



## THE ROLE OF COGNITIVE AND AFFECTIVE TRUST IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A CONCEPTUAL FRAMEWORK

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**Abstract.** The current paper develops a conceptual framework to investigate the role of the two bases of trust (cognitive and affective), and foci of trust (supervisor and management) in the relationship between organizational justice and organizational citizenship behavior. The purpose of the current paper is to propose a framework for the multi dimensionality of trust-cognitive and affective trust, in mediating the relationship between organizational justice and organizational citizenship behavior. It is proposed that cognitive trust in management will mediate the relationship between distributive justice, and OCBO and between procedural justice and OCBO. It is also proposed that affective trust in immediate supervisor will mediate the relationship between Interactional Justice and citizenship behavior directed towards the individual. The paper attempts to understand if the bases of trust (cognitive and affective) and foci of trust (trust in management and trust in immediate supervisor) will answer the call of researchers for understanding the reason for the different impact of justice on OCB.

**Keywords:** organizational justice, cognitive trust, affective trust, and organizational citizenship behavior.

**JEL Classification:** M10.

### Introduction

Katz (1964) mentioned that three types of behavior are essential for the functioning of an organization – (i) People must be induced to enter and remain within the system. (ii) They must carry out their role assignments in a dependable fashion. (iii) There must be innovative and spontaneous activity in achieving organizational objectives which go beyond the role specifications. What Katz (1964) referred to as, going beyond the role specification has been labeled as Organizational Citizenship Behavior (OCB) (Bateman, Organ 1983). The importance of OCB as a major contributor to the functioning of an effective organization grew rapidly from the 1980's when the term was first coined (Bateman, Organ 1983). The interest of researchers in 1980's (Bateman, Organ 1983; Smith *et al.* 1983) focused on determining the antecedents to OCB (job satisfaction, Smith

*et al.* 1983; organizational justice, Folger, Konovsky 1989; Konovsky, Pugh 1994). Organizational Justice, as an antecedent to OCB was supported in similar studies by other researchers (Mayer, Gavin 2005; Frazier *et al.* 2010). In the above mentioned relationship between Organizational Justice and OCB, trust has been identified (Konovsky, Pugh 1994; Aryee *et al.* 2002) as a plausible explanation for regulating the impact of organizational Justice on OCB. The organization works on interdependency within members of an organization, the interdependency is possible only when trust exists among members of an organization.

Research on organizational trust (Folger, Konovsky 1989; Mayer, Gavin 2005; Frazier *et al.* 2010), have not considered the multidimensional construct of trust to regulate the relationship between organizational justice and organizational citizenship behavior. Researchers (Aryee *et al.* 2002; Frazier

*et al.* 2010) have used social exchange theory as an explanation for the role of trust in mediating the relationship between Justice perception and OCB. However there is paucity of literature on the role of cognitive and affective based trust in explaining the relationship between organizational justice and OCB. The distinction between cognitive and affective bases of trust (Lewis, Weigert 1985; McAllister 1995) could be used as an explanation for the mediating role of trust. In this direction, the importance of different referent groups for the differential impact of trust on employee behavior and attitude can also be explored from the perspective of cognitive and affective based trust (Frazier *et al.* 2010).

Therefore, the present paper addresses the following research questions; first, will there be a differential impact of the three types of justice on cognitive and affective bases of trust? Second, is the role of cognitive and affective bases of trust responsible for the differential impact of organizational justice on organizational citizenship behavior?

## 1. Theoretical background

### 1.1. Trust

The literature on trust depicts an understanding of trust from three perspectives namely; trust as a personality trait (Rotter 1967; Kee, Knox 1970; Gabarro 1978), trust as behavioral intention (Zand 1972; Mishra 1996; Rousseau *et al.* 1998) and trust as characteristic based (Butler 1991). The early definition of trust (Deutsch 1958) highlighted trust as a decision based on an expectation of a positive motivational consequence if a person is trusted as against a negative consequence if the person is not trusted. Rotter (1967) explains trust as a personality trait which accounts for people high on the trait as more likely to trust other individuals, than people low on the trait. This personality based factor of trust was later labeled as *propensity to trust* by Mayer *et al.* (1995). Propensity to trust is same as trust as a personality trait and have been defined by Mayer *et al.* (1995) as “a stable individual difference that affects the likelihood that a person will trust”. Mayer *et al.* (1995) have highlighted the importance of propensity to trust in a situation when the characteristics of the trustee (the person to be trusted) are unknown. However, the personality based definition of trust was insufficient to explain why people trusted another.

