

DEPARTMENT OF PSYCHOLOGY

UNIVERSITY OF GHANA

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL TRUST,
ORGANIZATIONAL JUSTICE AND CONTEXTUAL PERFORMANCE AT
ELECTRICITY COMPANY OF GHANA IN ACCRA**

BY

REBECCA AMA LARBI



**THIS DISSERTATION IS SUBMITTED TO THE
UNIVERSITY OF GHANA, LEGON IN PARTIAL FULFILMENT FOR THE
REQUIREMENT FOR THE AWARD OF
MASTER OF PHILOSOPHY (MPHIL) DEGREE IN INDUSTRIAL AND
ORGANIZATIONAL PSYCHOLOGY**

MARCH, 2014

ACKNOWLEDGEMENT

To God be the glory for bringing me this far. Had it not been His protection and guidance I wouldn't have known where I would have been. I am therefore most grateful to Him. My second thanks go to Dr Maxwell Asumeng and Dr Samuel Atindanbila, all lecturers of University of Ghana, Psychology Department for their constructive criticisms.

I am also highly indebted to the following personalities for their support throughout this sojourn; Mr Samuel Larbi who encouraged me at all times never to give up, Miss Hannah Yaa Aniko Larbi my sister and Mr. Gideon Aryeetey for their support.

I also sincerely thank all my course mates for their support.

God Bless You All.



DEDICATION

This work is dedicated to the Almighty God in whom I have strength through His might and Wisdom throughout my academic journey.

To my lovely Dad (Mr Samuel Larbi) and Mum (Mrs Gladys Larbi) to whom I owe my knowledge and education. I whole heartedly appreciate all the efforts you have made to help and equip me to achieve this milestone through all times. May the almighty God bless you.



DECLARATION

I wish to declare that except for references and other citations, which have fully been acknowledged, this work is originally done by me as a student after a research conducted under the supervision of Dr Maxwell Asumeng and Dr. Samuel Atindanbila as part of fulfilling my obligation to the Department of Psychology, University Of Ghana, Legon. This work has never been submitted in whole or in part for any degree of this University.

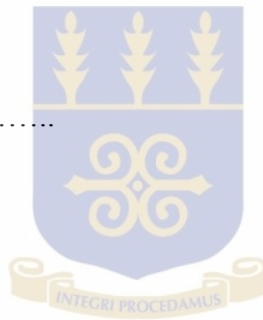
Signed

Rebecca Ama Larbi (Student)

Date

Signed.....

Dr. Maxwell Asumeng
(Principal Supervisor)



Signed

Dr Samuel Atindanbila
(Co-Supervisor)

Date

ABSTRACT

The present research examines the influence of organizational trust and organizational justice (distributive, procedural and interactional) on predicting contextual work performance. The cross-sectional survey method was used to collect data from a sample of 195 employees at the Electricity Company of Ghana in Accra. Results of the regression analysis revealed that both organizational trust and organizational justice predicted contextual performance. Distributive justice accounted for more variance in contextual performance compared to procedural and interactional justice. Moderating analysis revealed that tenure of work moderated the relationship between organizational trust and contextual performance and the relationship between contextual performance and organizational justice. It was recommended that for employees to engage in contextual performance, management should put in place good organizational strategies that will ensure increase in trust and justice of employees since they in turn enhance employees' engagement in contextual performance.



TABLE OF CONTENT

Contents

ACKNOWLEDGEMENT	ii
DEDICATION	Error! Bookmark not defined.
DECLARATION	iii
ABSTRACT.....	v
TABLE OF CONTENT.....	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE	1
INTRODUCTION	1
1.1 BACKGROUND TO THE STUDY	1
1.2 STATEMENT OF THE PROBLEM.....	8
1.3 AIMS AND OBJECTIVES	9
1.4 RELEVANCE OF THE STUDY.....	9
2.1 INTRODUCTION	12
2.2 THEORETICAL FRAMEWORK.....	12
2.2.1 Empowerment Theory.....	12
2.2.2. Social Exchange Theory	13
2.3 REVIEW OF RELATED STUDIES	14
2.3.1. Contextual Performance.....	15
2.3.2 Contextual Performance and Related Constructs.....	17
2.3.3. Contextual Performance and Organizational Justice	19

2.3.4 Contextual Performance and Organizational Trust.....	27
2.4 RATIONALE OF THE STUDY	34
2.5 STATEMENT OF HYPOTHESES	36
2.6. HYPOTHESIZED MODEL	37
2.7. DESCRIPTION OF THE HYPOTHESIZED MODEL.....	37
2.8. OPERATIONAL DEFINITION OF TERMS.....	38
CHAPTER THREE	39
METHODOLOGY	39
3.1 INTRODUCTION	39
3.2 POPULATION	39
3.3 SAMPLE SIZE/ SAMPLING TECHNIQUE.....	39
3.4 MEASURES.	40
3.4.1 Organizational Trust	41
3.4.2 Organizational Justice	42
3.4.3 Contextual performance.....	44
3.5 DESIGN.....	45
3.6 PROCEDURE FOR DATA COLLECTION.....	45
3.6.1 Pilot Study.....	46
3.6.2. Main Data Collection.....	47
3.6.3 Rate of collection	48
3.7 ETHICAL CONSIDERATIONS	48
CHAPTER FOUR.....	50
RESULTS	50
4.0. INTRODUCTION	50

4.1 PRELIMINARY ANALYSIS.....	50
4.2 TESTING THE HYPOTHESES.....	53
4.3 DESCRIPTION OF THE CONCEPTUAL MODEL	62
CHAPTER 5	63
5.1 DISCUSSION	63
5.2.1. Objective One	63
5.2.2. Objective Two.....	66
5.2.3. Objective Three.....	69
5.2.4. Objective Four.	72
5.2.5. Objective Five.....	74
5.3. LIMITATIONS OF THE STUDY.....	77
5.4 RECOMMENDATION FOR PRACTICE.....	77
5.5 RECOMMENDATIONS FOR FUTURE RESEARCH.....	79
5.6 CONCLUSION.....	80
REFERENCES.....	81
APPENDIX A.....	98
APPENDIX B	102

LIST OF TABLES

Table 2: Means, Standard Deviations and Inter-correlations among Predictor and Criterion Variables.....	52
Table 3: Regression Coefficients of Organizational Trust as Predictor of Contextual Performance.....	54
Table 4: Regression Coefficients of Organizational Justice as Predictor and Contextual Performance as Criterion.....	54
Table 5: Hierarchical Regression coefficients for Organizational Justice Sub-Constructs as predictors and Contextual Performance as criterion.....	55
Table 6: Results of Hierarchical Multiple Regression Analyses for the moderation effect of long tenure of work on the relationship between organizational trust and contextual performance.....	58
Table 7: Results of Hierarchical Multiple Regression Analyses for the moderation effect of long tenure of work on the organizational justice-contextual performance relationship.....	60

LIST OF FIGURES

Fig 1: hypothesized model of the relationship between the variables.....	37
Fig 2: Path diagram of moderation model	57
Figure 3: A summary of the observed relationships between independent, dependent and moderating variables	61

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

An organization's survival as well as its success in the phase of the recent competitive business world depends largely on the performance of its employees. It is these behaviours that Katz (1964) identified as in-role and extra-role job behaviors. These behaviours are also respectively known as task performance and contextual performance (Borman & Motowidlo, 1993). Task performance has to do with the assigned responsibilities which always form the focus of most organizations while contextual performance has to do with behaviors that are important for the success of the organization but not part of the employee's job description (Borman & Motowidlo, 1993). Contextual performance gained its definition through research in the areas of pro-social organizational behavior, extra role behaviour, and organizational citizenship behavior. In other words, it is the coming together of the above constructs that described the broad dimensions of work performance that are unique from task performance (Griffin, Neal, & Neale, 2000). Despite the fact that these behaviours have been long recognized, it is only recently that researchers through empirical studies have begun to demonstrate its indispensability for the success of organizations (Witt, Kacmar, Carlson & Zivnuska 2002).

Contextual performance refers to patterns of behaviors that are not part of one's job descriptions but help to achieve the various organizational goals and objectives (Borman & Motowidlo, 1993). As such, the broader psychological, organizational and communal atmosphere in which the technical core functions is supported by contextual performance behaviors (Motowidlo & Scotter, 1994). Borman and Motowidlo (1993) described five categories of contextual performance which includes volunteering to carry out task activities

that are not formally part of the employee's job description, helping colleagues and at the same time cooperating with them, persevering when necessary. To Borman and Motowidlo (1993), it also includes following the organization's rules and procedures, supporting and motivating others and also defending organizational objectives. Van Scotter (1996) also conceptualized contextual performance as inclusive of courtesy, sportsmanship, goodwill, acts and gestures of altruism and cooperation. These behaviors are voluntary and so employees are neither rewarded nor punished for not performing these behaviours (Van Scotter, 1996) at their work place. Therefore, these behaviours are discretionary.

Van Scotter and Motowidlo (2000) later on demonstrated that contextual performance separates into two main facets-job dedication and interpersonal facilitation, and each of them contributes in an exclusive way to overall assessments of job performance (Conway, 1999). Job dedication refers to self- disciplined behaviors such as persevering on the job, abiding by rules and regulations and taking the initiative to solve a problem at work (Van Scotter & Motowidlo, 1996). On the other hand, interpersonal relationship reveals behaviors such as cooperating with others and assisting in both the developing and sustaining of relationships, encouraging easiness among co- workers, showing concern towards other colleagues and increasing concern and thought about others, in order that colleagues performance are enhanced (Conway, 1999). In sum, factors that ensure satisfaction in an organization are strong predictors of contextual performance (Porter, Bigley & Steers, 2003).

Organizational justice is defined as an individual's perception of and reactions to fairness in an organization (Greenberg, 1987). That is individual reactions to decisions, actions and issues in the organization. Organizational justice has been found to relate to perception of fairness in matters such as perceptions of remuneration, promotion opportunities and

recruitment procedures (Charash & Spector, 2001). Ambrose and Arnaud (2005) categorized organizational justice into three main categories. They are justice of outcomes, the justice of the formal allocation processes, and the justice of interpersonal transactions employees engage in with others. These categories of organizational justice are also known as distributive, procedural and interactional justice (Charash & Spector, 2001) respectively.

Distributive Justice is defined as the fairness associated with decision outcomes and the distribution of resources (Greenberg, 1990). According to Greenberg (1990) these outcomes may be material, for instance wage or immaterial, example compliment. Adams (1965) indicated that for employees to decide that their outcomes are reasonable or not, they compare their own ratio of outcome (such as pay or status) and inputs (such as effort or time) to the ratio of the outcome and input of their colleagues. By so doing, it helps employees to ascertain if there has been a relatively fair distribution of resources such as promotions, salaries, fringe benefits and the likes (Folger & Konovsky, 1989). According to Adams (1965), what people are concerned about is not the absolute level of outcomes per se but whether those outcomes are fairly distributed.

Procedural Justice is defined as the fairness in the procedures that are used to determine outcomes (Greenberg, 1990). In other words, when employees feel that the procedures the organization used in allocating outcomes and resources are fair (Moorman, 1991) then procedural justice has occurred. This kind of organizational justice focuses on the fairness in making decisions concerning the process of allocating outcomes (Kumar, Scheer & Steenkamp, 1995). It should be well noted here that emphasis is shifted from what is decided (distributive), to the process involved in how the decision is made (Cropanzano & Folger, 1991). In the theory of procedural justice, a procedure should meet at least these six

requirements to be perceived as fair (Leventhal, 1980). They include, consistency of procedures across people and time, unbiased procedures, ensure accuracy in information collected and used for making decisions, putting in place mechanisms to correct erroneous decisions, conforming to prevailing standards of ethics and also ensuring that the views of affected groups are incorporated in decision making (Leventhal, 1980). When all these criteria are met, then the employee will feel that they form part of the organization and as a result will do more than the task assigned to them including engaging in contextual performance (Masterson, Lewis, Goldman, & Taylor, 2000).

Interactional Justice is also defined as the interpersonal treatment an individual receives from the organization as decisions are made (Bies & Moag, 1986). Interactional justice is categorized into interpersonal and informational justice. For Colquitt (2001), interpersonal justice reveals how people are treated in terms of dignity, politeness and respect by authorities of the organization and other parties who are also involved in the implementation of those procedures while informational justice focuses on the explanations people are given on why procedures were used in a particular manner. Employees who perceive that they are treated with dignity and are provided with the reasons for the procedures employed in the organization feel motivated and satisfied and as a result engage in other activities relevant for the survival of the organization (Whitener, 1997).

Research has revealed that an individual's perceptions of decisions as fair or unfair (Adams, 1965) can affect an individual's engagement in contextual performance. A study by Kim (2009) revealed that once employees perceive that there is equity in the distribution of resources, they feel satisfied and as a result engage in other activities that ensure the effectiveness of the organization such as contextual performance. In addition, they are also

likely to trust, be satisfied with their job, show commitment and as such empathetic which make them engage in contextual performance compared to when they perceive unfair treatment from the organization. Other researches on organizational justice have also shown that organizational justice perceptions strongly affect the attitude of the workers such as their commitment on the job, satisfaction on the job, turnover intentions and also workplace behaviour such as absenteeism and contextual performance (Colquitt, Conlon, Wesson, Porter & Ng, 2001).

The central theme of organizational justice therefore is that, fairness in organizational procedures constitutes both an important determinant of employees' attitude towards work (Lee & Farh, 1999) and also predicts the employees' responses, such as how individuals evaluate their workplace experiences (Sweeney & McFarlin, 1997). These themes are related to employee participation in contextual performance (Bakhshi & Kumar, 2009) or discretionary activities.

Organizational trust is defined as the organization's willingness based upon its culture and communication behaviors in relationships and transactions to be appropriately vulnerable based on the belief that another person, organization or group is knowledgeable, honest, dependable trustworthy, interested and also identified with common goals, norms and values (Mishra, 1996). Kramer (1999) indicates that trust in organizations has been shown as highly significant in the fostering of desirable work-related behaviours. Employees who have high trust in the organizations stay longer at work, put in more effort and work more cooperatively, while those with low or no trust often reduce the effectiveness of their work (Dirks & Ferrin, 2001). They also engage in counterproductive behaviour, such as obstruction or seeking revenge (Bies & Tripp, 1996) or simply deciding to leave (Robinson, 1996).

Given the subjective nature of organizational trust, individuals may view the same situation and see varying degrees of trust, ranging from distrust to optimal trust (Morgan & Hunt, 1994). Optimal trust necessitates an inclination to trust even when there are considered risks associated with a particular situation. Just as organizational trust can range in degree from distrust to optimal trust, it can also vary from fragile to resilient (Morgan & Hunt, 1994). While resilient trust develops out of history and long-term memory of integrity between two parties, fragile trust emanates out of perceptions of low-cost consequences and short-term engagement between the two parties involved (Morgan & Hunt, 1994).

Zucker (1986) classified the central modes of trust production into institutional-based trust, characteristic-based trust and process-based trust. Institutional-based trust is tied to formal societal structures depending on firm-specific or individual attributes and on intermediary traits. Characteristic-based trust is tied (Blomqvist, 1997) to a person and based on the environment of the person. That is, the person's ethnicity or background. Conversely, the process-based trust is tied to expected or past exchange, for instance, the employee's reputation. According to Zucker (1986), the institutional-based trust supplements the process-based trust due to social and geographic distance and exchanges across group boundaries. It is believed that for trust to develop in business context, both competence (technical capabilities, skills and knowhow) and goodwill (moral responsibility and positive intentions toward the other) levels of trust are indispensable (Blomqvist, 1997).

A wide scope of information is also needed in order to build trust as different types of information (rational-emotional, economic-social, tacit-explicit) affects trust. In the environs of business, even the emotional information has a great impact on organizational trust building. Personal feelings and emotions are intertwined with more rational factors. In order

to be able to precisely and efficiently communicate accurately prospects and requirements (Blomqvist, 1997), both rational and emotional information is needed. Overly emotional information is not reliable since it may seem subjective and such lack facts. An enhanced network of trust is required regardless of whether organizations engage in international activities or not. Organizations should essentially have a vertical arrangement that is flexible, adaptive and ensure high level of trust. Such receptiveness from the organization essentially brings about continuous improvement in organizational performance. Trust has also been found to be a necessary antecedent for cooperation, leads to constructive and cooperative behavior vital for long-term relationships (Morgan & Hunt, 1994) and also enhances contextual behaviours.

Research has constantly revealed a link between high levels of trust and contextual performance (Rousseau, Sitkin, Burt, & Camerer, 1998) and also with organizational justice. Alexander and Ruderman (1987) found that trust in management showed substantial unique effects of procedural justice. On the other hand, research on procedural justice has also revealed its effect on the evaluation of the organization and it's the established order (Cropanzano & Folger, 1991; Sweeney & McFarlin, 1993). As such, procedural justice would have strong impact on trust in organizations (Cropanzano & Folger, 1991; Sweeney & McFarlin, 1993). That is to say, once employees are guaranteed of fair procedural treatment, they will also undisputedly elicit high levels of trust within their organization (Wong, Ngo & Wong, 2004). Perceived interactional justice has also been found to have a direct impact on trust in supervisors. For example, Konovsky and Pugh (1994) found a very high correlation between subordinates' judgment of their supervisor's interactional justice and their trust in supervisor.

In sum, contextual performance is facilitated by how fairly employees are treated (organizational justice) and the level of trust the employees have towards the organization since both organizational justice and trust ensure employee satisfaction Viswesvaran, (1993) and as such lead to contextual performance.

1.2 STATEMENT OF THE PROBLEM

Recent management systems are moving towards making employees a better part of the organization because they are the key to the success of the organization. To empower employee for maximum productivity, certain constructs like contextual performance have been brought to light. But considering contextual performance on a lone platform may not yield much result compared to when it is combined with other variables like organizational trust and justice. This is because, organizational trust and justice boosts the contextual performance of employees and vice versa. Thus, managers going along with the recent changes in management should seek to enhance trust and justice so as to promote optimal contextual performance behaviours.

Also, research has established that staff turnover is partly due to unfair treatment and lack of trust (low trust and justice) and this problem needs to be addressed. Staff retention is one of the greatest human resource challenges faced by organizations today. High employee turnover adversely affects organizations (Catherine, 2002). High staff turnover is detrimental to an organization as it does not only involve the financial costs associated with the replacement of employees but also other ramifications including the potential loss of knowledge, abilities and skills needed on the job for maximum efficiency and the negative effect on the morale of other employees (Catherine, 2002). If organizations desire to build an effective workforce that would not only trigger but also increase effective task and contextual performance, then they need to promote organizational trust and justice as well.

