's attitude, decision and words and to want to behave in accordance with them. Cook and Wall (1980:39) define trust as an attribution of good faith to someone's behaviors and words and desire to believe in them. In term of organization, the issue of trust generally can be examined under of the different titles such as trust between persons, trust to organization and top management, trust between enterprise (suppliers and shareholders) and trust of customers against to enterprise in term of (Arı,2003:19). It can be said that the trust to the top manage have directly affects over workers.

The second word of the study is the perception of the organizational justice. One of the factors that support employees' doings and motive employees is to be believe that applications are fair (Töremen, 2001,s.79). The new concept that called as organizational justice has been begun to use to define the role of the justice in work place (Yıldırım, 2007, s.256). Many definitions made about organizational justice in different studies (Yazıcıoğlu ve Topaloğlu, 2009:4). Some of the definitions are; Organizational justice is a term that explains the justice in work place (Moorman, 1991,845). Organizational justice is a concept that includes perceived justice of the all mutual changes that occurs socially and economically in organizations and the relationship of the individuals with managers, colleagues and organizations as a social system (Özkalp ve Kirel 2004). Organizational justice is rules and norms by which organizational awards and punishments are managed and distributed (Yıldırım 2007). Organizational justice is generally investigated under tree titles in literature which are distributional justice, procedural justice and interactional justice.

*Distributional Justice*, distributional justice is allocation of the enterprise's source that is defined in accordance with the some rules and standards between workers. The main point in the distributional justice is to be thought that fairly gotten share from distributed enterprise's source by the people (Özdevecioğlu, 2003:78).

*Procedural justice*: it is a level of the justice in the methods, procedures and politics that are used to determine wage, carrier, working conditions and performance evaluation criteria in working place (Doğan, 2002: 72).

*Interactional Justice*: it is social aspect of the organizational justice and emphasizes outcomes of the investment that made to improve the relationship between persons. The way of the mention of the management's decisions to the employee affects perceived the interactional justice (Yeniçeri, Demirel ve Seçkin, 2009:87).

The main object of this study is to exhibit the relationship between trust to the manager and organizational justice over the teachers. Also to determine that relationship in term of distributional justice, procedural justice and interactional justice is another aim of the present study. In accordance with mentioned aims, the determined hypotheses are following.

**H<sub>1</sub>**: There is a relationship between trust of the teachers against their managers and their perception of the organizational justice.

**H<sub>2</sub>**: There is a relationship between trust of the teachers against their managers and their perception of the distributional justice.

**H<sub>3</sub>**: There is a relationship between trust of the teachers against their managers and their perception of the procedural justice.

**H<sub>4</sub>**: There is a relationship between trust of the teachers against their managers and their perception of the interactional justice.

**H<sub>5</sub>**: (a) Trust of the teachers against their managers and (b) their perception of the organizational justice differ in term of the age.

**H<sub>6</sub>**: (a) Trust of the teachers against their managers and (b) their perception of the organizational justice differ in term of the gender.

**H<sub>7</sub>**: (a) Trust of the teachers against their managers and (b) their perception of the organizational justice differ in term of the field of the teachers.

**H<sub>8</sub>**: (a) Trust of the teachers against their managers and (b) their perception of the organizational justice differ in term of to be administrator.

### **Method**

A case study carried out over teachers in Eskisehir province to exhibit the relationship between trust of the teachers against their managers and their perception of the organizational justice of their foundation. The population of the study is 7309 teachers. The simple randomly sample selection formulate was used to calculate the sample size (Yamane, 2001:116). By using that formulate, sample size calculated as n=386. A questionnaire was used to collect data from respondents. Questionnaire was designed in three parts. Demographic factors were given in first part, the statement for the determining the trust against manager were given second part and the statements for determining perceived organizational justice were given third part. İslamoğlu, at all (2007)'s scale was used to determine trust of the teachers against managers and

Moorman and Niehoff, (1993)'s scale was used to determine the teacher perception of the organizational justice.

Cronbach Alpha for the trust against managers was calculated as  $\alpha : 0,9212$ , and for perceived organizational justice as  $\alpha : 0,9654$ . According to the results used scales have enough reliability level. Total 612 questionnaires were used. To analyze collected data, pearson correlation, t and Anova test were used.

This study is carried out to exhibit the relationship between trust against the manager and organizational justice. As a result of the analyzing collected data, the significant relationship was found between trust against the manager and organizational justice at  $r=801$  level. This result supports  $H_1$  hypothesis. Also that relationship was analyzed in term of the sub dimensions (procedural justice, distributional justice and interaction justice) of organizational justice. There was significant relationship between trust against manager and procedural justice, distributional justice and interaction justice. This result supports  $H_2$ ,  $H_3$  ve  $H_4$  Hypothesis. The highest level of the relationship was found between trust against the manager and the interactional justice. This result naturally affects employee's organizational commitment. When the differentiation of the level of the trust against manager and perception of the organizational justice was examined in term of the demographic factors, only one significant differentiation was found in trust gains manager in term of the field of work. This result supports  $H_{7b}$ . other Hypothesis ( $H_{5a}$  ve  $H_{5b}$ ,  $H_{6a}$  ve  $H_{6b}$   $H_{7a}$ ) couldn't' been supported.