The other groups of scholars define trust as a behavioral intention (Mayer *et al.* 1995; Mishra 1996; Rousseau *et al.* 1998). The common element in the definition of these groups of scholars is that, the *willingness* to be vulnerable, or the *intention to accept* vulnerability explains trust. The definitions of trust given, explain trust as the intention to be vulnerable to the actions of the other party irrespective of the fact that, one has no control over the actions of the trusted party.

For the purpose of our study we will adopt Mayer *et al.* (1995) definition of trust which is as follows “*the willingness of a party to be vulnerable to the actions of another party, based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party*”. We adopt this definition of trust mainly because the objective of our study is not to focus on the individual determinant of trust or on interpersonal trust in social relationships but to understand the role of trust in an organizational perspective or of what it is called, organizational trust, and factors in the organization that enhance trust.

### 1.2. Affective and cognitive trust

Lewis and Weigert (1985), in their paper explained about the sociological foundations of trust wherein they divided the multifaceted construct of trust into cognitive, affective and behavioral. They explained sociological perspective of trust as a property of collective units (dyadic relationship, groups) rather than of isolated individuals. This means that trust can be understood primarily in relation to a social relationship and not alone as a characteristic of an individual. Lewis and Weigert (1985), explained trust as cognition based when “*we chose whom we will trust in which respects and under what circumstances, and we base the choice on what we take to be ‘good reasons’, constituting evidence of trustworthiness*”. Based on the sociological perspective of trust, Lewis and Weigert (1985), explained trust as being based on cognitive process; this means that an individual cognitively chooses whom to trust based on rational assessment of how trustworthy the person or the institution is. On the other hand, Lewis and Weigert (1985), explained affective trust as “*trust based on emotional attachment to all people involved in the relationship*”. The authors explain that affective trust is present in all relationship but is more in close interpersonal relationship.

McAllister (1995) in his paper, used the two types of trust; cognitive and affective based trust to address the functioning of interpersonal trust among managers and professionals in the organization. The author explained that cognition-based trust refers to trust “*from the head*,” a judgment based on evidence of another’s competence and reliability. This means that, cognitive trust is based on rational choice based on the analysis of the ability and competence. He explained affective trust as “*trust from the heart*”, which means trust based on emotional ties or the type if relationship one shares with another person.

### 1.3. Organizational Citizenship Behavior (OCB)

The term Organizational Citizenship Behavior (OCB) was first coined by Organ (1988) and is defined as “individual behavior that is discretionary, not directly or explicitly

recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". By discretionary, the author meant that the behavior is not an enforceable requirement of the role or the job description. This means that, Organizational Citizenship Behavior are voluntary extra-role un-prescribed behavior that an employee displays without expectations of any rewards. As Bateman, Organ (1983); Smith *et al.* (1983) highlighted Citizenship-behavior as an extra-role behavior, sometimes, the same extra-role behavior was used to measure job performance. Since there was less clarity in distinguishing between in-role and extra-role behavior, Graham (1991), used a second approach to separate the concept of OCB and the traditional concept of job performance. He used *civic citizenship* research in philosophy and political science to clarify the dilemma facing the distinction between in-role and extra-role OCB. Civic citizenship is viewed as including all the positive community relevant behaviors of individual citizens. This construct was later labeled as *civic virtue*. The dimension of Sportsmanship was introduced by Organ (1990) who explained it as, a willingness to tolerate the inevitable inconveniences at work without complaining. OCB henceforth is divided into five dimensions which includes both discretionary extra-role behavior namely; altruism, courtesy, conscientiousness, civic virtue and sportsmanship (Podsakoff *et al.* 2000). Altruism refers to the helping behavior of an individual (Organ 1988). Courtesy refers to maintaining harmony in an organization (Podsakoff *et al.* 2000). Conscientiousness has been defined as "a pattern of going well beyond minimally required levels of attendance, punctuality, housekeeping, conserving resources and related internal matters of internal maintenance" (Organ 1988). Civic Virtue represents commitment to, the organization as a whole. This is shown by a willingness to participate actively in its governance (e.g., attend meetings, express one's opinion about what strategy the organization ought to follow) to monitor its environment for threats and opportunities and to look out for its best interests This dimension has been referred to as civic virtue by Organ (1988). Organ (1990) has defined sportsmanship as "a willingness to tolerate the inevitable inconveniences and impositions of work without complaining".