1.3 AIMS AND OBJECTIVES

The broad aim of this research was to find out the relationship that exists between organizational justice, organizational trust and contextual behaviours among workers at the Electricity Company of Ghana. The study was also purported to assess whether tenure of work will moderate the relationship between these variables. Specifically, the study was designed to achieve the following objectives:

1. To verify whether organizational trust significantly explains variance in contextual performance
2. To examine the relationship between organizational justice and contextual performance
3. To assess whether distributive justice would account for more variance in contextual performance compared to procedural and interactional justice
4. To assess whether tenure of work will moderate the relationship between organizational justice and contextual performance
5. To determine whether tenure of work will also moderate the relationship between organizational trust and contextual performance.

1.4 RELEVANCE OF THE STUDY

Katz and Kahn (1978) have indicated the importance of contextual performance in organizations. The contribution of contextual performance to organizations can be of help in terms of performance and also a tremendous and competitive advantage for organizations survival in general (Armstrong 2003). This research is important for any business which wants to create competence and organizational effectiveness in today's competitive business world. Successful organizations therefore need employees who will do more than their usual job duties and provide performance that is beyond expectations.

Bolino and Turnley (2003) have noted that contextual performance are generally not substitute for traditional job performance. Instead, contextual performance is a good practice in the workplace, whereby employees are encouraged to perform certain tasks not merely to what has been stated in the job description, but also doing something which is beyond their formal requirement. To perform a role, employees must clarify their expectations on the role set, the antecedents that fulfill the role expectations and the consequences of exercising those discretionary behaviours, and this awareness is what the study is intended to create.

Contextual performance has been suggested to improve organizational effectiveness (Podsakoff & MacKenzie, 1997). These behaviours are normally linked to what an employee gives back to the organization as a result of their fair treatment that ensures trust among the employees (Gouldner, 1960). This study would alert managers on the need to constantly ensure equity among employees if they will want to ensure trust employees which will eventually motivate employees to engage in other tasks pertinent to the success and survival of the organization. If decision outcomes and the distribution of resources (Greenberg, 1990) are perceived as fair by employees, it would lead to increased trust which will subsequently ensure employees engaging in other behaviors relevant to the effectiveness (Podsakoff & MacKenzie, 1997) of the organization.

The findings would help managers and employers to put in place suitable mechanisms, systems, procedures and strategies that are indispensable in developing and maintaining justice and trust to warrant that employees' engagement in activities other than their prescribed duties on the job and in turn ensure the effectiveness and more importantly the success and survival of the organization. The most obvious is that, organizations can improve the tendency of engaging in contextual performance if they will more regularly assess employee perceived organizational justice and ensure trust. An occasional assessment is

probably not adequate to ascertain the dynamic impact of major changes in the work environment.

Given the dynamics of today's global marketplace, organizational justice and organizational trust are now an economic imperative. To be strong and survive on the international scene, there is the need for organizations to develop long distance relationships across cultural and national frontiers, often with foreigners. The capacity to ensure justice and also partake in these relations so as to form relationships worth trusting with diverse foreigners is an organizations social capital (Fukuyama, 1995). That is, the organization has the ability to make strategic alliances, associations, and partnerships through trust and justice. This study intended to create this awareness.

The importance of studying the influence of perceived organizational justice and trust on contextual behaviours cannot be overstated. This is because it benefits both the individual and the organization. From an individual perspective, ensuring trust and organizational justice has been linked to satisfaction and wellbeing that motivate them to support the technical core of the organization. From the organizational perspective, contextual performance has positively contributed to organizational effectiveness and higher productivity (Podsakoff & MacKenzie, 1997). Based on this, the emphases on the antecedent factors such as organizational justice and trust that ensure employee contextual performance would benefit both the individual and the organization.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter describes various theories that explain the relationship between the various variables employed in the present study. It further reviews various studies that are related and relevant to the present study. It also presents the hypotheses, the hypothesized model of the relationships between the various variables and ends with operational definition of terms employed in the study.

2.2 THEORETICAL FRAMEWORK

Theoretically, the relationship between organizational trust, organizational justice and contextual performance can be based on the empowerment theory, the social exchange theory and the Adams' equity theory.

2.2.1 Empowerment Theory

Heller (2005) describes employee empowerment as a style of management that puts managers in the role of coach, adviser, sponsor, or facilitator. In other words, decision-making is pushed down to the lower levels of the organization in order to ensure fairness and equity in assigning duties to whom it is due. Managers only serve as guides to employees rather than telling employees what to do. It includes behaviours such as taking a contingent decision on the field by employees instead of waiting for managers orders in an urgent situation. Empowerment therefore involves the delegation of decision-making authority to employees regarding an action to be taken on a task that is considered to be important to both the manager and employee. According to Heller (2005), one way of empowering employees is to ensure equity and trust in whatever they do. By so doing, it ensures fairness and equity in

assigning duties to whom it is due. A study by Kluska (1993) suggested that trust and justice increases the sense of empowerment among employees to engage in extra duties that will increase the effectiveness of the organization. Jha (2011) in a study also found out that psychological empowerment that occurs through learning, justice and trust influences the extra-role activities of the employees. Other studies that have also proved that empowerment of employees' lead to increase in the contextual performance of employees include that of Hamidizadeh, Baramond and Latifi (2012). They found that contextual performance can be enhanced both directly and indirectly through the empowering employees. Raina, Singh and Sharma (2012) also indicated the importance of empowerment in enhancing contextual performance.

2.2.2. Social Exchange Theory

The Social Exchange theory posits that two parties involved in a social exchange relationship adhere to norms specifying that good deeds should be reciprocated (Blau, 1964). Social exchange relationships are based on mutual trust and beliefs that the other party will uphold their obligations (Cropanzano & Mitchell, 2005). That is, the concept of equity and reciprocity Homans (1961). So that, if employees perceive that they receive fair wages, equal opportunities for promotion and personnel selection procedures they will intend give back to the organization in the form of contextual performance (Borman & Motowidlo, 1993). For instance, the employment relationship allows the employee to acquire treasured outcomes. These outcomes may include tangible items such as fringe benefits and pay and intangible benefits like prestige, approval and trust. The norm of reciprocity will therefore necessitate that employees will pay back to the employers who gave them those remunerations after

receiving it (Gouldner, 1960). The employees can therefore engage in other activities other than their assigned roles in order to improve the effectiveness of the organization.

Researchers have studied several common ways in which employees reciprocate favourable and fair treatment. Fairly treated employees normally have greater sense and high levels of felt obligation, which is the belief that an employee should be concerned about the well-being of the organisation and as such help to reach the goals of the organisation (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001) in all situations. According to research, the basic requirement in social exchange-based responses is felt obligation (Eisenberger et al., 2001). This is to say, favourable treatment leads to feeling obligated to give back (Gouldner, 1960), which consequently leads to progressive behaviours in the organization such as contextual behaviours.

2.2.3. Equity Theory

Adams (1965) equity theory postulates that a person looks at others in a social setting, calculates his /her perceived input outcome ratio and then compares this ratio with that of others. That is, individuals compare their rewards to their production, and in turn, make a comparison with workmates (Adams, 1965). For the person, equity exists only if the individual perceives that his or her ratio of inputs to outcomes received is similar to that of the referent. On the other hand, inequity is present when there is an unequal input-outcome ratio between the individual and the referent other (Adams, 1965). When this happens, it leads to a feeling of bias experienced by both parties and an attempt to resolve this discrepancy is made (Colquitt, 2001). Both parties would rectify the unjust situation by either reacting psychologically or behaviorally to the situation. He or she may make behavioral changes that increase or decrease his/her input or cause a change in received outcomes which will in turn affect his /her engagement in contextual performance. This theory is embedded in

the distributive type of organizational justice since a person's engagement in performance of duties and extra role activity is dependent on how fair outcomes are distributed.

2.3 REVIEW OF RELATED STUDIES

Apart from the theories elaborated above, this section discusses various studies and findings that best aided the researcher in explaining the likely effects of the variables considered for this study and help formulate hypotheses for the study.

2.3.1. Contextual Performance

Contextual performance is a facet of the broader domain of job performance. It involves behaviors that are not part of an employee's job description but in any case leads to the overall success of the organization. These behaviours are voluntary as such an employee is neither punished nor rewarded for engaging in these behaviours. According to Gouldner, (1960) contextual performance is normally linked to what an employee gives back to the organization. In that if employees are satisfied with their jobs they will in turn reciprocate by engaging in contextual performance. Motowidlo and Van Scotter (1994) have provided empirical evidence to support the construct of contextual performance. In an organization, employees who display a high sense of contextual performance behaviors are less likely to turnover rather than those who do not engage in contextual performance (Van Scotter, 2000) behaviours.

The Difference between Job Dedication behaviours and Interpersonal Facilitation.

According to Van Scotter and Motowidlo (1996), contextual performance involves two constituents. They are job dedication and interpersonal facilitation and each of them have

their own way of affecting and contributing to the overall performance on the job (Conway, 1999).

Job dedication includes motivation oriented behaviors that are directed at the organization such as staying late at work to complete a project. It therefore shows effort, innovation, individual discipline and perseverance of employees (Conway, 1999) at the work place. Van Scotter and Motowidlo (1996) indicate that job dedication is what inspires employees to perform on the job. That is, those behaviours motivate employees to act in ways that promotes the organizational success as a whole. Interpersonal facilitation on the other hand is directed towards the other employees or colleagues at work. Such that, the efficiency of the organization depends largely on employees where by the good interpersonal and social relationship among employees creates a more conducive environment for performance at work. Interpersonal facilitation behaviours include cooperative behaviors such as helping a coworker complete his/her work. Van Scotter and Motowidlo (1996) found that only interpersonal facilitation was distinct from task performance; however, job dedication was not unique from task performance.

Major researches have supported the distinction between job dedication behaviours and interpersonal facilitation behaviours. Griffin, Neal and Neale (2000) conducted a study on the contribution of task performance and contextual performance to effectiveness. The study involved the use of 56 participants who filled out questionnaires. After quantitative analysis was carried out, task difficulty was found to moderate the relationship between contextual performance and effectiveness. The study also revealed that contextual performance does not contribute to effectiveness in technical domain. Thus, the two are distinct in their own way. In that contextual performance only supports the social and psychological core of the organization (Borman & Motowidlo, 1997) in which job activities take place.

Raina, Singh and Sharma (2012) examined the relationship between employee empowerment contextual performance behaviours and job satisfaction. The research approach used was that of the case study. Data collected were analysed using factor analysis and multiple regression methods. The results of the analysis showed that there was a significant positive relationship between employee empowerment and contextual performance. Fair information sharing and trust proved to have interrelationships as facets of employee empowerment. On the other hand, the two types of contextual performance which are interpersonal facilitation and job dedication behaviours also proved to be distinct behaviours within contextual performance and they were all found to be related with fair information sharing and trust.

In all, contextual performance help to create a more conducive environment, stabilize organizational performance and also enable the organization to adapt more readily to environmental changes (Podsakoff & MacKenzie, 1997).

2.3.2 Contextual Performance and Related Constructs

It is important to note that contextual performance has been identified as similar to other organizational behavior patterns including organizational citizenship behaviour and pro social behaviour. All through literature, contextual performance has been shown to be closely related to other constructs of extra role behavior, particularly, organizational citizenship behaviour (Hetzler, 2007). According to Hetzler (2007), numerous papers have tried to address the similarities and differences that exist between contextual performance and OCB (LePine, Erez, & Johnson, 2002; Podsakoff, MacKenzie, Paine & Bachrach, 2000; Motowidlo, 2000). Organ (1988) on one hand defined OCB as “any behavior that is not obligatory, not directly or recognized by the formal reward system, and that on the whole helps the organization to function effectively”. Conversely, Borman and Motowidlo (1993)

defined contextual performance as consisting of behaviors that support the broader social, psychological and the organizational environs in which the technical core must function but does not support the technical core itself. The definition of contextual performance differed from Organ's definition of OCB because contextual performance does not specify that the behaviors be extra-role and unrewarded. Thus, the behaviors referred to as contextual performance improves the environment in which the work is done. They might also be roles that are included in an individual's job description, but the individual may choose to perform those roles beyond or side by side what is required of that individual (Hetzler, 2007).

Organ (1997) later on conceptualized organizational citizenship behaviour as "individual behaviours that are discretionary, which are not directly recognized by the formal reward system but promotes effective functioning of the organization on the whole." Organ (1997) new definition of contextual performance became similar to that which was defined by Motowildo and Van Scotter (1994), that is contextual performance involves the discretionary and interpersonal behaviors that enhance the context in which the task behaviors are performed (Hetzler, 2007). Organ (1997) redefinition includes three aspects that are fundamental to contextual performance. First OCBs are discretionary. That is, behaviours which do not form part of an employee's job description but are executed as an employee's personal choice. Secondly, OCBs go beyond that which is enforceable requirement of the job description and finally on the whole, organizational citizenship behaviour makes a positive contribution to the effectiveness of the organization. Lambert (2006) agreed with Organ, (1997) by defining Organizational citizenship behavior (OCB) as "any behavior of an employee that goes beyond the basic requirements of the job and which to a large extent is discretionary, but is of great advantage to the success of the organization".

Looking at both contextual performance and organizational citizenship behaviour, it is important to acknowledge that the dimensions of both constructs overlap. For example, courtesy and altruism dimensions of organizational citizenship behaviour can be closely matched with interpersonal facilitation of contextual performance whereas the remaining dimensions of OCB tend to match with the job dedication construct of contextual performance. Consequently, organizational citizenship behaviour can be substituted for contextual performance as they both focus on behaviours that are discretionary and interpersonally focused. The OCB literature will therefore be reviewed and included as it is somewhat similar to contextual performance.

2.3.3. Contextual Performance and Organizational Justice

Fair treatment in terms of procedure, resources and information is a core value in every organization (Konovsky, 2000). Organizational justice refers to fair treatments that occur in the workplace (Greenberg, 1990). According to Moorman (1991), organizational justice is the employees' perceptions of fairness and how fair treatment influences other employee work-related variables such as extra-role behaviour. An individual's perceptions of these decisions as fair or unfair can influence the individual's engagement in contextual performance. Kim (2009) found that employees who perceived that they were treated fairly by their company tend to develop and maintain communal relationships with the organization. Again, such employees were likely to be more satisfied, committed, trust in the organization and regulate support that made them engage in contextual performance compared to when they perceived unfair treatment from the organization.

The research on organization justice perceptions which focuses on the role of fairness in the work place have shown that organizational justice perceptions strongly effect the attitude of

the workers such as job satisfaction, turnover intentions, organization commitment and also workplace behaviour such as absenteeism and contextual performance (Colquitt, Conlon, Wesson, Porter & Ng, 2001). Bakhshi and Kumar (2009) found out that perception of organization justice strongly affect workplace behaviour such as contextual performance. Studies by Jin and Shu (2004), Konovsky and Pugh (1994), Konovsky and Organ (1996) and Nasurdin and Ramayah (2003) all assessed the relationship between organizational justice and contextual behaviours. The results of these studies provided empirical evidence for the positive impact of organizational justice on contextual performance.

Rahimi and Noruzi (2012) also examined the relationships between organizational justice and Organizational Citizenship behaviour among supervisors, managers and staffs in Islamic Azad University. The sample size of the employees who took part in the study was 194. Two different questionnaires that is organizational justice and contextual behavior questionnaires were used in collecting the data. The results of the analyses showed that organizational justice has a significantly positive effect on contextual performance. That is organizational justice leads to contextual performance.

Pareke and Susetyo (2011) conducted a study with the goal of testing the models of causal relationship of organizational justice, job satisfaction, and contextual performance. The study was a survey that involved two hundred and seventy seven (277) out of 321 questionnaires distributed to respondents who were faculty members of universities in Indonesia. Four constituents of organizational justice variable (procedural, distributive, interactional and informational justice) were assessed. Data analyzed using Structural Equation Modelling (SEM) showed that the causal relationship among organizational justice, job satisfaction, and contextual performance. Additionally, results showed that organizational justice had a positive effect on contextual performance and job satisfaction.

Al-Hyasat, Al Shra'ah and Rumman (2013) investigated the impact of the organizational justice on the development of the organizational citizenship behavior in Jordanian press organizations. 204 questionnaires were distributed to collect the necessary data and to test hypotheses of the study. The empirical results revealed that there was a significant impact of the organizational justice (equity of distributions, fairness in transaction and procedures) on organizational citizenship behaviour.

Devonish and Greenidge (2010) conducted a study to examine the direct effects of three dimensions of organizational justice (distributive, interactional and procedural justice) on contextual performance, counterproductive work behaviours, and task performance. The study also investigated the moderating effects of an ability measure of emotional intelligence (EI) on the justice–performance relationship. Data was collected from 211 employees across nine organizations from the private and public sectors in a developing country in the Caribbean. Results revealed that all three dimensions of justice had significant effects on performance, (contextual and task performance), and counterproductive behaviours. Composite emotional intelligence and its four sub-types which are evaluation and expression of emotion in the others, evaluation and recognition of emotion in self, use and regulation of emotions, moderated the relationship between contextual performance and procedural justice, but failed to moderate the relationship between other types of justice and performance.

A study was conducted by Fischer and Smith (2012) to examine the moderation effect of values on the relationship between perceptions of justice and work outcome variables among employees of an organization. Focusing on the relational model of authorities (Tyler & Lind, 1992), the researchers hypothesized that the effect of organizational justice on self-reported compliance and proactive part of extra-role behaviour would be determined by value orientations of individuals. This was supported by the results of the research that employees'

level of organizational justice predicted their level of compliant extra-role behaviour. Rangriz (2012) also studied the relationship between organizational justice and organizational citizenship behavior (OCB) among 186 experts of Ministry of Economic Affairs and Finance (MEAF) in Iran. Findings of the research indicated a positive relationship between all the four facets of organizational justice and OCB.

Gilaninia and Abdesonboli (2011) carried out a quantitative research examining the relationship between organizational justice and organizational citizenship behavior. A sample size of 341 participants was used in the research. Results of the study showed a positive significant relationship among dimensions of organizational justice and organizational citizenship behavior in the Rasht public hospitals. Finally, results show that between all the four types of justice and organizational citizenship behavior there was a positive significant relationship. That is each of the forms of organizational justice led to OCB.

Different meta-analyses concerning organizational justice studies have been reported in previous literatures. Results from all these studies support the three dimensions that constitute organizational justice. Cohen-Charash and Spector (2001) conducted a meta-analysis employing 190 studies. They identified organizational fairness as constituting procedural, distributive and interactional justice (Cohen-Charash & Spector, 2001). A meta-analytic review was done by Colquitt, Conlon, Wesson, Porter and Ng, (2001) involving 25 years of organizational justice research by reviewing 183 studies on organizational justice. The analysis supported the three components of organizational justice that is distributive, interactional and procedural (Cohen-Charash & Spector, 2001).

