



A STUDY ON RELATIONSHIP AMONG ORGANIZATIONAL TRUST, ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL SPIRITUALITY

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ABSTRACT

Enterprises must be from angle of human resources management to create the difference in the present fierce business environment of competition. The member is enterprise's most important assets; the more important thing is an administrator should grasp the staff's psychology.

This research explores the relation of organizational trust, organizational justice and organizational spirituality, further compare someone is more powerful to organizational spirituality. Use questionnaire investigation, it is supposed and then study with the statistics technology of structural equation modeling, there is apparent prediction strength forward on organizational spirituality to find organizational trust and organizational justice.

The management meaning of the conclusion offers the industry to make as strategy, offer better manpower resources management, create and organize it with staff's win-win wishing the scene.

Keywords: organizational trust, organizational justice, organizational spirituality



INTRODUCTION

Modern all enterprises need to satisfy customers to survive in the society. However, at the highly competitive pressure, good service quality and products are no longer the best method, so the route that enterprises want to have advantage of competitiveness to look for innovation.

The human resources are the most important assets in organization, only people can't lack the advantage that can't replace in enterprises either. The thinking of internal marketing has become the business administration important tactics recently. The executives of enterprises know that there are satisfactory staff that can increase the satisfactory customer. The staff's idea and attitude are questions that the administrator needs to understand.

A lot of scholars carry on research to satisfaction, commitment and identification, the purpose is to understand whether member's positive view on enterprises has influenced performance and efficiency. Organizational trust received the psychologist's attention in the 1990s, Define it is the staff that, to the colleague, executive and trust of the organization, if the higher the intensity of trust is, can infer that there is contribution to organizing even more. In addition, organizational justice theory is paid attention to the literature in most recent ten years, can be from distributive, procedural, and interactional justice comes to assess, the member feel correct or not to all activities then pay more suspicious strength to enterprises.

Organizational spirituality is a new topic, originated from the religious group, explained the staff's inner life, meaningful work and community, would like to devote it to enterprises with diligent spirit.

There was not discussed organizational trust at the same time at present, research of organizational justice and organizational spirituality, so an article will take this as the focal point to discuss their relevance.

LITERATURE REVIEW

1. Organizational trust

When conceptualized as a psychological state, trust has been defined in terms of several interrelated cognitive processes and orientations (Blau, 1964). It characterized trust as a set of socially learned and socially confirmed expectations that people have of each other, of the organizations and institutions in which they live, and of the natural and moral social orders that set the fundamental understandings for their lives. Several organizational researchers have argued the usefulness of conceptualizing trust in terms of individual choice behavior in various kinds of trust dilemma situations (Meyer, 1994). From the social-capital perspective, the accumulation of social capital requires a significant amount of trust to be established in and between all levels of an organization (Sashittal, 1998).

2. Organizational justice

Organizational justice is a concept that was first described by Greenberg (1990) and is defined as an individual's perception of, and reaction to, fairness in an organization.

According to Adam’s (1965) equity theory, it is proposed that conditions of unfairness will create tension within a person, which he or she will attempt to resolve. The concept of justice is one of the important variables in organizational behavior, Organizational justice is defined as the processes and procedures being measured, regular and that the staffs find their leaders impartial, sincere and that they find the deeds logical (Niehoff et al, 1993).

3. Organizational spirituality

Interest in spirituality and religion has grown considerably in scientific and professional communities over the past three decades. While the bulk of that interest has found expression in research focusing on the relation of religion and spirituality to general health and well-being (Ashmos & Duchon, 2000).

Inner life is the strength that individual produces from inside, surmount in personal life, through the values perceived oneself. Meaningful work is that the staff find the meaning of the work and contribution to the society and affirm value and meaning of the life from working experience. Community is linking each other between the job groups, cooperate together and encourage the mutual consciousness.

4. Organizational trust, organizational justice and organizational spirituality

Through the literature discussion can get the better organizational trust and organizational justice are will improve as to organizational spirituality. Many research found the staff’s organizational trust can make the whole enterprise have better performances after improving(Liu et al, 2012; Mitchell et al, 2012; Nambudiri, 2012; Wong et al, 2012).

This research address two hypothesizes:

H1: Organizational trust has forward significant influence on organizational spirituality.

H2: Organizational justice has forward significant influence on organizational spirituality.

RESEARCH DESIGN

1. Research structure

The structure chart of this research is drawn and shown as follows.