Williams and Anderson (1991) distinguished between Organizational Citizenship Behavior directed towards an individual (OCB-I) and Organizational Citizenship Behavior directed towards organization (OCB-O). He defined OCB-I as behaviors that immediately benefit specific individuals and indirectly through this means contribute to the organization, for example helping co-workers with their work. OCB-O was defined as behaviors that benefit the organization in general, for example adhering to informal rules to maintain order in the organization. For the purpose of our study we will follow the distinction between OCBO

and OCBI as given by Williams and Anderson (1991) as we intend to analyze differential antecedents that leads to different type of OCB. Dimensions of courtesy, civic virtue and sportsmanship are the OCB directed towards the organization (OCBO), while altruism and conscientiousness are OCB directed towards specific individuals (OCBI).

#### 1.4. Organizational Justice

Organizational Justice has its origin in the fairness theory or Equity theory of Adams (Adams 1965) where one compares the outcome/effort ratio of self to that of others. With regard to Equity Theory, an individual compares the output to input ratio of self to that of others, which sets the ground for perception of unjust outcomes if one finds the ratio of self, is lower than that of others. Adam's equity theory relates to the distributive part of organizational justice. "Distributive Justice evaluates the fairness of outcome distribution" (Deutsch 1985). The study of organizational justice made a shift from distributive justice to the processes followed for the allocation of the resources (Thibaut, Walker 1975). Thibaut and Walker (1975), identified the importance of procedural justice from a legal perspective, where it was not just the type of legal settlement given to individuals that mattered, but the process of arriving at the decision of settlement mattered too. The perceived fairness of the process by which the outcomes were achieved was also important and in some cases, even the most important determinant of perceived organizational justice (Tyler 1989; Folger, Konovsky 1989). On the other hand, Bies and Moag (1986) highlighted the importance of the human side of organizational practices, that is, to the way the management (or those controlling rewards and resources) is behaving toward the recipient of justice as another means that influenced justice perception. This was labeled as Interactional Justice (Bies, Moag 1986). As such, interactional justice relates to the aspects of the communication process between the source and the recipient of justice, such as politeness, honesty, and respect (Bies, Moag 1986). Masterson *et al.* (2000) in their study explained that since, interactional justice is determined by the interpersonal behavior of management's representatives, interactional justice is related to cognitive, affective, and behavioral reactions toward these representatives, that is, the direct supervisor or source of justice. Therefore researchers have broadly distinguished organizational justice as comprising of distributive, procedural and interactional justice (Greenberg 1987, 1993; Cropanzano, Greenberg 1997; Colquitt 2001).

Therefore, organizational justice can be defined as "*the study of fairness perception at work*" (Byrne, Cropanzano 2001). The term *fairness*, would include all the types of fairness perceived at work (distributive, procedural and interactional).



## 2. Development of a conceptual framework

### 2.1. Organizational Justice as an antecedent to trust

Researchers (Folger, Konovsky 1989; Konovsky, Pugh 1994; Aryee *et al.* 2002; Frazier *et al.* 2010) have provided support that, organizational justice has a significant relationship with trust. Folger, Konovsky 1989, and Konovsky and Pugh 1994 in their study found that, procedural justice was related to trust in supervisor. Aryee *et al.* 2002 in their study found that Distributive, procedural and interactional justice led to formation of trust in organization while only interactional justice led to formation of trust in supervisor. Aryee *et al.* 2002 study contradicts the findings of Folger and Konovsky 1989 and Konovsky and Pugh 1994, as it was found that procedural justice leads to the formation of trust in an organization. Frazier *et al.* (2010) in their study also found that procedural justice and interpersonal justice (a part of interactional justice) leads to the formation of trust in organization while informational justice (another part of interactional justice) leads to the formation of trust in supervisor. The findings are inconclusive in understanding referents for different types of organizational justice. The explanation for variation in referents for different types of justice perceived was given by Konovsky and Pugh 1994 who stated that, with regard to distributive justice, the decisions taken are attributed to the organization because, the organization's policies will determine the resources to be allocated (e.g. percentage in salary hike) to the employees. As for procedural justice, it is the supervisor who decides which employee should get a raise based on performance. This therefore impacts trust in supervisor. However, it can be argued from the findings of Aryee *et al.* 2002 and Frazier *et al.* 2010, that the organizations have a set rules and regulations to determine the procedures in decision making, and therefore referents for procedural justice and distributive justice will be the organization. In our study we would expect, perceptions of distributive and procedural justice to lead to the formation of trust in organization and perceptions of interactional justice to lead to the formation of trust in supervisor. This is because, since interactional justice involves, the explanation given for the decision and the tone with which the decision is conveyed, the supervisor would be the one to communicate the decision to the employee.