Brockner and Siegel (1996) have provided the taxonomy of organizational justice that describes three major waves of justice research over the past three decades. These are procedural, distributive and interactional. Devonish and Greenidge (2010) did a study to assess the effect of organizational justice on task and contextual performance and counterproductive behaviours at work. 211 employees (across nine organizations from the private and public sectors in a developing country in the Caribbean took part in the study. The results of the study showed that all the three justice dimensions (distributive, interactional and procedural) had a significant positive effect on contextual performance.

Distributive Justice

Distributive justice refers to the perceived fairness of the outcomes (Cropanzano & Greenberg, 1997). That is, how fair employees think significant outcomes and resources are shared among themselves and their colleagues. These outcomes can be in the form of salary, promotions and other fringe benefits such as study leave with pay, free health care and vacations. Distributive justice is grounded in Adams (1965) equity theory. That is, individuals compare their rewards to their production, and in turn, make a comparison with workmates (Adams, 1965). As such, people turn to make judgments on how fair outcomes are shared by considering the output and input ratio of other colleagues in similar positions with them either in the same organization or a similar organization. Consequently, their reaction towards their job either good or bad is dependent on whether they perceive their outcomes as fair or not.

A study was conducted by Xiang (2008) to assess the relationship between organizational justice and performance by measured in terms of task and contextual performance in the State-Owned Enterprises in China. Organizational justice was measured in terms of the three

constructs namely distributive, procedural and interactional justice (Xiang, 2008). Three hundred and eighty five (385) participants from two large state-owned enterprises took part in this research. By the use of regression analysis, perceived organizational justice significantly predicted contextual performance. Hierarchical regression analysis further indicated that distributive justice can significantly predict task performance and contextual performance while procedural justice and interactional justice were found to only predict the job dedication dimension of contextual performance.

Liang (2000) also researched on the impact organizational justice and individual cultural characteristics had on employees' performance, specifically the contextual performance in Chinese organizations. Data was collected with the use of questionnaires from 232 employees in three Sino-western joint ventures in the China. The analysis of data revealed that distributive justice had a positive significant influence contextual job performance, especially interpersonal facilitation and various attitudinal outcomes, such as commitment, job satisfaction, pay satisfaction and turnover intention. On the other hand none of the procedural justice variables which are participation at company level, appeal mechanism and participation at job level Liang, (2000) studied showed any influence on contextual performance.

Procedural Justice

Procedural justice describes the fairness of the procedures used in determining employee outcomes in the organization (Moorman, 1991). According to Leventhal, Karuza and Fry (1980), an individual contrasts an existing state of affairs to a standard or rule, comparing a distribution or procedure to that which he believes would be ideally fair in that situation. Leventhal, Karuza and Fry (1980) emphasized that in such situations, procedures could be

perceived as fair if they meet the following six criteria: can be applied consistently across people and across time (consistency), is free from bias (bias submission), ensure that information which is gathered and used in making decisions is accurate (accuracy), have some mechanism to correct flawed or inaccurate decisions (correct ability), conform to personal or prevailing standards of ethics or morality (ethical consideration) and also ensure that the opinions of various groups affected by the decision have been taken into consideration (representations). Researches have established that perception of procedural justice has a strong relationship with organizational citizenship behaviour or contextual behaviour (Lemons & Jones, 2001; Dailey & Kirk, 1992; Konovsky & Folger, 1994; McFarlin & Sweeney, 1992). It has also been found to relate to trust in organization (Aryee et al., 2002; Pillai et al., 2001).

Moorman (1991) as well as Niehoff and Moorman (1993) found that when two types of justice were measured separately, procedural justice predicted contextual performance but not distributive justice. Nasurdin and Khuan (2007) again conducted a research to examine the influence of organizational justice on predicting job performance (task performance and contextual performance). Questionnaires were used to draw data from a sample of employees in Malaysia. Results of the regression analysis illustrated that distributive justice alone had a significant and positive relationship with task performance. Conversely, procedural justice was the only type of justice found to be significantly and positively related to contextual performance.

Dolan, Tzafrir and Baruch (2005) also examined the impact of procedural justice on employees' trust in their organization and on Organizational Citizenship Behaviour (OCB). The research hypothesized model showed the link between Organizational citizenship behaviour and procedural justice, while employees' trust in their organization acted as a

mediating variable. Using a four step regression analysis, findings revealed a positive significant relationship between procedural justice and employees' trust in their organization and subsequently on OCB. Kumar, Scheer and Steenkamp (1995) also established the importance of distributive justice and procedural justice in contributing to the quality of relationship at work. The research indicated that even though both types of justice contributed to increased trust, procedural justice emerged more important to determine trust than distributive trust. Tyler and Lind (1990) also reported the same findings in their research.

Euwema, Hein and Emmerik (2007) also did a study with the purpose of testing and explaining how procedural justice may influence organizational citizenship behavior (OCB). The tested model suggested that procedural justice affects OCB by influencing perceived organizational support, which in turn encourages employees to give in return with organizational citizenship behaviors. Procedural justice was found to result in perceived organizational support, and inadvertently lead to OCB dimensions.

Allen and Rush (2010) conducted a study on the influence of perceived justice on organizational citizenship behavior (OCB). The study employed 247 employees with 122 males and 125 females who completed a questionnaire that assessed their perceived justice and Organizational Justice. The study revealed a significantly positive relationship between perceived justice and Organizational citizenship behaviour.

Interactional Justice

Interactional justice refers to the interpersonal treatment employees receive from decision makers and the adequacy with which the formal decision making procedures are explained (Greenberg, 1990). Bies and Moag (1986) have stated that, "making allocation decision is an

order of events where a procedure engenders a process of interaction and decision making through which an outcome is allocated to someone” (Bies & Moag, 1986). Interactional justice comes in two forms. They are Interpersonal justice and informational justice (Greenberg, 1990). Interpersonal justice denotes the personal treatment of recipients with politeness, dignity, and respect, while informational justice refers to clear and adequate explanations about why certain procedures were followed (Bobocel & Holmvall, 2001) in allocating outcomes.

Ruder (2003) conducted a study with the aim of examining whether there was a relationship between organizational justice, organizational trust and proactive behavior. The sample consisted of 226 professionals in large and small organizations. Findings indicated a statistically significant relationship between procedural justice and organizational trust. Interactional justice was found to have a positive significant relationship with trust in supervisor compared to the other forms of justice on one hand. But on the other hand, relationships between role breath self-efficacy (RBSE) and procedural justice and RBSE and trust in organization were not significant. Williams, Pitre and Zainuba (2002) also reported positive significant relationship between interactional justice and OCB.

2.3.4 Contextual Performance and Organizational Trust

Trust can be a key economic advantage for firms (Barney and Hansen, 1994) enhancing the effectiveness, efficiency and performance (contextual and task performance) (Dirks and Ferrin, 2002) at work. According to Kramer, (1999) trust in organizations has been shown as highly significant in the fostering of desirable work-related behaviours (Kramer, 1999). Organisational trust throughout literature has been defined and conjectured in many different ways. But in all cases, there are two indispensable components, which run through most of

definitions. That is, positive expectations and the willingness to accept vulnerability (Lewicki, Tomlinson & Gillespie, 2006).

Positive expectations are positive beliefs held by the trustier that the trustee will act in a way that is consistent with the trustier's wellbeing. Alternatively, vulnerability is referred to as the risk of possible cost that comes along with trust and implies that the trustier is prepared to take a risk by placing his or her welfare in the hands of the trustee (Lewicki, Tomlinson & Gillespie, 2006). Thus, in as much as a trustier believes that the trustee will care about his wellbeing; he is also exposed to the risk of being disappointed and his expectations unmet by the trustee. Employees who have high trust in the organizations stay longer, put in more effort and work more cooperatively with colleagues, while those with low or no trust often reduce the effectiveness of their work (Dirks and Ferrin, 2001), and engage in counterproductive behaviour, such as obstruction or seeking revenge (Bies & Tripp, 1996), or simply decide to leave (Robinson, 1996).

Within organizational atmospheres, where human interactions, exchanges and collaborations of all heights habitually occur, rules and regulations, procedures and authority seem to be rudimentary. Despite this, certain human features generally affect the effectiveness of these organizational structures and performance. As an example, the main reason why there are problems of lack of staff cooperation, managers' inability to have and maintain the support of their staff in some organizations is not only as a result of undesired organizational techniques and structures but also certain human features (Erdem, 2003) which includes trust. According to Taylor (1990) organizational trust has four important impacts on the relationship between the employees and the organization. These are trust enhances the organization as a whole, trust ensures that resources are used effectively, enhances taking higher risks and also affects

all the operations of the organization (Taylor, 1990). If it is true that trust affects all activities of the organization, then certainly trust will surely affect contextual performance since behaviours at the work place involves both job and contextual performance.

Ferres, Connell and Travaglione (2005) have stated that organizational trust has positive contribution to the institution of work place behaviours such as organizational citizenship behavior, commitment and social relationship enhancement. Konovsky and Pugh (1994) have stated one indicator of organizational trust as social exchange. This social exchange in turn leads to extra role behaviours, that is motivating employees to put up behaviours that do not limit them only to their job descriptions but also behaviours that are outside of their job description but leads to the overall success of the organization (Rousseau & Parks, 1993). This points to the fact that trust in organization is essential for encouraging contextual performance. Studies that have been conducted over the past few years have shown that trust in organizations, be it trust in managers, supervisors or organization itself leads to enhanced performance (contextual) at one's work place (Konovsky & Pugh, 1994, Van Dyne et al., 2000, Deluga, 1994). Trust has also been found to increase cooperative behavior among employees (Gambetta, 1988), decrease encounters and cost of operations (Rousseau et al., 1998) at work.

Aryee et al. (2002) in their study revealed trust as a mediator of the relationship between organizational justice and work outcomes. The focus of their study was to examine how much trust mediated the relationship between organizational justice and employee work attitudes and behaviors among a sample of Indian workers. In their study they took into consideration the three basic facets of organizational justice that is, distributive, procedural and interactive. All three forms of justice were theorized to relate to the facets of trust

differently in superior and in the organization and at the same time relating differently to employee work outcomes such as turnover intentions and organizational citizenship behaviour. Results from the analysis indicated that two facets of trust independently mediate the relationship between the three dimensions of organizational justice and the work attitudes and behaviors that were examined. However they also indicated that even though trust in organizations did not mediate the relationship between procedural justice and organizational citizenship behaviour, the relationship between procedural justice and organizational citizenship behaviour was mediated by trust in supervisors at the same time.

Contrary to this result, Pillai et al. (1999) & Konovsky and Pugh (1994) found that the relationship between procedural justice and organizational citizenship behaviour is mediated by trust in supervisor. The social exchange theory has been used to explain the mediating role of trust in psychological researches. According to Blau (1964), it is the most elementary form of social interaction. It involves the norm of reciprocity where people give back to those who give to them. More importantly helping those who help them (Gouldner, 1960). Undoubtedly, this elementary form of social interaction has its own disadvantages given the fact that negative actions will be rewarded with similar actions. The dynamics of exchange on the whole between people and the need to trust in the goodwill and obligation of the other people might create uncertainty especially at the beginning of the exchange. The social exchange therefore stresses the development of relations over time. Thus, a successful social exchange circle involves both trust and uncertainty (Dolan & Tzafirir, Baruch, 2005).

Wong, Ngo and Wong (2004) investigated the relationships between organizational justice, organizational trust and other helping behaviours (organizational citizenship behavior and contextual performance) among Chinese workers in joint ventures and state-owned

enterprises. Data from 295 and 253 supervisor-subordinate dyads in a joint venture and state-owned enterprises respectively were used for the study. Two types of organizational justice (distributive justice and procedural justice) were assessed on trust in organization whereas interactional justice was assessed as a precursor of trust in supervisors. The researchers hypothesized that distributive justice has a stronger effect on trust in organization in social-owned enterprises than joint ventures, while procedural justice has a stronger effect on trust in organization in joint ventures than in social-owned enterprises. The result supported the hypotheses tested. The relationship between organizational trust and helping behaviors as well as organizational justice and helping behaviors were all significant. Organizational justice was also found to significantly predict organizational trust.

Befort and Hatstrup (2003) conducted a study which examined the effects of organizational trust and tenure of work on ratings of the importance of behaviors reflecting task and contextual performance. The results of the study showed that, managerial experience was positively related to perceptions of the importance of contextual performance behaviors reflecting compliance and extra effort. High level of organizational trust was also found to result in high level of activities that reflect contextual performance. Regression analyses indicated that experience had unique effects in moderating the relationship between organizational trust and contextual performance.

Yilmaz and Altinkurt (2012) examined the relationships between organizational trust, justice perception and organizational citizenship behaviors in Turkish secondary schools. The study was a survey that included 466 participants of secondary school teachers in western Turkey. The Organizational Justice Scale (Hoy & Tarter, 2004), the Organizational Trust Scale (Yilmaz, 2006) and the Organizational Citizenship Behavior Scale (DiPaola, Tarter & Hoy,

2005) were used in data collection. Using hierarchical multiple regression analysis, organizational trust was found to predict organizational citizenship behaviour. The results of the study also showed a significant positive relationship between organizational justice and contextual behaviours.

Ng and Feldman (2010) did a study that provided a meta-analysis on the relationships between organizational tenure, organizational trust and three broad classes of job behaviors: core-task behaviors, extra-role behaviors, and counterproductive behaviors. Using 350 researches across literature and a collective sample size of 249,841, it was revealed that employees who stay longer on a job generally have greater in-role performance and extra-role performance. Tenure of work was also found to be positively related to organizational trust. These relationships were found to remain statistically significant even after controlling for the effects of chronological age.

Altuntas and Baykal (2010) using descriptive statistics determined the relationship between organizational citizenship behaviour and trust levels among nurses in Istanbul. A sample of 482 participants was used for the research. Results of the findings showed that nurses had more trust in their managers and co-workers rather than their institutions. They further found that nurses who had high levels of trust in their colleagues, managers and institutions fully demonstrated organisational citizenship behaviours more regularly.

2.3.5 Summary of Literature Review.

A review of literature relating to the variables under study has shown relationships that exist between these variables (organizational trust, justice and contextual performance). Many studies have revealed significant positive relationship between organizational trust and

contextual performance which includes researches by Wong, Ngo and Wong (2004); Ng and Feldman (2010) and Yilmaz and Altinkurt (2012)

Other researches that took into consideration the relationship between organizational justice and contextual performance have also shown a significant positive relationship between the two variables. Some of these studies include Pareke and Susetyo, (2011); Jin and Shu (2004), Konovsky and Pugh (1994).

Despite the established relationship between these two variables, there has been mixed result on which of the three types of justices (distributive, procedural and interactional) accounts for more variance in contextual performance. For instance Nasurdin and Khuan (2007) in their study revealed that procedural justice significantly and positively accounted for more variance in contextual performance out of the three types of justice. On the other hand, results of research by Xiang (2008) revealed that distributive justice instead of procedural justice accounted for more variance in contextual performance as compared to procedural and interactional justice. For this reason there is the need to do further studies to help provide consistent results as to which of the three types of justices accounts for more variance in contextual performance.

The review also revealed that the relationship between organizational trust, justice and contextual performance is positively moderated by tenure of work of the employee, (Ng & Feldman, 2010; Befort & Hatrup, 2003). That is, an employee's engagement in discretionary behaviours due to the amount of trust and justice perception he has towards his organization is dependent on how long the employee has been on the job.

In conclusion, contextual performance is widely affected by employee's perception of fairness and trust. That is, an employee in fair environment will trust the management which will lead to high level of contextual behaviors as compared to those in unfair environments (Messer & White, 2006). To promote the performance of contextual performance, a fair working environment should be implemented in order to ensure trust because an employee who observes low organizational integrity extensively performs lower on contextual performance (Blakely, Andrews & Moorman, 2005). This is because, the justness and trustfulness in routine task and rules affect the contextual behavior as it depends upon the employee awareness of organizational support which motivates a climate within the organization that creates clouds of contextual performance (Moorman, Blakely & Niehoff, 1998).

2.4 RATIONALE OF THE STUDY

Although research on contextual performance and related constructs has been accruing for more than two decades, the existing body of research on contextual performance is lacking in certain areas. Findings from past studies in the West have been divided. Some studies (Moorman, 1991; Niehoff and Moorman 1993) have found that when two types of justice were measured separately, that is procedural justice and distributive justice, procedural justice predicted contextual performance but not distributive justice. In contrast, Williams (1999) using an experimental design discovers that distributive justice perceptions are significantly and positively related to contextual performance. Some of these studies (e.g. Rahimi & Noruzi, 2012; Devonish & Greenidge, 2010) also treated organizational justice and organizational trust as a single entity. Conducting similar studies will also help to validate and draw conclusive remarks on these findings.

Another rationale behind this study is the testing of a moderating variable (Tenure of Work) on the relationships between organizational justice, organizational trust and contextual performance. Throughout literature, researches that have treated tenure of work as either an independent variable or dependent variable on all the above constructs (organizational justice, organizational trust and contextual performance) have yielded significant positive relationship (Ng & Feldman 2010; Befort & Hattrup, 2003; Williams, 1999; Chen & Francesco 2003). It was therefore hypothesized that tenure of work is likely to moderate the relationships between the variables. A moderator is a variable that influences the strength of the relationship between variables. Thus the testing of a moderator in this study was to help better understand the relationship that exists between these variables (organizational justice, organizational trust and contextual performance). Since this has not been investigated, this research seeks to examine that.

Numerous studies have been carried out in western countries to investigate the relationship between organizational justice, organizational trust and contextual performance (Xiang, 2008; Rahimi & Noruzi, 2012; Devonish & Greenidge, 2010; Nasurdin & Khuan, 2011). Locally (African continent), there are limited studies that have examined the relationship between organizational justice, organizational trust and contextual performance. Given the paucity of research on the trust, justice and performance relationship in Africa, testing a model linking these variables using a sample of Ghanaian employees was to address this issue. The present study therefore sought to assess the various constituents of organizational justice on contextual performance. That is, finding out which of the three types of justice accounts for more variance in contextual performance.

Lastly, some of these studies (Ng & Feldman, 2010) employed the meta-analysis. However, meta-analysis is associated with a lot of criticisms. According to Walker, Kattan and Hernandez (2008), meta-analysis is controversial because there are several critical conditions that ensure a sound meta-analysis and small violations of those conditions can lead to misleading results. The outcome of a meta-analysis also depends on the studies included. Such searches forming meta-analysis are unlikely to yield a representative sample because more often there is a selective publication with studies that show a positive result more likely to be published than those that do not (Walker, Kattan & Hernandez, 2008).

2.5 STATEMENT OF HYPOTHESES

Based on the aims and related literature reviewed, the following hypotheses were tested:

1. Organizational trust will significantly explain variance in contextual performance
2. Organizational justice will significantly explain variance in contextual performance
3. Distributive justice would account for more variance in contextual performance compared to procedural and interactional justice
4. Long Tenure of work would significantly moderate the relationship between organizational trust and contextual performance
5. Long Tenure of work would significantly moderate the relationship between organizational justice and contextual performance.