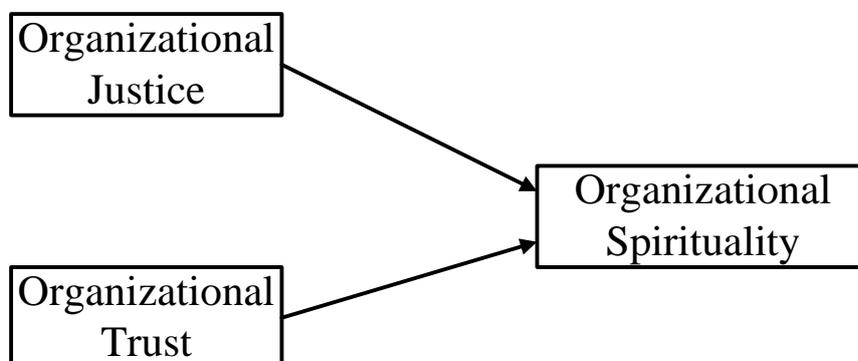


Figure 1 Research structure chart

2. Participant

Small and medium-sized enterprises are research objects in Taiwan, the questionnaire investigation used, send 500 questionnaires and retrieve 210 successful samples; the rate of recovery is 42%.

3. Research tool

There are two dimensions in organizational trust, Cognitive and affective trust. Organizational justice has three parts: distributive, procedural, and interactional justice. In addition it is inner life, meaningful work and community in organizational spirituality.

In order to examine each assumption, use AMOS 20.0 as and count tools and calculate reliability and validity.

FINDING AND DISCUSSION

1. Confirmatory factor analysis

Three main constructs are organizational trust, organizational justice and organizational spirituality. Through the analysis of CFA, composite reliability is 0.8673 of organizational trust, average variance extracted is 0.7657; Composite reliability is 0.8294 of organizational justice, average variance extracted is 0.6214; Composite reliability is 0.9154 of organizational spirituality, average variance extracted is 0.7836. Show convergent validity of three constructs are very good, compare the square root of average variance extracted and all correlations represents discriminant validity. Refer to Table 1 and Fig. 2.

Table.1 AVE & correlation

	Orgazizational Justice	Organizational Trust	Organizational Spirituality
Orgazizational Justice	0.7882		
Organizational Trust	0.6081	0.8750	
Organizational Spirituality	0.6511	0.5693	0.8852

Note: The diagonal number value is the square root of AVE

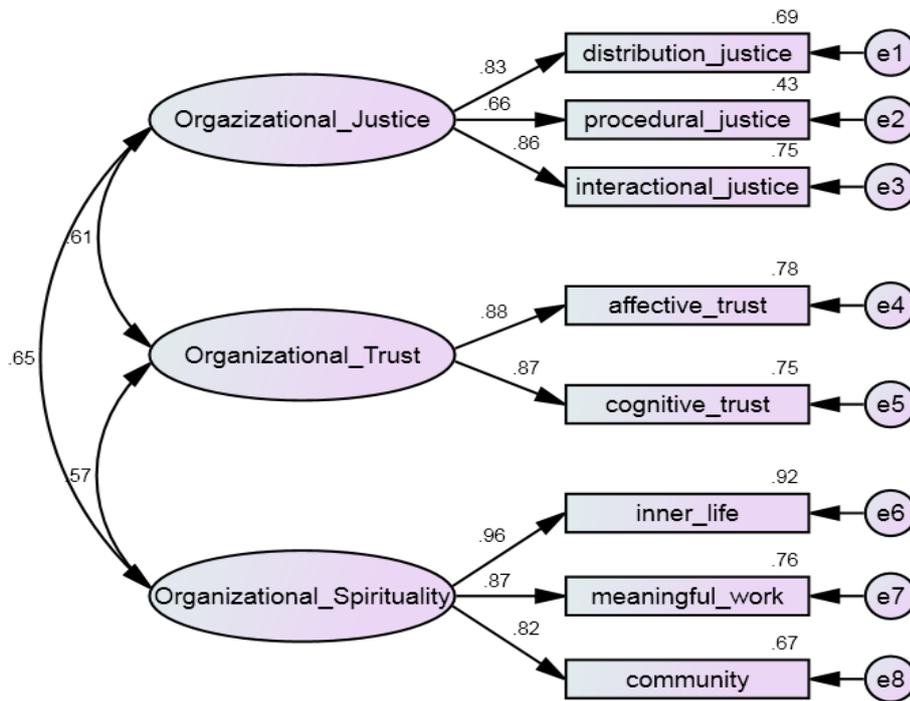


Figure 2 Confirmatory factor analysis

2. Structure model and hypothesis examined

Further hypothesis examined after Confirmatory factor analysis, finds structure model fit is good. Chi-square is 20.692, GFI is 0.978, AGFI is 0.952, CFI is 0.978, NNFI is 0.994, IFI is 0.997 and RMSEA is 0.032, all indicators reach the standard number value. In addition, use bootstrap to estimate standardized regression coefficients reaches statistically significant too, show all hypothesis gets support. Refer to Table 2 and Fig. 3.