However, studies have paid little attention to understand the process of how organizational justice impacts trust. An understanding of this would help understand further, the reason for the differential impact of organizational justice on trust in two different referents (organization and the supervisor). This can be understood using the framework of trustworthiness given by Mayer *et al.* (1995). They explained trustworthiness as the characteristics of the trustee based on which, a trustor will trust the trustee. The characteristics

of the trustee are the factors of trustworthiness as described by Mayer *et al.* (1995). The factors of trustworthiness being, ability, benevolence and integrity. This means that based on the trustee's ability, benevolence and integrity, a trustor (person who trusts) will be willing to trust the trustee. This perspective was labeled by Dirks and Ferrin (2002) as character-based perspective. This perspective of analyzing the characteristics of the supervisor or organization leader has been used by several scholars (Mayer, Gavin 2005; Colquitt *et al.* 2007; Frazier *et al.* 2010) to understand the process of the impact of organizational justice on employee attitude and work related outcomes. Frazier *et al.* 2010 have however used both, the character based framework and the relationship based framework to explain how trust plays a significant role in the exchange relationship between two referents (band director and section leader) and students of a marching band at Midwestern University. In the study, the band director was the distal referent or the higher authority and the section leader was the proximal referent. The findings revealed that, in case of the band director, amongst all the factors of trustworthiness, procedural justice was positively and significantly related only to integrity. It was further seen that interpersonal justice perception emerged as the most salient justice information in predicting significant relationship with benevolence and integrity in the case of the band director. On the other hand, informational justice did not have a significant relationship with the perceived trustworthiness dimensions for the band director. In case of the section leader, interpersonal justice had no effect on the three factors of trustworthiness. However it was seen that informational justice related positively to all three factors of trustworthiness. The study also excluded distributive justice as it was not found to be context specific.

In our study however we intend to include distributive justice, while following the character-based approach to understand the process of how Organizational Justice impacts factors of OCBI and OCBO. It is important to include distributive justice because first and foremost even before the procedure of fairness perception, the resource allocated should be perceived as fair by the employees.

Authors (Konovsky, Pugh 1994; Masterson *et al.* 2000) have given an explanation for the differential impact of the types of justice on the trust formed towards different referents; trust towards supervisor and trust towards the organization. By organization, they meant the management as a representative of the organization. However, there exists inconsistency in the findings of the impact of different perception of justice on formation of trust towards different referents. Konovsky and Pugh (1994) in their study found that procedural justice was significantly and positively related to citizenship behavior directed towards the supervisor, and distributive justice was not found to be related to trust in supervisor. However, Masterson *et al.* (2000) found in their

study that interactional justice was related to supervisor directed citizenship behavior directed towards supervisor while procedural justice was related to organization directed OCB. The explanation was given that, in case of procedural justice, trust was formed on the organization while impact of interactional justice on supervisor directed citizenship behavior was because of trust formed on the supervisor. In our study we will try to explain why perception of different types of organizational justice leads to formation of different types of trust in different referrals through Mayer *et al.* 1995, distinction between trust and trustworthiness.

Using Mayer *et al.* (1995) factors of trustworthiness we can explain how perception of different types of justice leads to the formation of two types of trust; cognitive and affective trust. Since ability includes the skills and knowledge of a person, distributive justice would be an analysis of the person's ability and skills to make decision. Therefore, we expect that perceived distributive justice will impact the perceptions of the authority figure's ability. The analysis of ability and skills to make decisions consists of the cognitive part of the analysis. On the other hand, while integrity represents the same set of principles shared by the trustor (the person who trusts) and the trustee (the person who is trusted), the perception of procedural justice will impact the perception of integrity based on which he has made his decision. Integrity could be used to analyze the fair and unfair process of decision making. Benevolence of the person can also be perceived based on the procedural justice. In case of perceived interactional justice, it can impact perceptions of both benevolence and integrity of the authority figure. The analysis of integrity and benevolence would constitute the affective component of analysis. Also, perception of procedural justice will also lead to analysis of the skill and ability to frame the procedures that lead to decision making. Therefore perception of procedural justice would lead to analysis of both cognitive as well as affective source of justice. Benevolence will convey whether the person conveys the decision in a manner on a similar set of principles with that of the authority. The explanation given for the decision can also impact perception of integrity of the authority.