2.6. HYPOTHESIZED MODEL

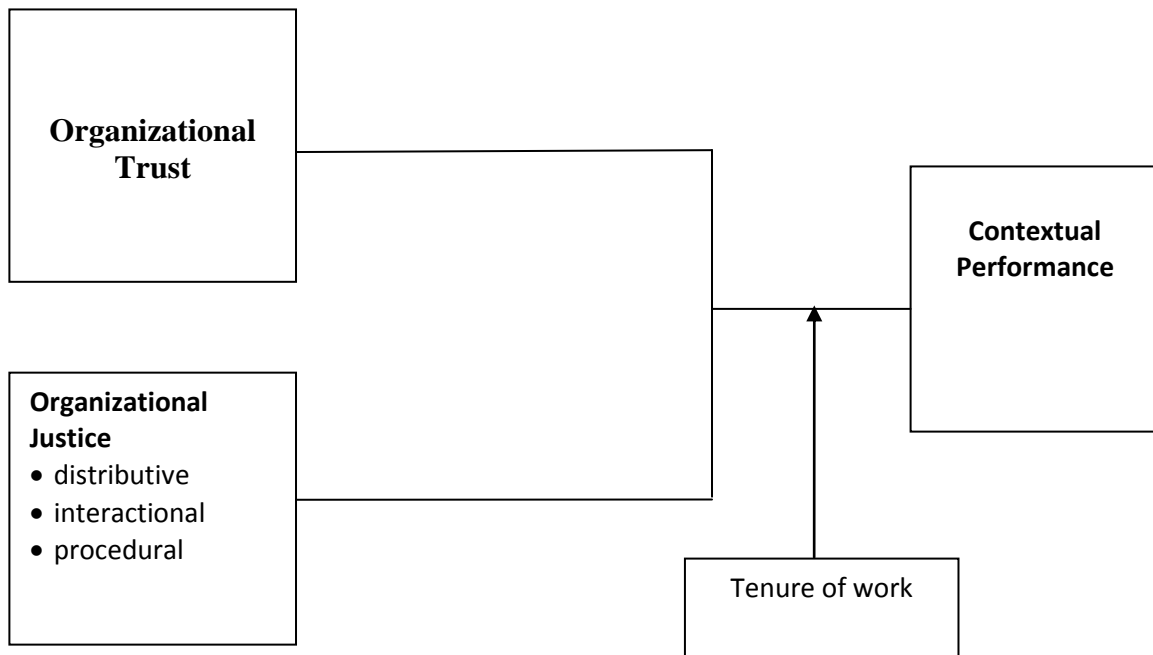


Fig 1: This is a hypothesized model of the relationship among the variables under study.

2.7. DESCRIPTION OF THE HYPOTHESIZED MODEL

The proposed conceptual model illustrated two independent variables including, organizational trust and organizational justice, one moderating variable (tenure of work) and one dependent variable that is contextual performance. The model predicted a relationship between all the two independent variables on the dependent variable. Organizational justice and organizational trust were predicted to be positively related to contextual performance. These relationships were also predicted to be moderated by tenure of work. The three elements of organizational justice (interactional, distributive and procedural) were also predicted to account for different variance in contextual performance whiles distributive justice was predicted to account for a higher variance in contextual performance compared to interactional and procedural justice. Finally, the model predicted that tenure of work would

moderate the relationship between organizational trust and contextual performance and organizational justice and contextual performance.

2.8. OPERATIONAL DEFINITION OF TERMS

Contextual Performance: refers to any other task performed by the employees to help the organization or other employees aside the assigned responsibilities as indicated on the score on the contextual performance questionnaire

Tenure of work: It refers to the number of years an employee has worked in the organization

Long tenure employees: participants who have worked for more than six years

Short tenure employees: participants who have worked for five or less years

Organizational justice: This refers to an employee's view on how fair decisions are made concerning his rewards, fairness in the distribution of those rewards and also how fair the formal decision-making procedure is as indicated on the Organizational Justice scale.

Organizational trust: refers to the confidence an employee has in his or her organization that their needs will be met as indicated on the Organizational Trust Index questionnaire.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter presents a description of the research methodology that was used in ensuring valid findings on the relationship between organizational trust, organizational justice and contextual performance among employees. The chapter also provides a summary of targeted population, sample and sampling technique, instrument for data collection, design, procedure and ethical consideration that were used for data gathering including their psychometric properties.

3.2 POPULATION

The population for this study involved employees at the Electricity Company of Ghana in Accra with an estimated population size of about 7,000. This population was chosen because the Electricity Company of Ghana plays a very essential role in the lives of people within the country. That is, it is the cement of almost all businesses in the country as it is the basic resource for all operations in almost all organizations. Because the company serves a large market, it is essential that its workers engage highly in contextual performance and try to step in for the next person so that the level of services rendered will be highly acceptable to its customers. This is most important because their services are been questioned and to beef up their performance, there is the need to engage more in contextual performance.

3.3 SAMPLE SIZE/ SAMPLING TECHNIQUE

The Electricity Company of Ghana Office at Legon, Accra and Circle served as the sample frame. The participants were taken from all the directorates in the company. They are Engineering, Materials and Transport, Accounts, Customer Service and Operations

departments. It is important to note that the larger the sample size, the better it is to get a representation of the populations ideas on issues concerning the area of interest. Out of the population of 7000 employees, 220 participants were selected for the study. This is because each branch consists of about 70 workers and so using 3 branches sufficed for analysis. This made 220 appropriate for the study. These branches were also chosen as a result of where they are situated. They are positioned in highly populated areas where their services are highly needed. Thus using these branches gave a good platform for analysis.

The stratified sampling technique was used to select the 220 participants for the study. It required the stratified sampling technique because the study targeted participants from every department in the Company. Questionnaires were thus administered in that order. As such the stratified sampling technique was used to cater for the different groups that formed the strata. That is employees from the various directorate of the Electricity Company of Ghana (Engineering, Materials and Transport, Accounts, Customer Service and Operations). The convenient sampling technique was also used to select participants from the different directorates. That is participants from the various directorate included those who were available at the time of the data collection. Out of the two hundred and twenty (220) questionnaires that were sent out to two hundred and twenty (220) participants, only one hundred and ninety five (195) questionnaires were returned and that represented a 78% response rate.

3.4 MEASURES.

All constructs were measured using the multi-item standardized scales that have been developed for many researches. The measures were divided into four sections; A to D. Sections A collected information on the demographic characteristics of the participants such

as gender, managerial position, tenure of work and educational level of employees. The demographic information was necessary since it enabled the researcher give some description of the sample used. Section B consisted of the organizational trust scale, the section C consisted of the organizational justice scale and the last section that is D consisted of the contextual performance scale.

3.4.1 Organizational Trust

Organizational trust was measured using the Organizational Trust Index (OTI). The Organizational Trust Index (OTI) was developed by the International Association of Business Communicators (IABC) Research Foundation (2000) using 232 items from the previous work of Morley, Shockley-Zalabak, and Cesaria (1997) and with the addition of trust-related items identified by other researchers. The short version of the Organizational Trust Index (OTI) contains 29 items capturing the five dimensions of organizational trust sub-constructs (i.e., competence Dimension, Openness/Honesty, Concern for employers, Reliability and Identification). The number of items for each dimension is Dimension one: Competence Dimension (4 items), Dimension Two: Openness/Honesty (9 items), Dimension Three: Concern for employers (7 items), Dimension Four: Reliability (4 items) and Dimension Five: Identification (5 items).

Response to the questionnaires by the participants was given based on a five point scale ranging from never to always. The general reliability scale have been found to range from 0.80- 0.92(IABC, 2000). Some items on the scale included: I can tell my immediate supervisor when things are going wrong, My immediate supervisor follows through with what he/she says, I am highly satisfied with the organizations overall efficiency of operations, My immediate supervisor listens to me, I feel connected to my peers etc. The Organizational

Trust was scored based on the response on the likert scale with marks awarded to the specific options as follows; never (0), sometimes (1), mostly (2), almost always (3), and always (4). Organizational Trust Index consisted of 29 items so scores ranging from 0 to 116 with 116 been the possible maximum score and 0 the possible minimum score. A higher score indicated a higher the level of organizational trust among employees. The alpha level of the questionnaire derived when it was used was 0.94

3.4.2 Organizational Justice

The organizational justice scale (Niehoff & Moorman, 1993) consisted of one dimension measuring perception of three sub-constructs that is procedural, distributive and interactional justice.

Distributive justice scale

Distributive justice was measured using five items measure ($\alpha = .76$) developed by Niehoff and Moorman (1993) which assesses the fairness of different work outcomes, including pay level, work schedule (Moorman, 1993), work load and job responsibilities. Sample items include "My work schedule is fair", "Employees in this organization are fairly rewarded considering the responsibilities" and "Overall, the rewards I receive here are quite fair"(Moorman, 1993).

Procedural justice scale

Procedural justice was measured with items designed to tap information concerning formal procedures. Formal procedures were measured based on the degree to which decisions included mechanisms that insured the gathering of accurate and unbiased information, employee voice and an appeals process. The items on the procedural justice scale was six (α

= .87) developed by Niehoff and Moorman (1993). Items on the scale included "My supervisor makes sure that all employee concerns are heard before job decisions are made" "Job decisions are made by my supervisor in an unbiased manner", "Where I work, the organization's procedures and guidelines are very fair," "I can count on my organization to have fair policies", "To make job decisions, my supervisor collects accurate and complete information" and "The procedures my supervisor uses to make decisions are not fair."

Interactional justice scale

Interactional justice consisted of nine items measuring the degree to which employees felt their needs were considered and adequate explanations were made for job decisions. Example of items on the scale included: "My supervisor treats me with kindness and consideration." "I feel the organization holds me in high regard," "I am kept informed, by my organization, of why things happen the way they do," "My organization's decisions are made out in the open so that everyone always knows what's going on". With this sub scale, Moorman (1991) reported an alpha level of 0.81 in his study for this sub construct. Moorman (1999) has reported reliability above .90 for the three dimensions of the organizational justice scale.

The three dimensions of Organizational Justice were scored based on the response to the five point Likert scale that ranged from strongly agree to strongly disagree. Scores will be awarded as follows; strongly disagree (4), disagree (3), neutral (2), agree (1), and strongly agree (0) for the positive statements and strongly disagree (0), disagree (1), neutral (2), agree (3), and strongly interactional, procedural and distributive justice correspondingly. The minimum possible score for all the sub dimensions will also be 0. A higher score indicated a higher perception of organizational justice among employees. Alpha levels derived after the administration of the three dimensions of organizational justice ranged from 0.78 to 0.88.

3.4.3 Contextual performance

Contextual Performance was measured using the Dimensions of the Contextual Performance Scale designed by Van Scotter, Motowidlo and Cross (2000). The Dimensions of the Contextual Performance Scale (CPS) consists of 15 items capturing the two components of Contextual Performance sub-construct (i.e. Interpersonal Facilitation and job dedication component). Interpersonal facilitation includes helpful considerate and cooperative aspects of contextual performance. The Interpersonal Facilitation consists of seven items and participants were asked to rate themselves on a 5-point scale according to how likely they are. Using 862 participants, Van Scotter, Motowidlo and Cross (2000) found the reliability of the Interpersonal Facilitation sub-construct to be 0.89

Items measuring job dedication illustrate effort, initiative, persistence and self-discipline (Van Scotter, Motowidlo & Cross, 2000). Job dedication sub-construct consisted of eight items. Response to the questionnaires by the participants was given based on a five point scale ranging from strongly agree to strongly disagree. Using 862 participants, Van Scotter, Motowidlo and Cross (2000) found the reliability of the job dedication components to be 0.86.

The general reliability of the contextual performance scale have been found to range from 0.80 - 0.92 (Garvin, 2003). Some items on the Interpersonal Facilitation scale includes: I praise co-workers when they are successful, I support or encourage a co-worker with a personal problem, I talk to others before taking actions that might affect them, I say things that make people feel good about themselves or the work group. Some items on the job dedication scale includes: I put in extra hours to get work done on time, I pay close attention to important details, I work harder than necessary, I ask for a challenging work assignment, I exercise personal discipline and self-control etc.

The Contextual Performance was scored based on the response on the likert scale with marks awarded to the specific options as follows; strongly disagree (4), disagree (3), neutral (2), agree (1), and strongly agree (0). Contextual Performance scale consisted of 15 items so scores ranging from 0 to 60 with 60 been the possible maximum score and 0 the possible minimum score was awarded. Higher score indicated a higher the level of contextual performance among employees. The alpha level of 0.92 was also derived after its administration.

3.5 DESIGN

The crosssectional survey method was used to measure the relationship between the three variables. This method was adopted because a lot of information was collected from a large group of participants once within a short period of time, (Gall, Gall, & Borg, 2007). A five-step process for conducting survey research in organizations proposed by Bartlett (2005) was adhered to in the present study. This process consisted of defining the purpose and objectives, deciding on the sample, creating and pre-testing the instrument, contacting the respondents, and collecting and analyzing data. This crosssectional design was deemed appropriate because as emphasized by Bartlett (2005), it is quantifiable and generalizable to an entire population if the population is sampled appropriately and also numerous amount of information will be collected in short period of time.

3.6 PROCEDURE FOR DATA COLLECTION

Two major stages were involved in the study. The first procedure involved a pilot study whiles the second procedure involved data collection the main study.

3.6.1 Pilot Study

Questionnaires that were used in this study were those that already existed with already established validity and reliability. Notwithstanding, a pilot study was conducted before the actual study because the current study was conducted on a Ghanaian sample. This was essential because the establishment of the reliability and validity of the existing scales was done on different samples from different environments and not on any Ghanaian sample.

Another important reason why the pilot study was done was to give a prior notice of where the final research could fall short or whether the methods and instruments proposed for the research were either suitable or unsuitable or even too complex (Teijlingen, Rennie, Hundley & Graham, 2001). As such the pilot study informed the research on the reliability and validity of the instruments. These reliabilities were compared to the reliabilities established by the developers of the scale to ascertain whether they were appropriate for the study or not. Twenty five employees comprising of 15 males and 10 females from a branch of the Electricity Company of Ghana were sampled for the pilot study. Permission to get access to participants was granted by the Regional Director of the Electricity Company of Ghana.

Again, the pilot study was used to check for clarity and transparency of items that were on the scale. This is because there was the possibility that some of the terminologies on the scales may not be conversant in our Ghanaian language as such making it problematic for participants to comprehend and interpret it as intended. A five paged questionnaire were completed by participant. Comments made by participants on the returned questionnaires prompted the researcher to make some petty amendments to the scales specifically in terms of diction to facilitate a better understanding by the participants.

The internal reliability coefficients (Cronbach alpha values) of the whole scale was ($\alpha = .96$). The alpha value of the subscales ranged from 0.78 to 0.94 and therefore was appropriate for psychometric analysis (Wells & Wollack, 2003) of data.

3.6.2. Main Data Collection

A letter seeking permission to conduct the study was obtained from the Department of Psychology and taken to the Noguchi Institutional Review Board including the research proposal and other relevant documents for approval before data collection begun. A certificate of ethical clearance endorsed by the Chairman of the Board was then issued. A copy of the certificate for ethical clearance, consent form and sample of questionnaire was then given to the Regional Manager of Electricity Company of Ghana (Greater Accra) to seek permission to collect data from their employees. The assistance of the various districts managers were sought as well to help identify the main departments in the company. The employees in each of the five departments were then briefed on the essence of the study and their consent to participate in the study was sought as well as confidentiality assured.

The questionnaires were then distributed by the principal investigator to the participants in addition to a consent form which was to be signed before filling the questionnaire. The participants were then given time to complete. Where there was anything the participants could not understand, the researcher was available to explain. After completing the questionnaires, the principal investigator collected the questionnaires from the participants and they were thanked for their time and participation. Collection of questionnaires from participants was a gradual process since the participants were given absolute power concerning when to fill them. It took three weeks (15 working days) for the principal investigator to collect data. After data was collected, it was scored and statistically analyzed

with the statistical package for social sciences (SPSS). Out of two hundred and twenty (220) questionnaires that were sent, only 195 of them were returned completely filled.

3.6.3 Rate of collection

Out of the two hundred and thirty (220) questionnaires that were given out, a total of one hundred and ninety-eight (198) were properly filled but only one hundred and ninety five (195) met the required criteria for inclusion in the study and represented 78% response rate. Throughout literature, various researchers have commented about the response rate of participants in studies. A general view of a good response rate is 70% and 75% for very good. Babie and Mouton (2001) have indicated that a response rate of 50% is adequate for analysis but a response rate of 70% and above is very good for analysis. As such, a response rate of 78% was sufficient for proper analysis of data. Statistical analysis was then performed on the one hundred and ninety five (195) usable questionnaires.

3.7 ETHICAL CONSIDERATIONS

In agreement with the American Psychological Association (APA, 2002) Ethical Code, certain ethical considerations were deemed necessary and therefore were included in this study in accordance with the ethical principles governing the use of human participants for research purpose. The researcher ensured high sense of confidentiality and anonymity by making sure the data collected was managed in such a way that the identities of the respondents were protected at all times and that no information was directly traced or associated with any individual participant. With this, no names or codes traceable to the respondents was used. That is, any information that was provided by participants was kept confidential from the general public except for the general information that was reported.

Moreover participants used for the study were based on voluntary participation. As such, no participant was forced to partake in the study. In addition the researcher ensured that the collection process did not cause any harm to participant. Informed consent was received from participants, which abstractly described the purpose of the study and informed participants of their right.

CHAPTER FOUR

RESULTS

4.0. INTRODUCTION

This chapter presents the summary results from the analysis of the data collected using the Statistical Package for Social Sciences (SPSS) version 16. The analyses are presented in two sections. The first section is the preliminary analysis and the second section tested the various hypotheses proposed. This chapter ends with the summary of the findings.

4.1 PRELIMINARY ANALYSIS

The preliminary analysis involved testing for normality reliability and computing descriptive statistics for the variables studied. Normality test for skewness and kurtosis revealed no problems. Examination of the residuals indicated no problems of linearity and homoscedacity. A check on collinearity also showed no problems with tolerance and Variance Inflation Factor (VIF). VIF were all less than 10 (Field, 2005) and tolerance statistics were all above .2 indicating that they were all normal and can be used for parametric analyses (Field, 2005).

Descriptive statistics of the predictor and criterion variables, which is means and standard deviations, were computed. Inter-correlations among these variables were also computed using Pearson Product-Moment Correlation and the coefficients together with the means and standard deviations presented in Table 2.