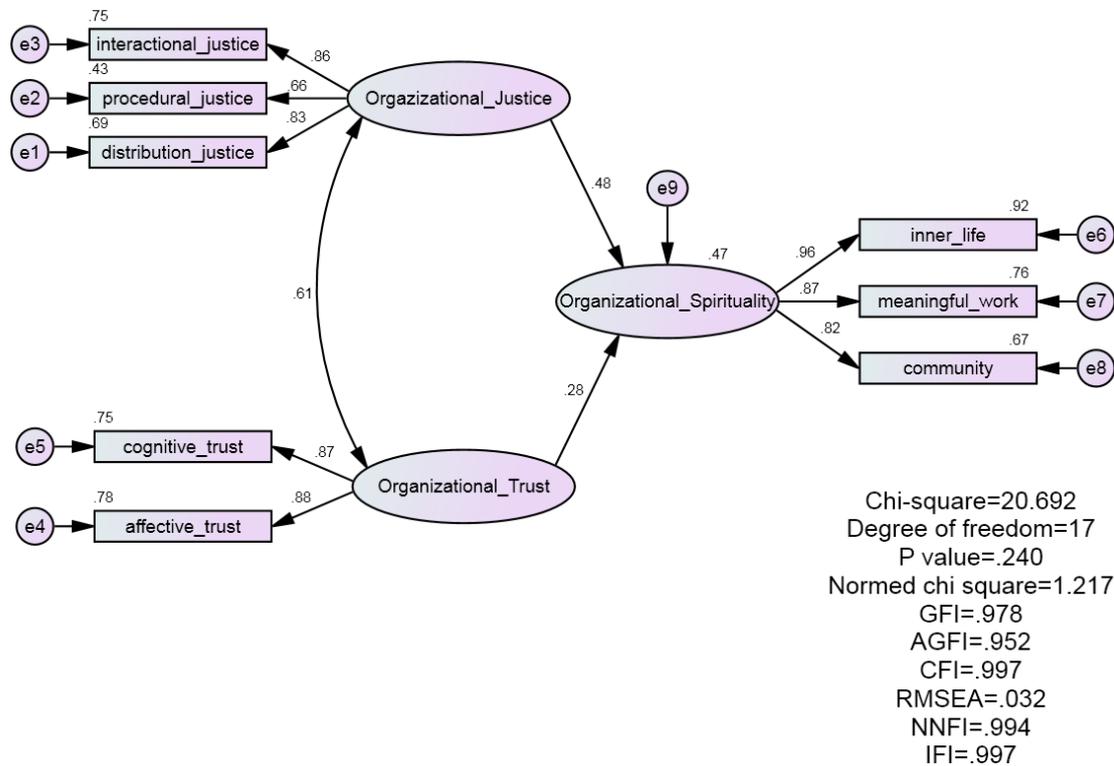


Figure 3 Structural model

Table.2 standardized regression coefficient & significance

Parameter		Estimate	Lower	Upper	P
Organizational Spirituality	<--- Organizational Justice	.4839***	.2889	.6849	.0007
Organizational Spirituality	<--- Organizational Trust	.2750*	.0619	.4743	.0120
distribution justice	<--- Organizational Justice	.8335	.7330	.9001	.0018
procedural justice	<--- Organizational Justice	.6585	.5573	.7392	.0008
interactional justice	<--- Organizational Justice	.8635	.7883	.9188	.0024
affective trust	<--- Organizational Trust	.8830	.7840	.9622	.0014
cognitive trust	<--- Organizational Trust	.8672	.7931	.9363	.0011
inner life	<--- Spirituality	.9617	.9236	.9911	.0017
meaningful work	<--- Spirituality	.8723	.8064	.9226	.0014
community	<--- Spirituality	.8206	.7284	.9004	.0010

* p < 0.05 , ** p < 0.01, ***p < 0.001



CONCLUSION

Originally finding organizational trust, organizational justice has forward significant influence on organizational Spirituality, hypothesis gets support. The function of organizational justice is more important, so enterprises should pay attention to organizational justice more, make the staff think in enterprises that there is fair treating. In order to improve the competitiveness, enterprises should combine the strategy, human resource management and concern staff, strengthen organizational trust and organizational justice make organizational spirituality better. Propose looking for mediator or moderator to make research framework more intact in the middle of main relationship in the future.

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