Therefore, since ability includes the cognitive assessment of the skills and knowledge of the trustee, we would expect, assessment of a trustee's ability would lead to the formation of cognitive based trust. On the other hand, assessment of integrity and benevolence involves assessment of the trustee's motives and his helping nature we can expect that, this would lead to formation of affective based trust.

Tan and Tan (2000) argue that, trust towards organization is different from that of trust towards the supervisor because the antecedents are different for both. Therefore, for the interest of our study we adopt Tan and Tan (2000) differentiation of trust directed towards two referents; the

organization that is represented by the management in our study and the immediate supervisor.

Therefore we propose that:

*P1: Perception of Distributive Justice is positively related to cognitive trust in management.*

*P2b<sub>1</sub>: Perception of Procedural Justice is positively related to cognitive trust in management.*

*P2b<sub>2</sub>: Perception of Procedural Justice is positively related to affective trust in immediate supervisor.*

*P3: Perception of Interactional Justice is positively related to affective trust in immediate supervisor.*

## 2.2. Impact of trust on OCB

Researchers (Konovsky, Pugh 1994; Aryee *et al.* 2002) have found that different types of organizational justice impacts OCB differentially. The reason being the different referents to whom the source of perceived justice is attributed to. The findings from previous studies however are inconsistent because, Konovsky and Pugh (1994) in their study found that procedural justice was significantly and positively related to citizenship behavior directed towards the supervisor, and distributive justice was not found to be related to trust in supervisor. In the case of Konovsky and Pugh's study (1994), the impact of two types of justice on OCB namely; distributive and procedural justice we studied. On the other hand, Masterson *et al.* (2000) studied the impact of procedural and interactional Justice on OCB. They found in their study that interactional justice was related to supervisor directed citizenship behavior while procedural justice was related to organization directed OCB. Further, Aryee *et al.* 2002, studied the impact of the three types of organizational justice on OCB and found that, distributive, procedural and interactional had a positive relationship with trust in organization while, interactional justice showed a positive impact on trust in supervisor.

Therefore, in our study we further investigate the impact of types of justice on OCB differentially. The reason attributed for the differential impact of the types of Justice in OCB, has been explained by Masterson *et al.* 2000 as the difference in referents. This means that since procedures in an organization are developed by the organization and the higher authority figures, employees attribute procedural justice to the organization. Interpersonal trust can exist between different foci; for example between an employee and the organization, or between the employee and the supervisor. By trust in organization, we mean the trust that an employee has on its employers or in their higher authorities who formulate policies. Masterson *et al.* 2000 explained that since distributive justice implies the perception in fairness of decision outcomes and procedural justice implies the perception of fairness of formal procedures governing the decisions, the source of such procedures and decision is the organization.

This means that in case of distributive and procedural justice, the employees of an organization attribute the perception of its fairness to the organization. On the other hand in case of interactional justice, the employees will have a tendency to find an immediate supervisor accountable for the fairness because it is the supervisor who implements the decisions. Since interactional justice is the quality of interpersonal treatment received during the execution of procedure, here, the supervisor or a direct authority would be responsible for execution of decisions taken.

### 2.3. The role of cognitive and affective based trust

Studies have proved the impact of cognitive and affective based trust on knowledge sharing (Holste, Field 2010), cooperative behavior and OCB (McAllister 1995). McAllister's study (1995) showed that affect based trust was positively related to Citizenship Behavior of the peers directed towards both the levels of managers; assistant manager and manager. However, research on the impact of cognitive and affective based trust in regulating the relationship between organizational justice and OCB has not been studied. Therefore, the present study will help understand the role of cognitive and affective trust in regulating the relationship between perceived Justice and OCB. Dirks and Ferrin, (2002) in their study found that procedural justice was related to cognitive basis of trust.