Reliability

Bryman and Cramer (2006) have defined reliability of a measure as its consistency and often require the external and internal features of reliability. When using multiple item scales, the internal reliability of the scale is essential as internal reliability helps to determine whether

every scale is measuring a particular idea and whether all the items contained in that scale are internally stable. Although this study employed measures used by previous research that have validated them, there was a need to ensure that the scales were reliable in our context. To make sure of this, a reliability analysis was performed on the items of the organizational trust, organizational justice and contextual performance scales. The Cronbach alpha coefficient obtained from the statistical analyses was observed and compared.

The internal reliability coefficients (Cronbach alpha values) of the whole scale ($\alpha = .96$) and the subscales were computed. The alpha values of the subscales are presented in brackets diagonal on Table 2.

Table 2: Means, Standard Deviations and Inter-correlations among Predictor and Criterion Variables

Variable	Mean	SD	1	2	3	4	5	6	7
1. Tenure	6.06	4.56	-						
2. Organizational Trust	93.01	17.96	0.23*	(0.94)					
3. Distributive Justice	16.59	4.48	0.22*	0.55***	(0.78)				
4. Procedural Justice	19.07	4.66	0.27*	0.74***	0.59***	(0.85)			
5. Interactional Justice	26.02	5.47	0.26*	0.72***	0.49**	0.72***	(0.88)		
6. Organizational Justice	61.69	12.55	0.29*	0.78***	0.79***	0.90***	0.88***	(0.89)	
7. Contextual Performance	55.08	10.00	0.20*	0.61***	0.45**	0.46**	0.49**	0.60***	(0.92)

*** $p < .001$, ** $p < .01$, * $p < .05$, $N = 195$

Note: The figures in brackets are the alpha values.

The reliability coefficients of the study variables were assessed by computing the Cronbach's alpha. The analysis found all the values to be above the threshold of .70 reported as appropriate for psychometric analysis (Wells & Wollack, 2003). The reliability coefficients ranged from .78 to .94 (Table 2).

4.2 TESTING THE HYPOTHESES

The hypotheses were tested according to how they were stated. The test used for each hypothesis is stated and the summary results presented.

H₁: Organizational trust will have a significantly positive relationship with contextual performance.

This hypothesis was tested using simple regression because the amount of variance accounted for contextual performance by organizational trust was assessed. As indicated on Table 2, Organizational Trust is positively related to Contextual Performance ($r = 0.61, p < .001$). The regression coefficients presented in Table 3 below indicates that Organizational Trust made significant contribution in explaining the variations in Contextual Performance ($\beta = .606, p < .01$). Organizational trust accounted for 36.7% of the variance in explaining contextual performance ($R^2 = .367, F_{(1, 194)} = 89.19, p < .01$). The results therefore support hypothesis 1 that 'organizational trust will significantly relate to contextual performance'.

Table 3: Regression Coefficients of Organizational Trust as Predictor of Contextual Performance

Variable	B	Std. Error	F	β
(Constant)	23.71	7.01	89.19	.606**
Organization Trust	.337	9.44		

$R^2 = .367$, ** $p < 0.01$

H₂: Organizational justice will have a significantly positive relationship with contextual performance.

This hypothesis was also analyzed using simple regression because the amount of variance accounted for contextual performance by organizational justice was assessed.

Table 4: The Regression Coefficients of Organizational Justice as Predictor and Contextual Performance as Criterion

Variable	B	Std. Error	F	β
(Constant)	28.136	8.255	65.075	.601**
Organizational Justice	.436	8.067		

$R^2 = .297$, ** $p < .01$

Organizational justice had significant positive relationship with contextual performance on the zero-order correlations shown on Table 2 ($r = 0.60$, $p < .001$). The regression analysis showed that organizational justice significantly accounted for 29.7% of the variance in explaining

contextual performance ($F_{(1, 194)} = 65.075, p < .01$). That is, organizational justice perceptions explained their contextual performance. Hence hypothesis 2 which states that ‘Organizational justice will have significantly positive relationship with contextual performance was supported.

H₃: Distributive justice would account for more variance in contextual performance compared to procedural and interactional justice.

This hypothesis was tested using hierarchical regression. Results of assumptions of linearity, multicollinearity and normality were adequate. The analysis of contextual performance was presented in two steps with distributive justice in the first block followed by procedural and interactional justice in the second block. The unstandardized and standardized regression coefficients and standard errors are presented in Table 5.

Table 5: Hierarchical Regression coefficients for Organizational Justice Sub-Constructs as predictors and Contextual Performance as criterion

	B	Std. Error	β
(Constant)	27.522	3.499	
Distributive Justice	.573	.179	.257**
Procedural Justice	.180	.230	.084
Interactional Justice	.560	.181	.103*

$R^2 = .26$ * $p < 0.05$,

The model with the predictor variables was significant ($F_{(3, 191)} = 39.933, p < .001$), accounting for 20.6% ($R^2 = .206$) of the variation in contextual performance. It was found that procedural

justice, interactional justice and distributive justice accounted for 26% ($\beta = .257, p < .01$), 8.4% ($\beta = .084, p = ns$) and 10.3% ($\beta = .103, p < .05$) variability respectively in predicting contextual performance. Comparing their *t* values (see appendix) distributive justice accounted for more variance in contextual performance, followed by interactional justice and procedural justice in that order. Therefore hypothesis 3 which states that ‘Distributive justice would account for more variance in contextual performance compared to procedural and interactional justice’ was supported.

Testing for the moderating effect of tenure of work on the relationship between organizational trust, organizational justice and contextual performance.

A moderator is a variable that alters the direction or strength of the relation between a predictor and an outcome (Holmbeck, 1997), thus, a moderator effect is nothing more than an interaction whereby the effect of one variable depends on the level of another. As a requirement for testing for moderation effect, there should be a relationship between the predictor variable(s) and the criterion variables (Holmbeck, 1997). The first three hypotheses therefore sought to find out whether a relationship existed between the criterion variable (contextual performance) and the predictive variables (organizational trust and organizational justice). Statistical analyses of collected data revealed positively significant relationships between these variables as such the warrant to test for the effect of a moderating variable on the relationships (Holmbeck, 1997).

To test hypotheses 4 and 5 that seek to find out whether tenure of work moderated the relationship between organizational trust and contextual performance as well as the relationship between organizational justice and contextual performance, the procedures proposed by Baron and Kenny (1986) for testing moderation effect was used. According to Baron and Kenny

(1986), a common framework for illustrating moderating effect from both correlational and experimental perspectives is possible using a causal path analysis. The three causal paths as illustrated on the diagram below (a, b, and c) was used. This involved the criterion or dependent variable (DV), contextual performance: the effect of the IV (organizational trust or organizational justice) on the DV (contextual performance) (path a), the effect of the moderation variable (tenure of work) on the DV (contextual performance) (path b), and the interaction or product of these two paths on the DV (path c).

According to Baron and Kenny, (1986) the moderator hypothesis is supported if the interaction term (path c) is significant. With respect to the interaction term, the independent and the moderating variables were centered to reduce the effect of multicollinearity (Aiken & West, 1991). In centering, the mean value of the variable was subtracted from the individual scores of the variables.

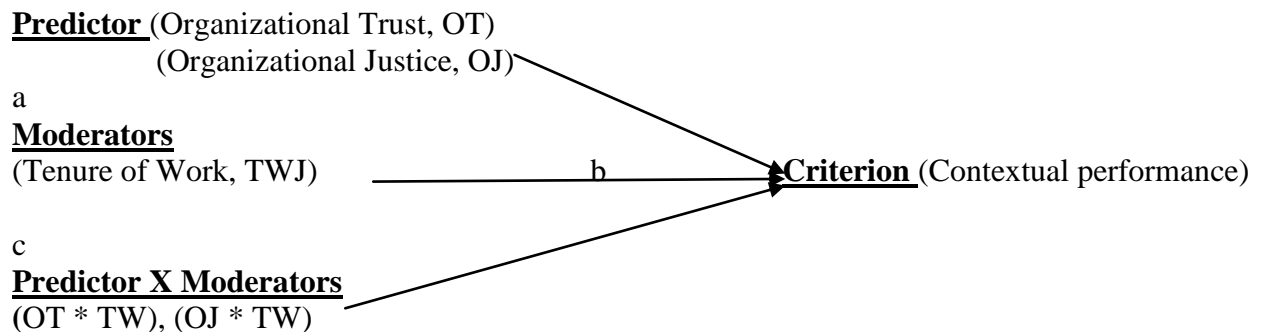


Fig 2: Path diagram of moderation model (Baron & Kenny, 1986)

H4: Tenure of work would moderate the relationship between organizational trust and contextual performance.

To test hypothesis 4, the hierarchical regression in which three distinct steps are stipulated was conducted. The main effect of organizational trust was entered first, the main effect of tenure of

work (moderator) was entered second, and the interaction term (organizational trust and tenure of work) was entered third (Aiken & West, 1991). The basic requirement for testing for moderation effect that there should be a relationship between the predictor variable(s) and the criterion variables (Holmbeck, 1997) was met as illustrated in Table 2. The result is shown in Table 6 below:

Table 6: The Results of Hierarchical Multiple Regression Analyses for the moderation effect of tenure of work on the relationship between organizational trust and contextual performance

		B	Std. Error	β
1	(Constant)	23.716	3.383	
	Org Trust	.337	.036	.606***
2	(Constant)	22.723	3.458	
	Org Trust	.336	.036	.603***
	Tenure	.185	.140	.084
3	(Constant)	14.108	5.249	
	Org Trust	.431	.056	.775***
	Tenure	1.615	.676	.738**
	Org Trust*Tenure	-.016	.007	-.694**

$R^2 = .367$ for step 1, $R^2 = .374$ for step 2, $R^2 = .393$ for step 3, $\Delta R^2 = .367$ for step 1, $\Delta R^2 = .007$ for step 2, $\Delta R^2 = .019$ for step 3, *** $p < .01$, ** $p < .01$, * $p < .05$

The step 1 of Table 6 indicated that organizational trust had a significant influence on contextual performance ($\beta = .606$, $p < .001$). The second step also indicated that tenure of work did not explain a significant increase in variance of contextual performance ($\Delta R^2 = .007$, $\beta = .084$, $p = ns$). From the third step of the regression analysis, the interaction term between organizational trust and tenure of work explained a significant decrease in variance in contextual performance

($\Delta R^2 = .019$, $\beta = -.694$, $p < .01$). That is, tenure of work of the employees weakens the relationship between organizational trust and contextual performance. Thus, the fourth hypothesis that stated that tenure of work would moderate the relationship between organizational trust and contextual performance was significantly supported.

H5: Tenure of work would moderate the relationship between organizational justice and contextual performance.

This was analyzed with the hierarchical regression analyses. Following the procedures proposed by Baron and Kenny (1986), the dependent variable (contextual performance) was regressed on organizational trust, tenure of work and then on the interaction terms. Specifically, organizational justice (the independent variable) was entered in the first block, tenure of work (the moderator) in the second block and organizational justice X tenure of work (the interaction term) in the third block. The basic requirement for testing for moderation effect that there should be a relationship between the predictor variable(s) and the criterion variables (Holmbeck, 1997) was met as illustrated in Table 3. Summary of the results of the analysis can be found below:

Table 7: Results of Hierarchical Multiple Regression Analyses for the moderation effect of tenure of work on the organizational justice-contextual performance relationship

		B	Std. Error	β
1	(Constant)	28.136	3.409	
	Org Justice	.436	.054	.545***
2	(Constant)	27.705	3.462	
	Org Justice	.432	.054	.540***
	Tenure	.111	.149	.051
3	(Constant)	19.660	5.651	
	Org Justice	.566	.092	.708***
	Tenure	1.364	.714	.623
	OJ*TW	-.021	.011	-.623

$R^2 = .545, .547$ and $.560$ for steps 1, 2 and 3 respectively. $\Delta R^2 = .002$ and $.013$ for steps 2 and 3. *** $p < .001$, ** $p < .01$

The analysis revealed that organizational justice had a significant influence on contextual performance as shown on the first step ($\beta = .545, p < .001$). The second step however indicated that tenure of work did not explain a significant increase in variance of contextual performance ($\Delta R^2 = .002, \beta = .051, p = ns$). The third step also show that organizational justice interacted significantly with tenure of work (OJ*TW) to predict contextual performance ($\beta = -.623, p < .001$) indicating that, tenure of work significantly moderated the organizational justice-contextual performance relationship by weakening it. Therefore, hypothesis 5 stated as ‘tenure of work would moderate the relationship between organizational justice and contextual performance was supported.

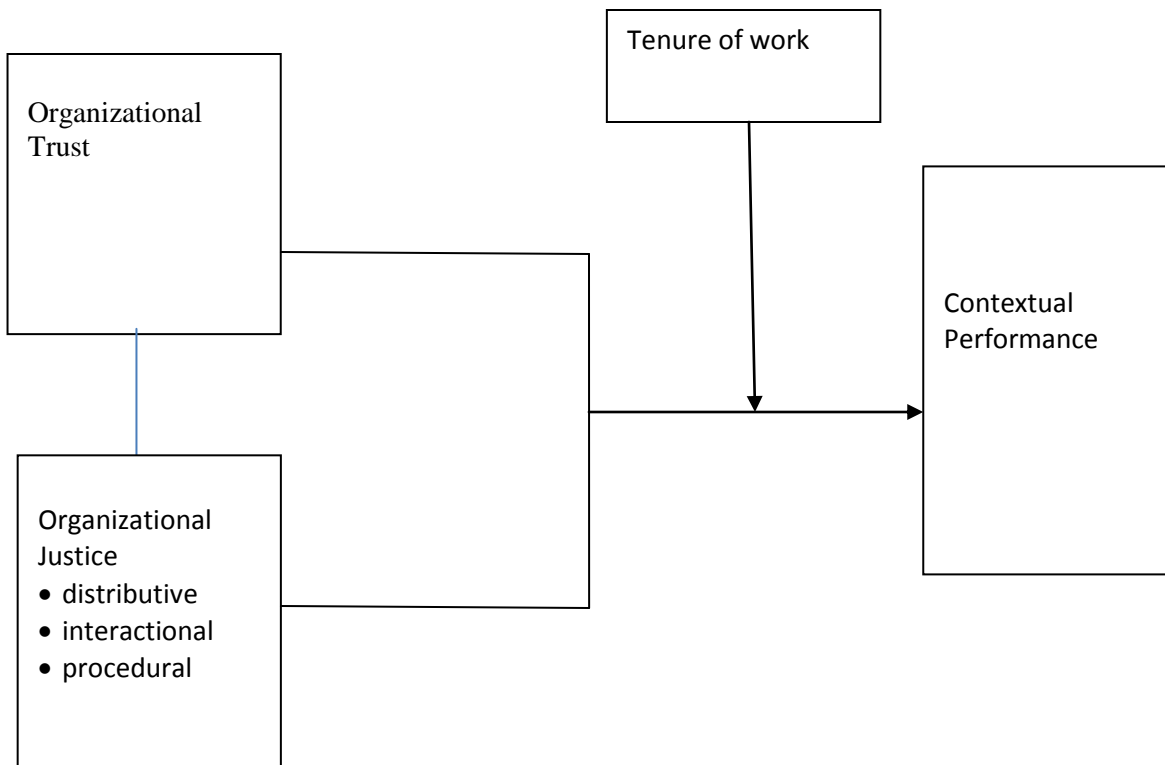
In summary, the results indicated that

1. Organizational trust had a significantly positive relationship and accounted for significant variance in contextual performance.

2. Organizational justice had a significantly positive relationship with contextual performance.
3. Distributive justice accounted for more variance in contextual performance compared to procedural and interactional justice.
4. Long tenure of work moderated the relationship between organizational trust and contextual performance.
5. Long tenure of work moderated the relationship between organizational justice and contextual performance.

Figure 3: A summary of the observed relationships between independent, dependent and moderating variables.

FINAL CONCEPTUAL MODEL



4.3 DESCRIPTION OF THE CONCEPTUAL MODEL

The final results model illustrates that all the two independent variables (organizational trust and organizational justice) are significantly related to the dependent variables (contextual performance). Among the two moderating predictions, tenure of work moderated the relationship between organizational trust and contextual performance and also the organizational justice-contextual performance relationship. The direct relationship between all the variables as proposed in the hypothetical model was revealed in the structural model.

Distributive justice accounted for a higher variance in contextual performance compared to interactional and procedural justice. The model with the predictor variables was significant ($F_{(3, 191)} = 39.933, p < .001$), accounting for 20.6% ($R^2 = .206$) of the variation in contextual performance. It was found that distributive justice, procedural justice and interactional justice accounted for 26% ($\beta = .257, p < .01$), 8.4% ($\beta = .084, p = ns$) and 10.3% ($\beta = .103, p < .05$) variability respectively in predicting contextual performance. Comparing their t values (see appendix) distributive justice accounted for more variance in contextual performance, followed by interactional justice and procedural justice respectively. Therefore hypothesis 3 which stated that 'Distributive justice would account for more variance in contextual performance compared to procedural and interactional justice' was supported.

CHAPTER 5

DISCUSSION

5.1 INTRODUCTION.

The aim of the present study was to find out about the relationship that exists between organizational trust, organizational justice and contextual performance. Specifically, the study explored the relationship between organizational trust and contextual performance, the relationship between organizational justice and contextual performance as well as the moderating role of tenure of work on the relationship between organizational trust and contextual performance and the relationship between organizational justice and contextual performance. The study was also aimed at finding which type of the three justice accounts for more variance in contextual performance. Using previous literature and theories, the results of each research question is discussed in this chapter. Directions for future research, recommendations for practice and limitations are also discussed in this chapter.

5.2.1. Objective One

Organizational trust and Contextual performance.

The study sought to find out whether a relationship exists between organizational justice and contextual performance in the Electricity Company of Ghana. The results of the regression analysis revealed that a significant positive relationship exists between organizational trust and contextual performance. This finding is supported by Befort and Hattrup (2003) study which revealed that high level of organizational trust resulted in high level of activities that reflect contextual performance. It also agrees with the findings of Yilmaz and Altinkurt (2012) in their research which examined the relationships between organizational justice, organizational trust,

and organizational citizenship behaviors in Turkish secondary schools. Results of the research showed that organizational trust significantly predicted organizational citizenship behaviour.

Wong, Ngo and Wong (2004) also investigated the relationships between organizational justice, organizational trust and other helping behaviours (organizational citizenship behavior and contextual performance) among Chinese workers in joint ventures and state-owned enterprises. The result showed a significant relationship between organizational trust and helping behaviours (contextual performance and organizational citizenship behavior). Other researchers including Aryee et al. (2002); Altuntas and Baykal (2010) also found results that are consistent with the findings of the present research. Using descriptive statistics, they examined the relationship between organizational citizenship behaviour and trust levels among nurses in Istanbul. Results of the findings showed that nurses who had high levels of trust in their colleagues, managers and institutions fully demonstrated organisational citizenship behaviours more regularly.

This result implies that employees' engagement in contextual performance depends largely on employees trust in their organisation. For an employee to engage in extra role activities there is the need to ensure that the processes, procedures and mechanisms at play in the organisation are those that enhance employee trust. An increase in employees' perception of trust will then lead employees to participate in those discretionary behaviours which will eventually lead to the success of the organization. On the contrary, decrease in trust will lead to counterproductive behaviours such as absenteeism, lateness, malingering, and destruction of organization property which will be detrimental to the success and survival of the organisation. For instance, an employee with high organisational trust is more likely to defend the organisation in challenging circumstances as well as work tremendously hard to increase the profitability of the organisation, as compared to an employee with ill organisational trust. He only works because he has to and is

not ready to put in any extra effort to promote work. Such an employee should be put through a series of activities to boost his trust for the organisation. He could be engaged in active decision making, given much attention, even into his private life if possible and put in charge of some quite significant activities to boost trust. As such, there is the need to pay proper attention to measures that will increase trust among employees as this would eventually lead to heightened contextual performance on their part, as various researches including this present research have proved. This is because an increase employees' belief in the organisation as a whole does not only motivate employees to engage in duties that are part of their job description but also unearths and improve behaviours that support the technical core work environment in order that the objectives of the organisation would be met.

This finding can also be explained using the social exchange theory which states that relationships are based on mutual trust and beliefs that parties involved in an exchange will uphold their obligations and their end of the bargain (Cropanzano & Mitchell, 2005). According to this theory, a good rapport that exists between two parties depends on two important things. That is, the opinion and expectation that each person would do his part to make the relationship strong and solid. In an organization therefore, employers expect their employees to put in their best and work hard on the job. Employees on the other hand, trust in the organisation to adequately and fairly fulfil their duty of rewarding their inputs and efforts in the organisation. When employees do trust that their organisation will adequately reward their efforts on the job, it is more likely that the employees would engage in activities outside of their core job description for the overall efficiency of the organization. Thus, the issue of trust serves as a high motivating factor for both parties but significant for the employee because the level of trust he possesses goes a long way to determine if employees will go out of their way to perform and even engage

in activities that are out of their defined duties but are projected as being beneficial to the organisation.

Heller (2005) has indicated that one way of empowering employees is to ensure that they have high levels of trust in the organization. It is the duty of the organization to ensure that systems, structures and procedures used at work are those that increases the level of trust amongst employees. When employees have high levels of trust in the organization it enables the employees to have a sense of belongingness with the organization and this will in turn motivate employees to perform tasks to their highest capabilities and as such engage in discretionary behaviours (contextual performance). This implies that trust is essential for employees' engagement in extra-role activities and therefore there is the need for the organization to fulfill their end of the bargain by taking decisions, putting in place systems, mechanisms and policies that will enhance the level of trust held by the employees towards the organization. By so doing the employees will become more efficient and engage in relevant task that will ensure the success of the organization. Such systems include engagement in decision making, showing affection and care in times of personal difficulties, allowing special benefits like loans, medical care, job security and engagement in significant duties.

5.2.2. Objective Two.

Organizational Justice and Contextual Performance

The study also investigated the relationship that exists between organizational justice and contextual performance. Results of regression analysis showed that organizational justice

significantly explain variance in contextual performance was supported. Devonish and Greenidge, (2010) in a study among 211 employees across nine organizations from the private and public sectors in a developing country in the Caribbean revealed that all three dimensions of justice that is interactional, distributive and procedural justice have significant effects on task performance and contextual performance. Pareke and Susetyo (2011) study involving two hundred and seventy seven (277) respondents also showed that organizational justice has a significantly positive relationship with contextual performance.

The result of the study is also parallel to that of Rahimi and Noruzi (2012) which examined the relationships between organizational justice and Organizational Citizenship behaviour among supervisors, managers and staffs in Islamic Azad University. The results indicated that organizational justice had a significantly positive effect on contextual performance. That is, organizational justice leads to contextual performance. Studies by Jin and Shu (2004); Konovsky and Pugh (1994); Konovsky and Organ (1996) and Nasurdin and Ramayah (2003) also all indicated a positive significant relationship between contextual performance and organizational justice.

This implies that when employees' perception of fairness is high, it would encourage them to engage in activities that support the broader psychological, organizational and communal atmosphere in which the technical core functions. In other words, when employees perceive that there is fairness in the distribution of outcomes, fairness in the procedures used in determining employee outcomes and fairness in interpersonal treatment employees receive from decision makers in their organization, they are more likely to engage in activities including helping

colleagues at work, staying longer at work and engaging in challenging tasks at work rather than only concentrating on their prescribed jobs given to them by their organizations.

The empowerment theory explains that ensuring fairness and equity in assigning duties enhances employees' engagement in discretionary behaviours (Heller, 2005) which includes contextual performance. Empowerment in this context can come in the form of engaging employees in decision making concerning actions to be taken to enhance the smooth running of the organization. By implication, since employees are involved in the decisions that are made concerning the organization, they will perceive decisions and processes as fair. Consequently, this help employees develop a kind of we-feeling among employees and also with the organization not only in terms of performing their duties but also motivating and encouraging them to engage in behaviours that are outside of their core duties on the job.

In the same vein, the social exchange theory explains that the social relationship between employees and their organization is based on two factors and these are equity and reciprocity Homans (1961). This implies that if employees perceive that they receive fair wages and rewards from the organization, they will go the extra mile to ensure the success of the organization by performing extra roles like helping colleagues and cooperating with them at work, staying longer at work and indulging in challenging tasks. Thus, ensuring that there is fairness in the distribution of outcomes, fairness in the procedures used in determining employee outcomes and fairness in interpersonal treatment of employees receive from decision makers will motivate employees to indulge in contextual behaviours.

This issue of justice should be well executed in any organization to attain maximum results. For instance, employees on the same level should be given equal pay and extra benefits. Also, the difference between the levels in the organization should be specific. Managers should be given a fair share over subordinates in terms of salaries, type of cars given them and even the offices they occupy. Such a share is deemed equitable by all employees because the hierarchy exists but in an accurate manner. These first two hypotheses thus confirm Kluska (1993) suggestion that trust and justice increases the sense of empowerment among employees to engage in extra role or duties that will increase the effectiveness of the organization. Therefore for Kluska (1993), it is the duty of employers to know that for contextual performance to be rampant among employees and become part of their daily activities, it is the duty of the organization to ensure that trust and justice exist in their higher levels within the organization.

5.2.3. Objective Three.

Distributive justice and Contextual performance.

The study again sought to find out whether distributive justice accounts for more variance in contextual performance than interactional justice and procedural justice. The results of the analysis indicated that distributive justice accounted for more variance in contextual performance as compared to procedural and interactional justice. Distributive justice accounted for 26% ($\beta = .257, p < .01$) variance in contextual performance, interactional justice accounted for 8.4% ($\beta = .084, p = ns$) variability and procedural justice accounted for 10.3% ($\beta = .103, p < .05$) variability in predicting contextual performance. Thus, the third hypothesis too was supported. Research findings by Xiang, (2008) is consistent with the result of this study which revealed that even though organizational justice as a whole leads to engagement in the activities that are extra role,

the distributive component of organizational justice accounted for higher variance in contextual performance than the other two components. Liang, (2000) also researched on the impact organizational justice and individual cultural characteristics had on employees' performance, specifically the contextual performance in Chinese organizations. The analysis of data revealed that distributive justice had a positive significant influence on contextual job performance. On the other hand none of the procedural justice variables (participation at company level, appeal mechanism and participation at job level,) studied showed any influence on contextual performance.

The findings of this research may be due to the fact that employees define their relationships with their organization as one of an economic exchange (Blau 1964). This implies that, their drive towards extra role activities is dependent on the economic gains employees get from their input. As such employees will be more interested in equity and fairness associated with the distribution of outcomes to engage in roles outside of their job descriptions. So for instance an employee's engagement in extra role activity is dependent largely on the fairness in the distribution of outcomes such as salary, praise and promotions other than fairness in the processes of distribution of these outcomes and the interpersonal treatment they receive from employers.

The equity theory can also be used to justify the findings of this result. This is because a person might strongly engage in contextual performance if he perceives the allocation of his outcome as fair comparing it to a referent person. The employee for that matter gives little attention to the processes involved in the allocation of those outcome and how much he is treated on the job but rather focuses on whether his outcome he receives is equal to the person he compares himself

with either in the same organization or a similar organization. When he feels that his outcome is equal to that of his referent person then he becomes satisfied with his job and as such will perform well on the job and also go a step further to do duties that are not part of his job but knows it will lead to the utmost success of the organization.

It also implies that, due to the current economic upsurge in the country, employees have grown to place emphasis on the outcomes. As such, employees place more value on outcomes they receive from their inputs than the processes used to allocate those outcomes or the interpersonal relations with their employers. As such, employees will engage in extra role activities as long as they perceive that outcomes are distributed fairly.

It is important to note that most researches have revealed that procedural justice rather accounts for more variance in contextual performance compared to distributive justice. Moorman, (1991) and Niehoff & Moorman, (1993) found that when procedural and distributive justice were measured separately, procedural justice predicted contextual performance but not distributive justice. Nasurdin and Khuan (2007) again conducted a research to examine the influence of organizational justice on predicting job performance (task performance and contextual performance). According to the analysis of the results, only procedural justice was found to be significantly and positively related to contextual performance.

The result of the findings of the present study may be due to the kind of economic situation in this part of the world. Whereas employees in the Western world may not place too much emphasis on their monetary gain or particular outcome of the job rather than the procedures

involved in distributing those resources, employees in this part of the world place a large amount of emphasis on how much he earns and not give too much thought as to what procedures were used to come out with those outcomes. Once employees are more concerned with getting a fair share, as in distributive justice, management must make it a point to ensure that all salaries, materials and other benefits are equitably shared among all employees to forestall the frustration of insatiability and rather increase their trust to promote the achievement of organizational goals.

5.2.4. Objective Four.

Moderating effect of tenure of work on organizational trust and contextual performance.

After establishing that a relationship existed between the independent (organizational trust and organizational justice) and dependent variables (contextual performance), the researcher went on to test for the moderating effect of tenure of work on the relationship between organizational trust and contextual performance. Results showed a clear effect of tenure of work on this relationship. Results also revealed that the length of time an employee stays on the job affects relationship between the employees trust in the organization and his engagement in extra- role activities (contextual performance) by weakening the strength of relationship between organizational trust and contextual performance. That is the longer employees stay on the job, the more their trust for the company diminishes and as such reduces the employee's engagement in contextual behaviours.

This result is inconsistent with Ng and Feldman (2010) study that provided a meta-analysis on the relationships between organizational tenure, organizational trust and three broad classes of job behaviors: core-task behaviors, extra-role behaviors, and counterproductive behaviors. Ng and Feldman (2010) found that longer tenured employees generally have greater in-role

performance and extra-role performance on the job. Another study by Befort and Hattrup (2003) also revealed that high level of organizational trust result in high level of activities that reflect contextual performance. Regression analyses also indicated that experience had positive unique effects on moderating the relationship between organizational trust and contextual performance.

By the findings of this research an employee's experience on a job negatively affects his/her level of trust which in turn also affects his engagement in extra role behaviours. Therefore, it would not be wrong to say that the magnitude of the relationship between an employee's trust in the organization and performance of extra duties outside of his job description would be affected by the employee's experience on the job. The findings indicates that the longer an employee stays on the job, the lesser he builds trust for the organization because the employee becomes too familiar with his job responsibilities and environment. As such, loses interest in his duties and therefore will not engage in other discretionary behaviours at all. The employee then becomes lackadaisical on the job because he sees his job as monotonous thereby takes rules and regulations for granted and engage in counterproductive behaviours like malingering, absenteeism, pilfering and office 'gossips' because he feels he knows it all.

In such cases, the management should find ways of curbing these attitudes on the job by formulating more appropriate policies to cater for such occurrences. The organization could take a step such as job rotation where employees can be shifted from one department to the other so as to prevent boredom, monotonous and static job responsibilities. This strategy can be well enforced through the use of career development and improvement methods where employees go through training, workshops and seminars to make them more equipped and also avoid them run

obsolete on skills necessary for job efficiency on the whole. Career development programs may include computer training programs, customer relations workshops and also granting scholarships to employees on paid leave to take up more challenging courses in other areas of study to broaden their knowledge, skills and abilities needed for their job.

The organization could also use promotions through managerial ranks as a way of increasing employee trust where by employees who exhibits much discretionary behaviours will be rewarded by rising through the ranks and salary increased. Social events like end of year get-together and holiday community activities where prizes are awarded to boost the trust of employees and encourage them to engage in extra role activities could also be employed. When this is done, the length of time a person stays on the job might not really affect his performance on the job since he knows the benefit to be derived if he puts in his best and also go an extra mile to partake in extra role activities needed for the success of the organization.

Thus, we can see that an increased trust in the organization would motivate the employee to engage in contextual performance. But longer tenured employees should be well managed because their tenure on the job can decrease their trust in the organization which will in turn affect the employees' engagement in extra role activities.

5.2.5. Objective five

Moderating effect of tenure of work on organizational justice and contextual performance.

Even though this study is consistent with other researches (Yilmaz and Altinkurt, 2012) that a direct relationship exists between organizational justice and contextual performance, a test of the

moderating effect of an employee's tenure of work on organizational justice and contextual performance showed a significant negative result. That is tenure of work decreases or weakens the relationship between organizational justice and contextual performance. By the results of the study, employees' perception of fairness in the distribution of resources, procedures in allocating those resources, interactions with employers and their engagement in extra role activities is negatively affected by how long the employee has been on the job or his experience on the job.

This implies that as an organization, it is pertinent to ensure the presence of organizational justice especially when the employee stays long on the job so as to persuade employees to give back to the organization. This is due to the fact that employees' perception of justice is easily affected by other factors including tenure of work. That is, in as much as employees perceive that they receive fair wages and rewards from the organization, there is fairness in the allocation of outcomes and interpersonal treatment they receive from their employers and therefore would want to give back to the organization by performing extra tasks like helping colleagues and cooperating with them at work, staying longer at work and indulging in challenging tasks, this decision will be affected by how long the employee has been on the job. Therefore steps should be taken to curb this occurrence as much as possible.

Inequity should be avoided as much as possible to encourage employees to indulge much more in performing extra role activities in the organization so that the organization would be able to survive and achieve its goals. All employees' desire is that, they would be given a fair share of outcome. For that matter management must ensure that resources are shared fairly among personnel whiles other benefits are also equitably distributed. Consequently, such equity will

enhance contextual performance among employees so that the length of time the person stays on the job will not affect his justice perception and also his engagement in extra role activities.

This can be ensured by making sure that the distribution of resources, processes involved in the distribution of resources and interpersonal treatment of employees are fair across board so that no external factors namely tenure of work could affect the employees' engagement in extra-role activities. This may include a policy like promotional specifications for employees across board so that longer serving staff will be promoted and involved in decision making based on the fact that they exhibit excellent job performance which does not only represent their main duties on the job but also indulging in behaviours that are not part of their assigned responsibilities but necessary for the growth, success and development of the organization. By so doing, employees who stay long on the job will put in their best since they would want to be promoted and involved in the decision making process of the organization.

5.3. LIMITATIONS OF THE STUDY.

The first limitation lies with the use of self-reports to collect data on the variables of study. This is due to the fact that the relationship that exists amongst research variables may have been influenced by common method variance. That is any variance that is attributed to the measuring of multiple constructs using the same method (Podsakoff, MacKenzie, Lee and Podsakoff, 2003). All data concerning this research were collected using self-report Likert-type questionnaires as such there is a likelihood that the relationships that were found between the variables that were studied (organizational trust, organizational justice and conceptual performance) were in one way or the other way affected by the common measurement methods.)

Secondly, a larger sample size would be appropriate to establish the relationship between the variables in future studies as this would lead to more accurate information that would represent a better view of the larger society. Thirdly, the scales that were used in the study were developed in the Western countries and as such they may not be able to reveal the full meaning of the variables in the Ghanaian setting irrespective of the fact that their coefficient alphas were all above .78 in this study. There is the need to refine and further validate measures for future researches so as to portray the actual essence of these variables in Ghanaian organizations and forestall any misleading projections indicated by the Western scales.

5.4 RECOMMENDATION FOR PRACTICE.

Successful organizations need employees who will do more than their usual job duties and put up performance that is beyond expectations. And in order for organizations to succeed in the current economic down turn both nationally and internationally, there is the need for management to bring about changes in their management mechanisms, systems, procedures and strategies that

are indispensable to the survival of the organization so as to motivate employees put their best performance at work. These new strategies system and procedures should serve as a source of motivation for employees to perform certain tasks that are not merely what has been stated in the job description, but also engaging in activities that goes beyond their formal requirement.

The finding of the research revealed that a significant relationship exists between organizational trust and contextual performance as such management should ensure that these new strategies ensure trust among employees. These systems could involve even the trivial actions like proper welfare funding and activities, engagement in decision making, fringe benefits and giving opportunity for personal and career development of the employees.

Again, since the study also revealed that a relationship exists between organizational justice and contextual performance, and these discretionary behaviours are also generally linked to what employees give back to the organization as a result of their fair treatment among the employees (Gouldner, 1960), management should not relent their effort in working towards putting up systems and structures that are free from prejudice, fulfil their obligation to their employees as well as ensure trust among employees which will eventually motivate them to engage in other tasks pertinent to the success and survival of the organization. In other words, if decision outcomes such as pay, promotions, allowances fringe benefits, the distribution of resources (Greenberg, 1990) and interpersonal treatment are perceived as fair by employees, it would lead to increased trust as well as ensure employees engagement in other behaviors which is relevant to the effectiveness of the organization (Podsakoff & MacKenzie, 1997).

It is also important for employers to attach importance and appreciation to long staying staff as time makes them more attached to the company and increase their trust in the company as revealed by the research. For that reason, employers could also appreciate such employees through awards, small bonuses or even increase in the salaries of such employees to improve trust of employees and their participation in those discretionary behaviors that improves the resilience of the company. The most obvious is that organizations can improve the tendency of engaging in contextual performance if they will more regularly assess employee perceived organizational justice and also ensure trust among their employees. An occasional assessment is probably not adequate to ascertain the dynamic impact of major changes in the work environment.

5.5 RECOMMENDATIONS FOR FUTURE RESEARCH.

First and foremost, future research could draw on an eclectic approach (both qualitative and quantitative research to better understand and appreciate the relationship that exists among variables.

Also, in this study, cross-sectional survey was used to collect data. Future research should employ the use of longitudinal design in order to clarify the direction of causality among variables (organizational trust, organizational justice and contextual performance). That is collect data with time lapses between variables.