It can be noted that the conditions leading to cognitive based trust such as competence and reliability of an individual is similar to the ability and integrity component of trustworthiness as given by Mayer *et al.* 1995. Cognitive based trust is an instrumental inference that one makes from information about the other's behavior under specific circumstances. By contrast, affect-based trust refers to trust from the heart, a bond that arises from one's own emotions and sense of the other's feelings and motives. With affect-based trust, individuals express care and concern for the welfare of their partners and believe in the intrinsic virtue of such relationships. Affect based trust exists due to emotional bonds between individuals. It can also be noted that the conditions leading to affect-based trust are based on one's sense of other's feelings and motives and can be related to the benevolence component of trustworthiness where, affective based trust will arise when an individual feels that the trustee has intentions of doing good to the individual.

Based on the explanation by Masterson *et al.* 2000 that Justice differentially impacts OCB because of the accountability to different referents, we expect that, employees attribute perception of distributive and procedural justice to the organization, therefore, its impact on OCB should be Organization directed citizenship behavior. On the other hand, as mentioned earlier, employees will have a tendency to attribute interactional justice to the proximal authority as the decisions taken will be conveyed to the employee by the

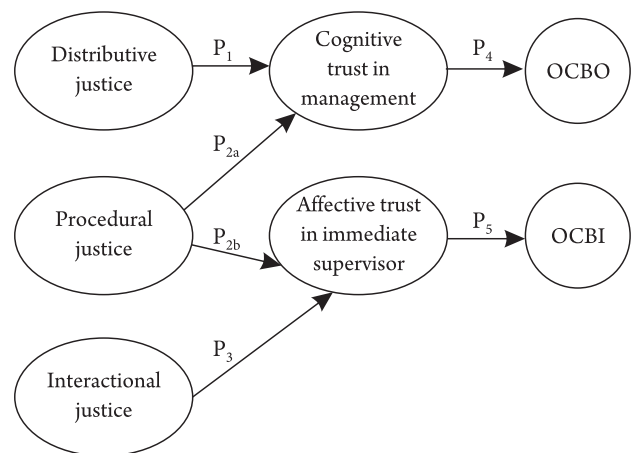


Fig. 1. The proposed research model (source: created by author)

proximal authority. In the course of this interaction, both, type of interaction and the explanation given for decisions will impact formation trust on supervisor and hence will lead to supervisor directed citizenship behavior. Therefore we can expect that, the perceptions of distributive and procedural justice will impact, OCB O and will be mediated by cognitive based trust. While, on the other hand, perceptions of interactional justice will impact OCB I mediated by affective based trust.

We therefore we propose that:

*Proposition 4: Cognitive trust in management is positively related to OCB O.*

*Proposition 5: Affective trust in immediate supervisor is positively related to OCBI (Fig. 1).*

### Conclusions

This paper systematically reviews literature directed towards understanding the multidimensional role of trust in mediating the relationship between organizational justice and organizational citizenship behavior. The current paper attempts to answer the two research questions. First, will there be a differential impact of the types of justice on cognitive and affective bases of trust? Second, is the role of cognitive and affective bases of trust responsible for the differential impact of organizational justice on organizational citizenship behavior?

In response to the First question, through a review of literature we concluded that, the three types of organizational justice namely; distributive, procedural and interactional have differential impact on the cognitive and affective trust. The study adapted the multidimensional framework of trust as; cognitive and affective based (McAllister 1995). It can be seen that, distributive justice leads to analysis of cognitive aspects of the referent for example, the ability to make decisions and hence would lead to the formation of cognitive based trust. Procedural justice involves an analysis



of both, the cognitive and affective bases of trust towards the referent and hence would lead to the formation of both, cognitive and affective trust. Interactional justice involves an analysis of an affective nature of the referent (immediate supervisor) with whom he works in close proximity, thereby leading to the formation of affective trust. Therefore, we can conclude that, the three types of organizational justice, have a differential impact on the formation of cognitive and affective bases of trust.

Secondly, the paper addresses the question whether cognitive and affective bases of trust regulate the differential impact of organizational justice on organizational citizenship behavior (OCB). The multidimensional framework of trust into cognitive and affective based trust has helped in explaining how different types of organizational justice perceived by the employees translate or impact organizational citizenship behavior differentially. We have proposed that the perception of distributive justice, is a cognitive analysis of the referent in this case the management, and further leads to formation of cognitive based trust. Furthermore, cognitive trust will lead to the formation of Organizational Citizenship Behavior directed towards the organization (OCB-O). Procedural Justice, leads to the formation of both cognitive as well as affective based trust in the two referents; the management and the immediate supervisor respectively, is predicted to impact both OCB directed towards the organization and OCB directed towards the supervisor. Interactional Justice, as predicted involves an affective analysis of the immediate supervisor and hence would lead to the formation of OCB directed towards the supervisor. In each case, the cognitive and affective bases of trust are predicted to mediate the relationship between organizational justice and OCB directed towards the organization (OCB-O) or towards the individual (OCB-I).