5.6 CONCLUSION

The major aim of this research was to study the relationship that exists between organizational trust, organizational justice and contextual performance. Data collected were analyzed by the use of both inferential and descriptive statistics. By means of the 99% probability to obtain results, statistical analysis proved that organizational trust had a direct effect on employees' contextual performance. The results also revealed a direct relationship between organizational justice and contextual performance. A causal path analysis (Baron and Kenny, 1986) showed that tenure of work moderated the relationship between organizational trust and contextual performance but proved otherwise on the relationship between organizational justice and contextual performance. According to Table 5 Hierarchical Regression coefficients for Organizational Justice Sub-Constructs as predictors and Contextual Performance as criterion, distributive justice had the highest influence on the employees' contextual performance while procedural justice and interactional justice had the lowest influence respectively.

This research thus throws more light and agrees with other researches on the fact that employees' behaviours are influenced by their trust in the organization and also their perception of fairness in the organization. Managers should therefore seek to incorporate measures and procedures that will increase employees' trust and perception of fairness in order to harness the habit of engaging in contextual behaviours. These includes systems that ensure fair allocation of resources, show respect, care and involve employees in decision making that affects employees jobs. It is only when these things are done that will put employees in a better position to engage in extra role activities to the success of the organization.

REFERENCES.

- Adams, J.S. (1965). Inequity in social exchange. *Advanced Experimental Social Psychology*, 62, 335-343.
- Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Thousand Oaks, CA: Sage.
- Al-Hyasat, K. M. K., Al Shra'ah, A. E. M., & Rumman, M. A. A. (2013). The Impact of the Organizational Justice on the Development of the Organizational Citizenship Behavior in Jordanian Press Organizations. *European Journal of Business and Management*, 5, (2), 213-222.
- Alexander, S., & Ruderman, M. (1987). The role of procedural and distributive justice in organizational behavior. *Social Justice Research*, 1, 177–198.
- Allen, T. D., & Rush, M. C. (1998). The effect of Organizational Citizenship Behaviour on performance judgments: A field study and laboratory experiment. *Journal of Applied Psychology*, 83, 247-260.
- Altuntas, S., & Baykal, U. (2010). Relationship between nurses' organizational trust level and their organizational citizenship behaviors. *Journal of Nursing Scholarship*, 42, 186-194.
- Ambrose, M. L., & Arnaud, A. (2005). Are procedural justice and distributive justice conceptually distinct? In J. Greenberg & J. A. Colquitt (Eds.), *Handbook of organizational justice*, 59–84. New Jersey: Lawrence Erlbaum Associates.
- Amstrong, M. (2003). *A handbook of human resource management practice*. London: Kogan Page Publishers.

- Aryee, S., Budhwar P. S. & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal of Organizational Behavior*, 23, 267-280.
- Babbie, E., & Mouton, J. (2001). *The practice of social research*. Cape Town: Oxford University Press.
- Bartlett, K. R. (2005). Survey research. In R. A. Swanson & E. F. Holton (Eds.), *Research in organizations: Foundations and methods of inquiry* (97-113). San Francisco, CA: Berrett-Koehler.
- Barney, J. B., & Hansen, M. H. (1994). Trustworthiness as a Source of Competitive Advantage. *Strategic Management Journal*, 15, 175-190.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51 (6), 1173-1182.
- Bakhshi, A., & Kumar, K. (2009). National culture and organizational citizenship behavior: Development of a scale. In Singh, S. (Ed.), *Organization Behaviour*. New Delhi: Global Publishing House.
- Befort, N., & Hattrup, K. (2003). Valuing task and contextual performance: experience, job roles, and ratings of the importance of job behaviours. *Applied Human Resource Management Research*, 8 (1), 17-32.

- Bies, R. J., & Moag, J. S. (1986). Interactional justice: communication criteria of fairness. In R. J. Lewicki; B. H. Sheppard and M. H. Bazerman (Eds.) *Research on Negotiations in Organizations, 1*, 43-55. Greenwich, CT: JAI Press.
- Bies, R., & Tripp, T. (1996). Beyond distrust: "Getting even" and the need for revenge. In: Kramer, R. & Tyler, T. (eds.) *Trust in organizations: frontiers of theory and research*. Thousand Oaks, CA: Sage.
- Blau, P. M. (1964). *Exchange and power in social life*. New York: Wiley.
- Blakely, G. L., Andrews, M. C., & Moorman, R. H. (2005). The moderating effect of equity sensitivity on the relationship between organizational justice and organizational citizenship behaviors. *Journal of Business and Psychology, 20* (2), 259-274.
- Blomqvist, K. (1997). The Many Faces of Trust. *Scandinavian Journal of Management, 13* (3), 271-286.
- Bobocel, D. R., & Holmvall, C. M. (2001). Are interactional justice and procedural justice different? Framing the debate. In S. Gilliland, Steiner, D. & Skarlicki, D. (Eds.), *Theoretical and cultural perspectives on organizational justice*, 85-108. Greenwich, CT: Information Age Publishing.
- Bolino, M. C., & Turnley, W. H. (2003). Going the extra mile: Cultivating and managing employee citizenship behaviour. *Academy of Management Executive, 17* (3), 60-71.
- Brockner, J., & Siegel, P. (1996). Understanding the interaction between procedural and distributive justice. In Kramer, M. K. & Tyler, T. R. (Eds.), *Trust in organizations: Frontiers of theory and research*, 390-413. Thousand Oaks: Sage Publications.

- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In Schmitt, N. & Borman, W. C. (Eds.), *Personnel Selection in Organizations*, 71-98. San Francisco, CA: Jossey-Bass.
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10, 99-109.
- Bryman, A., & Cramer, D. (2006). *Quantitative data analysis with SPSS 12 and 13: A guide for Social Scientists*. London: Routledge.
- Conn S. J. (2004). Across the Miles: Exploring the Relationship between Perceptions of Trust and Perceptions of Organizational Justice in a Geographically Dispersed Organization, *Gonzaga University, USA*.
- Catherine, M. G. (2002). Staff turnover: Retention. *International Journal of Contemporary Hospitality management*, 14 (3), 106-110.
- Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86 (2), 278-321.
- Conway, J. M. (1999). Distinguishing contextual performance from task performance for managerial jobs. *Journal of Applied Psychology*, 84, 3-13.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86 (3), 386-400.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86 (3), 425-445.

- Cropanzano, R., & Folger, R. (1991). Procedural justice and worker motivation. In R. M. Steers & L. W. Porter (Eds.), *Motivation and Work Behavior*. New York: McGraw-Hill.
- Cropanzano, A., & Mitchell, M. S. (2005). Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*, *31*, 874-900.
- Cropanzano, R., & Greenberg, J. (1997). Progress in organizational justice: Tunneling through the maze. In C. Cooper & I. Robertson (Eds.), *International review of industrial and organizational psychology*, 317-372. New York: Wiley.
- Chen, Z. X., & Francesco, A. M. (2003). The relationship between the three components of commitment and employee performance in china. *Journal of Vocational Behavior*, *62*, 490-510.
- Dailey, R. C., & Kirk, D. J. (1992). Distributive and procedural justice as antecedents of job dissatisfaction and intent to turnover. *Human Relations*, *2*, 305–316.
- Dolan S. L., Tzafirir, S. S., & Baruch, Y. (2005). Testing the Causal Relationships between Procedural Justice, Trust and Organizational Citizenship Behavior, *Revue De Gestion Des Ressources Humaines*, *57*, 79-89.
- Devonish, D., & Greenidge, D. (2010). The Effect of Organisational Justice on Contextual Performance, Counterproductive Behaviours and Task Performance: Investigating the Moderating Role of Ability-based Emotional Intelligence. *International Journal of Selection and Assessment*, *18* (1), 75-86.

- Deluga, R. J. (1994). Supervisor trust building, leader-member exchange and organizational citizenship behaviour. *Journal of Occupational and Organizational Psychology*, 67, 315-326.
- Dirks, K. T., & Ferrin, D. L. (2001). The role of trust in organizational settings. *Organization Science*, 12, 450-467.
- DiPaola, M, Tarter, C., & Hoy, W. K. (2005). Measuring organizational citizenship in schools: The OCB Scale. In Wayne K. Hoy & Cecil Miskel (Eds.), *Leadership and Reform in American Public Schools*. Greenwich, CT: Information Age.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86, 42-51.
- Euwema, M. C., Wendt, H., & Emmerik, V. H. (2007). Leadership styles and group organizational citizenship behavior across cultures. *Journal of Organizational Behaviour*, 28, 1035–1057.
- Ferres N., Connell, J. & Travaglione, A. (2005). The Effect of Future Redeployment on Organizational Trust: *Strategic Change*, 14 (2), 77-91.
- Folger, R., & Konovsky (1989). Effects of procedural and distributive justice on reactions to pay raise decisions. *Academy of Management Journal*, 32 (1), 115-130.
- Fischer, R., & Smith, P. B. (2012). Reward allocation and culture: A meta-Analysis. *Journal of Cross-Cultural Psychology*, 34 (3), 251-268.
- Field, A. (2005). *Discovering statistics using SPSS* (2nd Ed.). London: Sage Publications.

- Fukuyama, F. (1996). *Trust the social virtues and the creation of prosperity*. New York: Free Press Paperbacks.
- Gall, M. D., Gall, J. P., & Borg, W. R. (2007) *Educational research: An introduction*. Boston: Pearson Education.
- Gambetta, D. (1988). *Trust: Making and breaking cooperative relations*. New York: Basil Blackwell.
- Garvin, D. A. (1993). Building learning organizations. *Harvard Business Review*, 71(4), 78-91.
- Gilaninia, S., & Abdesonboli, R. (2011). Organizational justice and organizational citizenship behavior case study: Rasht Public Hospitals. *International Journal of Business Administration*, 2, (4), 42-49.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Psychological Review*, 25 (2), 161-178.
- Greenberg, J. (1990). Organizational justice: Yesterday, today and tomorrow. *Journal of Management* 16, 399-432.
- Greenberg, J. (1986). Determinants of perceived fairness of performance evaluations. *Journal of Applied Psychology*, 71, 340-342.
- Griffin, M. A., Neal, A., & Neale, M. (2000). The contribution of task performance and contextual performance to effectiveness: Investigating the role of situational constraints. *Applied Psychology: An International Review*, 49 (3), 517-533.

- Hamidizadeh, M. R., Baramond, S., & Latifi, M. M. (2012). Empowerment and contextual performance with job utility's model. *Interdisciplinary Journal of Contemporary Research in Business*, 3(9).
- Heller, R. (2005). *Employee empowerment: Management giving power to the people*. United Kingdom.
- Hetzler, J. M. (2007). *A longitudinal study of the predictors of contextual performance*. Alabama: Auburn University.
- Holmbeck, G. N. (1997). Toward terminological, conceptual, and statistical clarity in the study of mediators and moderators: Examples from the child-clinical and paediatric psychology literatures. *Journal of Consulting and Clinical Psychology*, 4, 599–610.
- Homans, G. C. (1961). *Social behavior: Its elementary forms*. New York: Harcourt, Brace, & World.
- Hoy, W.K., & Tarter, C.J. 2004. Organizational Justice in Schools: No Justice without Trust. *International Journal of Educational Management*. 18 (4), 250-259.
- International Association of Business Communicators (IABC) Research Foundation (2000). Organizational Trust and Distrust across Cultures. *IABC Research Foundation*, 45, 544-713.
- Jin, F. U., & Shu, H. C. (2004). Compensation Structure, Perceived Equity and Individual Performance of R & D professionals. *Journal of American Academy of Business*, 4, 401-405.

- Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral Science*, 9, 131-133.
- Katz, D., & Kahn. R. L. (1978). *The social psychology of organizations*. Wiley: New York.
- Kim, S. (2009). Participative management and job satisfaction: Lessons for management leadership. *Public Administration Review*, 62 (2), 231-241.
- Kluska, K.M. (1993). Staff nurse empowerment and effort-reward imbalance. *Canadian Journal of Nursing Leadership*, 17(1), 112-128.
- Konovsky, M., & Folger, R. (1994). Relative effects of procedural and distributive justice on employees' attitudes. *Representative Research in Social Psychology*, 17(1), 15-24.
- Konovsky, M. A., & Pugh. S. D. (1994). Citizenship and social exchange. *Academy of Management Journal*, 37, 656-669.
- Konovsky, M. A., & Organ, D.W. (1996). Dispositional and contextual determinants of organizational citizenship behaviour. *Journal of Organizational Behaviour*, 17 (3), 253-266.
- Konovsky, M. A. (2000). Understanding procedural justice and its impact on business organizations. *Journal of Management*, 26, 489-511.
- Kramer, R. M. (1999). Trust and distrust in organizations: Emerging perspectives, enduring questions. *Annual Review of Psychology*. 50, 569-598.
- Kumar, N., Scheer, L. K., & Steenkamp, J. E. M. (1995). The effects of supplier fairness on vulnerable resellers. *Journal of Marketing Research*, 32, 54-65.

- Lambert, S.J. (2006). Both art and science: Employing organizational documentation in workplace-based research. In Pitt-Catsouphes, M., Kossek, E.E., & Sweet, S. (Eds.). *The work and family handbook: Multi-disciplinary perspectives, methods, and approaches*. 503-525. Mahwah, New Jersey: Lawrence Erlbaum Associates.
- Leventhal, G. S. (1980). What should be done with equity theory? In K. J. Gergen, M. S. Greenberg, & R. H. Willis (Eds.), *Social exchange: Advances in theory and research*, 27-55. New York: Plenum.
- Leventhal, G. S., Karuza, J., & Fry, W. R. 1980. Beyond fairness: A theory of allocation preferences. In G. Mikula (Ed.), *Justice and social interaction*, 167-218. New York: Springer-Verlag.
- Lee, C., & Farh, J. L. (1999). The effects of gender in organizational justice perception. *Journal of Organizational Behavior*, 20 (1), 133-143.
- Lemons, M. A., & Jones, C. A. (2001). Procedural justice in promotion decisions: Using perceptions of fairness to build employee commitment. *Journal of Managerial Psychology*, 16(4), 268–280.
- LePine, J. A., Erez, A., & Johnson, D.E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology*, 87, 262-270.
- Lewicki, R. J., Tomlinson, E. C., & Gillespie, N. (2006). Models of interpersonal trust development: theoretical approaches, empirical evidence and future directions. *Journal of Management*, 32, 991-1022.

- Lind, E. A., & Tyler, R. T. (1988). *The social psychology of procedural justice*. New York, MA: Plenum.
- Masterson, S. S., Lewis, K., Goldman B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment of work relationships. *Academy of Management Journal*, *43*, 738-748.
- Messer, B. A., & White, F. A. (2006). Employees' mood, perceptions of fairness, and organizational citizenship behavior. *Journal of Business Psychology*, *21*(1), 65-82.
- Morgan, R., & Hunt, S. (1994). The commitment-trust theory of relationship marketing. *Journal of marketing*, *58* (3), 20-38.
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, *76*, 845-855.
- Moorman, R. H. (1993). The influence of cognitive and affective based job satisfaction measures on the relationship between satisfaction and organizational citizenship behavior. *Human Relations*, *46*, 756-776.
- Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior. *Academy of Management Journal*, *41*, 351-357.
- Moorman, R. H., Niehoff, B. P., & Organ, D. W. (1993). Treating employees fairly and organizational citizenship behavior: sorting the effects of job satisfaction, organizational

- commitment, and procedural justice. *Employee Responsibilities and Rights Journal*, 6, 209-223.
- Motowidlo, S. J., & J. R. Van Scotter. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79, 475–480.
- Motowidlo, S.J. (2000). Some basic issues related to contextual performance and organizational citizenship performance in human resource management. *Human Resource Management Review*, 10, 115-126.
- Morley, D. D., Shockley-Zalabak, P., & Cesaria, R. (1997). Organizational communication and culture: A study of 10 Italian high technology companies. *The Journal of Business Communication*, 34, 253-268.
- Nasurdin, A. M., & T. Ramayah. (2003). The linkage between procedural justice, perceived organizational support, and extra-role citizenship behavior. *The Fifth Asian Academy of Management Conference Proceedings*, 1, 220–228.
- Nasurdin, A. M., & Khuan, S. L. (2007). Organizational Justice as an Antecedent of Job Performance. *Gadjah Mada International Journal of Business*, 9 (3), 325–343.
- Ng, T. W. H., & Feldman, D. C. (2010). Organizational tenure and job performance. *Journal of Management*, 36 (5), 1220-1250.
- Niehoff, B. P., & Moorman. R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36 (3), 527–556.

- Organ, D. W. (1997). Organizational citizenship behaviour: Its construct clean-up time. *Human Performance, 10*(2), 85–97.
- Pareke F. J., & Susetyo, S. (2011). Modeling the causal relationship of organizational justice, job satisfaction, and organizational citizenship behavior. *Cambridge Business and Economic Conference*.
- Pillai, R., Schriesheim, C. A., & Williams, E. S. (1999). Fairness perceptions and trust as mediators for transformational and transactional leadership: A two-sample study. *Journal of Management, 25* (6), 897-933.
- Podsakoff P. M., & MacKenzie S. B. (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestions for future research. *Human Performance, 10*, 133-151.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management, 26*, 513-563.
- Porter, L. W., Bigley, G. A., & Steers, R. M. (2003). *Motivation and work behavior*. New York: McGraw Hill.
- Raina, A. K., Singh, S. D., & Sharma, N. K. (2012). Empowerment, Contextual Performance and Job Satisfaction: An Empirical Assessment of Hospitality Industry in Rajasthan. *South Asian Journal of Tourism and Heritage, 5* (2), 99-123.
- Rangriz, H. (2012). Relationship between organizational justice and organizational citizenship behaviour in Iran. *International Journal of Asian Sciences, 2* (5), 587-595.

- Rahimi, G. R., & Noruzi, M. R. (2012). A study of the relationships between organizational justice and organizational citizenship behavior in Islamic Azad University Locale 13; Among Supervisors, Managers and Staffs. *Australian Journal of Basic and Applied Sciences*, 6 (10), 311-315.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86 (5), 825 –836.
- Rousseau, D. M., Sitkin, S. B., Burt, R. S., & Camerer, C. (1998). Not so different after all: A cross-discipline view of trust. *The Academy of Management Review*, 23, 393-404.
- Robinson S. L. (1996). Trust and breach of psychological contrast. *Administrative Science Quarterly*, 41, 574–599.
- Rousseau, D. M., & Parks, J. M. (1993). The contracts of individuals and organizations. In B. M. Staw and L. L. Cummings (Eds.), *Research in Organizational Behavior*, 15, 1-43. Greenwich, CT: JAI Press.
- Ruder, G. J. (2003). *The relationship among organizational justice, trust and role breadth efficacy*. Virginia: Falls Church.
- Shockley-Zalabak, P., Cesaria, R. & Ellis, P. (1997). Organizational Factors Influencing Employees Trust. *Group & Organizational Studies*, 22, 138-250.
- Sweeney, P. D., & McFarlin, D. B. (1993). Workers' evaluations of the "ends" and the "means": An examination of four models of distributive and procedural justice. *Organizational Behavior and Human Decision Processes*, 55, 23-40.