### Academic implication

The paper establishes trust as a multi-dimensional construct. Studies (Konovsky, Pugh 1994; Aryee *et al.* 2002; Frazier *et al.* 2010) that have examined the role of trust in regulating employee behavior and attitude have viewed trust as a uni-dimensional construct. Moving away from the uni-dimensional aspect of trust, the current paper has adapted McAllister's (1995) distinction of trust into cognitive and affective based. By doing so, the current paper addresses gaps in literature with regard to the role of trust in mediating the relationship between organizational justice and OCB.

First, studies (Folger, Konovsky 1989; Konovsky, Pugh 1994; Frazier *et al.* 2010) that have examined the relationship between Organizational Justice and trust have found a differential impact of the types of justice on trust directed towards different trustees (the person who is trusted upon).

The explanation given was that, the referent for each type of justice was different. Masterson *et al.* 2000 explained that distributive justice leads to the formation of trust towards the organization because employees perceive the source of justice to be the organization. It is perceived that the higher authorities or the organization is responsible for the decision. The current paper emphasizes that employees on perception of justice analyze the cognitive or affective aspect of the referent. The type of the analysis of the referent of justice in terms of his cognitive and affective is what determines the formation of a particular type of trust. The cognitive analysis is similar to that of calculative trust (Williamson 1993). Calculative trust is trust based on the analysis of the trustee's skills and abilities. Calculative trust is based on rationale analysis of whether the trustee can be trusted or not. Affective trust on the other hand is the confidence one places in a partner on the basis of feelings generated by the level of care and concern the partner demonstrates (Johnson-George, Swap 1982; Rempel *et al.* 1985).

Secondly, previous studies (Konovsky, Pugh 1994; Aryee *et al.* 2002; Frazier *et al.* 2010) showed contradictory findings with varied explanations for the impact of procedural justice on organizational citizenship behavior directed towards the organization or the individual. The present study has made an attempt to explain that, since perception of procedural justice involves both cognitive and affective analysis of the source, therefore it can lead to citizenship behavior directed towards the organization as well as the individual.

Thirdly, the paper highlights that cognitive or affective trust explains why organizational justice impacts OCB differently. This is in conformity to Lewis and Weigert (1985), who mentioned that the distinction of trust into cognitive and affective could lead to different impact on the behavior of employees in an organization. It can be explained through the Social exchange theory (Blau 1965) wherein employees, on perception of fair justice give back to the organization, in terms of behavior that is favorable for the development of the organization. Therefore, the development of cognitive and affective trust leads to the formation of OCB directed towards the organization and the individual respectively. Thereby, apart from the source of the perceived justice, the analysis of the source cognitively or affectively is what leads to a differential impact on OCB.

Therefore, this paper has made an attempt to highlight the importance of the cognitive and affective bases of trust in mediating the relationship between organizational justice and OCB, which so far has been ignored. Furthermore, the affective and cognitive bases of trust can also be understood from a parallel perspective of calculative trust and relational trust (Williamson 1993; Rempel *et al.* 1985). Calculative trust is similar to cognitive trust while relational trust is similar to affective trust.

## Managerial implications

Katz (1964) mentioned that, employees who go beyond their prescribed role specification contribute to the effective functioning of an organization. Therefore it becomes essential for the organization to understand the factors that lead to self motivated extra-role behavior of the employees. Fair workplace practices lead to establishment of trust towards the organization or the supervisor. This further leads to citizenship behavior towards the organization or the supervisor. The importance of citizenship behavior is that they are voluntary in nature and the employees do not expect anything in return.

## Future direction

The conceptual framework in the current paper needs to be empirically tested so as to verify the propositions. The role of Organizational Support in building trust can also be examined keeping in mind the distinction between organizational support and supervisor support. Furthermore, the role of tenure can also be examined to determine if it affects the formation of cognitive and affective trust. Cognitive based trust could be of importance at an early stage when trust is formed based on the ability of an individual, while affective based trust could be formed with the passage of time.

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