- Sweeney, P. D., & McFarlin, D. B. (1997). Process and outcome: Gender differences in the assessment of justice. *Journal of Organizational Behavior, 18*, 83-98.
- Teijlingen, V. E., Rennie, A., Hundley, V., & Graham, W. (2001). The importance of conducting and reporting pilot studies: The example of the Scottish Births Survey. *Journal of Advanced Nursing, 34*(3), 289-295.
- Tyler, T. R., & Lind, E. A. (1990). Intrinsic versus community-based justice models: when does group member matter. *Journal of Social Issues, 46* (1), 83-94.
- Taylor, R.G. (1990). The role of trust in labour-management relations. *Organization Development Journal, 7*, 85-89.
- Van Scotter, J. (2000). Relationships of task performance and contextual performance with turnover, job satisfaction and affective commitment. *Human Resource Management Review, 10* (1), 79-95.
- Van Scotter, J. R., & Motowidlo, S. J. (1996). Interpersonal facilitation and job dedication as separate facets of contextual performance. *Journal of Applied Psychology, 81*, 525-531.
- Van Scotter, J., Motowidlo, S. J., & Cross, T. C. (2000). Effects of task performance and contextual performance on systemic rewards. *Journal of Applied Psychology, 85* (4), 526-535.
- Viswesvaran, C. (1993). *Modelling job performance: Is there a general factor?* University of Iowa, Iowa City, IA.

- Van Dyne, L., Vandewalle, D. Kostova, T., Latham, M. E., & L. L. Cummings (2000). Collectivism, propensity to trust and self-esteem as predictors of organizational citizenship in a non-work setting. *Journal of Organizational Behavior*, 21, 3-23.
- Walker, E., Hernandez, A. V., & Kattan M. W. (2008). Meta-analysis: its strengths and limitations. *Cleve Clinical Journal of Medicine*, 75, 431-9.
- Wells, S. C., & Wollack, J. A. (2003). An Instructor's Guide to Understanding Test Reliability. Testing & Evaluation Services publication: University of Wisconsin.
- Williams, S. (1999). The effects of distributive and procedural justice on performance. *The Journal of Psychology*, 133, 183-193.
- Wong, Y., Ngo, H., & Wong, C. (2004). Perceived organizational justice, trust, and OCB: A study of Chinese workers in joint ventures and state-owned enterprises. *Journal of World Business*, 41, 344-355.
- Whitener E. M. (1997). The impact of human resource activities on employee trust. *Human Resource Management Review*, 7, 389-404.
- Witt, L., Kacmar, K., Carlson, D., & Zivnuska, S. (2002). Interactive effects of personality and organizational politics on contextual performance. *Journal of Organizational Behavior*, 23, 911-926.
- Williams, S., Pitre, R., & Zainuba, M. (2002). Justice and organizational citizenship behavior intentions: fair rewards versus fair treatment. *The Journal of Social Psychology*, 142(1), 33-44.

Yilmaz, K., & Altinkurt, Y. (2012). The Relationship between Organizational Justice, Organizational Trust and Organizational Citizenship Behaviors in Secondary Schools in Turkey, In Ibrahim Duyar, Anthony H. Normore (Eds.), *Discretionary Behavior and Performance in Educational Organizations: The Missing Link in Educational Leadership and Management :Advances in Educational Administration, 13*, 223-248. Emerald Group Publishing Limited.

Zucker, L.G. (1986), Production of trust: institutional sources of economic structure, 1840–20), in Staw. B & L. Cummings (Eds.), *Research in Organizational Behavior*, Greenwich, CT: JAI Press, 8, 53–111.

APPENDIX A

QUESTIONNAIRES

This is a survey to find out your personal views on issues related to turnover intentions. It will take about 15 minutes to fill. Your name is not required and the information you give will be treated as strictly confidential and used for academic analysis only. It is therefore hoped that you will be honest as possible in your response to the question that follows.

Section A: DEMOGRAPHICS

1. AGE.....
2. SEX: Male () Female ()
3. Department.....
4. Number of Years work in the Organization

Section B: ORGANIZATIONAL TRUST SURVEY

The following are statements about your organization. Please tick the response that best indicates the extent to which the statement describes the current state of your organization. Use the scales below to indicate **how much the statement describes your organization**:

1 – Never 2 - Sometimes 3 - Mostly 4 -Almost always 5 - Always

no	Statement	1	2	3	4	5
1	I can tell my immediate supervisor when things are going wrong					
2	My immediate supervisor follows through with what he/she says					
3	I am highly satisfied with the organization's overall efficiency of operation.					
4	My immediate supervisor listens to me					
5	I feel connected to my peers					
6	I am free to disagree with my immediate supervisor					
7	Top management is sincere in their efforts to communicate with employees					
8	My immediate supervisor behaves in a consistent manner from day to day					
9	I feel connected to my organization					
10	I am highly satisfied with the overall quality of the products and/or services of the organization					
11	I have a say in decisions that affect my job					
12	My immediate supervisor keeps confidences					
13	I receive adequate information regarding how well I am doing in my job					

14	I am highly satisfied with the capacity of the organization to achieve its objectives					
15	I receive adequate information regarding how I am being evaluated					
16	Top management listens to employees' concerns					
17	Top management keeps their commitments to employees					
18	I am highly satisfied with the capability of the organization's employees					
19	I feel connected to my immediate supervisor.					
20	I receive adequate information regarding how my job-related problems are handled.					
21	My immediate supervisor is concerned about my personal well being					
22	My values are similar to the values of my peers					
23	I receive adequate information regarding how organizational decisions are made that affect my job					
24	Top management is concerned about employees' well being					
25	My immediate supervisor keeps his/her commitments to team members.					
26	My values are similar to the values of my immediate supervisor					
27	I receive adequate information regarding the long-term strategies of my organization					
28	My immediate supervisor is sincere in his/her efforts to communicate with team members					
29	My immediate supervisor speaks positively about subordinates in front of others					

Section C: ORGANIZATIONAL JUSTICE SCALE

Answers the following questions using the scale below:

1. Strongly Disagree 2. Disagree 3. Moderately Agree 4. Agree 5. Strongly Agree

no	Statement	1	2	3	4	5
	Distributive justice					
1	My work schedule is fair					
2	I think that my level of pay is fair					
3	I consider my work load to be quite fair					
4	Overall, the rewards I receive here are quite fair					
5	I feel that my job responsibilities are fair					
	Procedural justice					
6	Job decisions are made by the general manager in an unbiased manner					
7	My general manager makes sure that all employee					

	concerns are heard before job decisions are made					
8	To make job decisions, my general manger collects accurate and complete information					
9	My general manager clarifies decisions and provides additional information when requested by employees					
10	All job decisions are applied consistent across all affected employees					
11	Employees are allowed to challenge or appeal job decisions made by the general manger					
	Interactional justice					
12	When decisions are made about my job, the general manager treats me with kindness and consideration					
13	When decisions are made about my job, the general manager is sensitive to my personal needs					
14	When decisions are made about my job, the general manager deals with me in a truthful manner					
15	When decisions are made about my job, the general manager shows concerns for my rights as an employee					
16	Concerning decisions made about my job, the general manager discusses the implications of the decisions with me					
17	The general manager offers adequate justification for decisions made about my job					
18	When making decisions about my job, the general manager offers explanations that make sense to me					
19	My general manager explains very clearly any decisions made about my job					

Section D: CONTEXTUAL BEHAVIOUR SCALE

Answers the following questions using the scale below:

1. Strongly Disagree 2. Disagree 3. Moderately Agree 4. Agree 5. Strongly Agree

no	STATEMENT	1	2	3	4	5
1	I praise co-workers when they are successful					
2	I support or encourage a co-worker with a personal problem					
3	I talk to others before taking actions that might affect them					
4	I say things that make people feel good about themselves or the work group					
5	I encourage others to overcome their differences and get along					
6	I treat others fairly					
7	I help someone without being asked					
8	I put in extra hours to get work done on time					
9	I pay close attention to important details					

10	I work harder than necessary					
11	I ask for a challenging work assignment					
12	I exercise personal discipline and self-control					
13	I take the initiative to solve a work problem					
14	I persist in overcoming obstacles to complete a task					
15	I tackle a difficult work assignment enthusiastically					

APPENDIX B

Correlation matrix

		Correlations					
		ORG_TRUST	DISTRIBUTIVE_JUSTICE	PROCEDURAL_JUSTICE	INTERACTI ONAL_JUSTICE	ORG_JUSTICE	CONTEXTU AL_PERFOR MANCE
ORG_TRUST	Pearson Correlation	1	.553**	.737**	.719**	.785**	.606**
	Sig. (1-tailed)		.000	.000	.000	.000	.000
	N	157	157	157	157	157	156
DISTRIBUTIVE_JUSTICE	Pearson Correlation	.553**	1	.599**	.486**	.791**	.454**
	Sig. (1-tailed)	.000		.000	.000	.000	.000
	N	157	157	157	157	157	156
PROCEDURAL_JUSTICE	Pearson Correlation	.737**	.599**	1	.725**	.901**	.457**
	Sig. (1-tailed)	.000	.000		.000	.000	.000
	N	157	157	157	157	157	156
INTERACTI ONAL_JUSTICE	Pearson Correlation	.719**	.486**	.725**	1	.878**	.488**
	Sig. (1-tailed)	.000	.000	.000		.000	.000
	N	157	157	157	157	157	156
ORG_JUSTICE	Pearson Correlation	.785**	.791**	.901**	.878**	1	.545**
	Sig. (1-tailed)	.000	.000	.000	.000		.000
	N	157	157	157	157	157	156
CONTEXTU AL_PERFOR MANCE	Pearson Correlation	.606**	.454**	.457**	.488**	.545**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	
	N	156	156	156	156	156	156

** . Correlation is significant at the 0.01 level (1-tailed).

Organizational trust as predictor of contextual performance**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.606 ^a	.367	.363	7.98924	.367	89.196	1	154	.000

a. Predictors: (Constant), ORG_TRUST

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5693.227	1	5693.227	89.196	.000 ^a
	Residual	9829.516	154	63.828		
	Total	15522.744	155			

a. Predictors: (Constant), ORG_TRUST

b. Dependent Variable: CONTEXTUAL_PERFORMANCE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.716	3.383		7.010	.000
	ORG_TRUST	.337	.036	.606	9.444	.000

a. Dependent Variable: CONTEXTUAL_PERFORMANCE

Organizational justice and contextual performance**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.545 ^a	.297	.292	8.41760	.297	65.075	1	154	.000

a. Predictors: (Constant), ORG_JUSTICE

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4610.920	1	4610.920	65.075	.000 ^a
	Residual	10911.824	154	70.856		
	Total	15522.744	155			

a. Predictors: (Constant), ORG_JUSTICE

b. Dependent Variable: CONTEXTUAL_PERFORMANCE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.136	3.409		8.255	.000
	ORG_JUSTICE	.436	.054	.545	8.067	.000

a. Dependent Variable: CONTEXTUAL_PERFORMANCE

Hierarchical analyses of the constructs of organizational justice and contextual performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.454 ^a	.206	.201	8.94660	.206	39.933	1	154	.000
2	.551 ^b	.303	.289	8.43559	.097	10.612	2	152	.000

a. Predictors: (Constant), DISTRIBUTIVE_JUSTICE

b. Predictors: (Constant), DISTRIBUTIVE_JUSTICE, INTERACTIONAL_JUSTICE, PROCEDURAL_JUSTICE

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3196.320	1	3196.320	39.933	.000 ^a
	Residual	12326.423	154	80.042		
	Total	15522.744	155			
2	Regression	4706.551	3	1568.850	22.047	.000 ^b
	Residual	10816.193	152	71.159		
	Total	15522.744	155			

a. Predictors: (Constant), DISTRIBUTIVE_JUSTICE

b. Predictors: (Constant), DISTRIBUTIVE_JUSTICE, INTERACTIONAL_JUSTICE, PROCEDURAL_JUSTICE

c. Dependent Variable: CONTEXTUAL_PERFORMANCE

Coefficients^a

Odel		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.269	2.756		13.884	.000
	DISTRIBUTIVE_JUSTICE	1.012	.160	.454	6.319	.000
2	(Constant)	27.522	3.499		7.866	.000
	DISTRIBUTIVE_JUSTICE	.573	.179	.257	3.030	.003
	PROCEDURAL_JUSTICE	.180	.230	.084	.783	.435
	INTERACTIONAL_JUSTICE	.560	.181	.103	3.086	.032

a. Dependent Variable: CONTEXTUAL_PERFORMANCE

Organizational justice moderating the relationship between Organizational trust and contextual performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606 ^a	.367	.363	7.98924
2	.616 ^b	.380	.371	7.93416
3	.618 ^c	.382	.370	7.94267

a. Predictors: (Constant), ORG_TRUST

b. Predictors: (Constant), ORG_TRUST, ORG_JUSTICE

c. Predictors: (Constant), ORG_TRUST, ORG_JUSTICE, OT_OJ

ANOVA^d

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5693.227	1	5693.227	89.196	.000 ^a
	Residual	9829.516	154	63.828		
	Total	15522.744	155			
2	Regression	5891.250	2	2945.625	46.792	.000 ^b
	Residual	9631.494	153	62.951		
	Total	15522.744	155			
3	Regression	5933.672	3	1977.891	31.352	.000 ^c
	Residual	9589.071	152	63.086		
	Total	15522.744	155			

a. Predictors: (Constant), ORG_TRUST

b. Predictors: (Constant), ORG_TRUST, ORG_JUSTICE

c. Predictors: (Constant), ORG_TRUST, ORG_JUSTICE, OT_OJ

d. Dependent Variable: CONTEXTUAL_PERFORMANCE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.716	3.383		7.010	.000
	ORG_TRUST	.337	.036	.606	9.444	.000
2	(Constant)	22.109	3.480		6.354	.000
	ORG_TRUST	.258	.057	.463	4.510	.000
	ORG_JUSTICE	.146	.082	.182	1.774	.078
3	(Constant)	13.104	11.520		1.138	.257
	ORG_TRUST	.366	.144	.657	2.545	.012
	ORG_JUSTICE	.295	.199	.368	1.477	.142
	OT_OJ	-.002	.002	-.363	-.820	.413

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.716	3.383		7.010	.000
	ORG_TRUST	.337	.036	.606	9.444	.000
2	(Constant)	22.109	3.480		6.354	.000
	ORG_TRUST	.258	.057	.463	4.510	.000
	ORG_JUSTICE	.146	.082	.182	1.774	.078
3	(Constant)	13.104	11.520		1.138	.257
	ORG_TRUST	.366	.144	.657	2.545	.012
	ORG_JUSTICE	.295	.199	.368	1.477	.142
	OT_OJ	-.002	.002	-.363	-.820	.413

a. Dependent Variable: CONTEXTUAL_PERFORMANCE

Tenure moderating organizational trust and contextual performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606 ^a	.367	.363	7.98924
2	.611 ^b	.374	.366	7.97008
3	.627 ^c	.393	.381	7.87600

a. Predictors: (Constant), ORG_TRUST

b. Predictors: (Constant), ORG_TRUST, TENURE

c. Predictors: (Constant), ORG_TRUST, TENURE, OT_TW

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606 ^a	.367	.363	7.98924
2	.611 ^b	.374	.366	7.97008
3	.627 ^c	.393	.381	7.87600

a. Predictors: (Constant), ORG_TRUST

b. Predictors: (Constant), ORG_TRUST, TENURE

c. Predictors: (Constant), ORG_TRUST, TENURE, OT_TW

ANOVA^d

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5693.227	1	5693.227	89.196	.000 ^a
	Residual	9829.516	154	63.828		
	Total	15522.744	155			
2	Regression	5803.855	2	2901.928	45.684	.000 ^b
	Residual	9718.889	153	63.522		
	Total	15522.744	155			
3	Regression	6093.964	3	2031.321	32.747	.000 ^c
	Residual	9428.780	152	62.031		
	Total	15522.744	155			

a. Predictors: (Constant), ORG_TRUST

b. Predictors: (Constant), ORG_TRUST, TENURE

c. Predictors: (Constant), ORG_TRUST, TENURE, OT_TW

d. Dependent Variable: CONTEXTUAL_PERFORMANCE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.716	3.383		7.010	.000
	ORG_TRUST	.337	.036	.606	9.444	.000
2	(Constant)	22.723	3.458		6.572	.000
	ORG_TRUST	.336	.036	.603	9.424	.000
	TENURE	.185	.140	.084	1.320	.189
3	(Constant)	14.108	5.249		2.688	.008
	ORG_TRUST	.431	.056	.775	7.632	.000
	TENURE	1.615	.676	.738	2.390	.018
	OT_TW	-.016	.007	-.694	-2.163	.032

a. Dependent Variable: CONTEXTUAL_PERFORMANCE

Tenure moderating organizational justice and contextual performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.545 ^a	.297	.292	8.41760
2	.547 ^b	.300	.290	8.42984
3	.560 ^c	.314	.301	8.36942

a. Predictors: (Constant), ORG_JUSTICE

b. Predictors: (Constant), ORG_JUSTICE, TENURE

c. Predictors: (Constant), ORG_JUSTICE, TENURE, OJ_TW

ANOVA^d

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4610.920	1	4610.920	65.075	.000 ^a
	Residual	10911.824	154	70.856		
	Total	15522.744	155			
2	Regression	4650.225	2	2325.112	32.719	.000 ^b
	Residual	10872.519	153	71.062		
	Total	15522.744	155			
3	Regression	4875.581	3	1625.194	23.201	.000 ^c
	Residual	10647.163	152	70.047		
	Total	15522.744	155			

a. Predictors: (Constant), ORG_JUSTICE

b. Predictors: (Constant), ORG_JUSTICE, TENURE

c. Predictors: (Constant), ORG_JUSTICE, TENURE, OJ_TW

d. Dependent Variable: CONTEXTUAL_PERFORMANCE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.136	3.409		8.255	.000
	ORG_JUSTICE	.436	.054	.545	8.067	.000
2	(Constant)	27.705	3.462		8.001	.000
	ORG_JUSTICE	.432	.054	.540	7.947	.000
	TENURE	.111	.149	.051	.744	.458
3	(Constant)	19.660	5.651		3.479	.001
	ORG_JUSTICE	.566	.092	.708	6.142	.000
	TENURE	1.364	.714	.623	1.910	.058
	OJ_TW	-.021	.011	-.623	-1.794	.075

a. Dependent Variable: CONTEXTUAL_PERFORMANCE

