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**IMPACT OF TRUST AND SUBJECTIVE WELLBEING ON PROCEDURAL JUSTICE:  
A MEDIATION STUDY**

**IMPACTO DE LA CONFIANZA Y EL BIENESTAR SUBJECTIVO EN LA JUSTICIA PROCESAL:  
UN ESTUDIO DE MEDIACION**

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**Abstract**

The purpose of this paper is to examine the impact of trust and subjective well-being on the perceived procedural justice with the mediating effect of psychological contract. This study was conducted in the context of Pakistan. Data was collected through self-administered questionnaire. These were distributed to the teachers of universities studied. A total of 385 teachers were interviewed. The mediating variable, "psychological contract" was measured by transactional and relational contracts. All variables were measured using five-point Likert scale. Results show that, first, trust must be fostered for organizational relationships to be developed and nurtured. Second, subjective well-being plays a significant role towards the development of psychological contracts of employees. Third, Psychological contract doesn't mediate the relationship between trust, subjective well-being and procedural justice perception.

**Keywords**

Trust – Procedural justice – Subjective well-being – Psychological contract – Universities – Pakistan

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## Introduction

Workplace environment has undergone many changes, which has placed tremendous emphasis on maintaining the human resource of organization. It has been argued that employees are sensitive about how they are treated in the organization. Justice thus, matters a lot for long-range benefits, social consideration and ethical consideration. Procedural justice is considered to be relatively more important for employees than other types of justice<sup>1</sup>.

When employees consider procedures to be just, they even tolerate injustice<sup>2</sup>. However, in case of the absence of this perception, performance and positive attitude of employees diminishes<sup>3</sup>. Employees' fairness perception is also associated with the type of relations they develop with the organization<sup>4</sup>. Employees develop two types of psychological contracts, transactional and relational. According to Rousseau<sup>5</sup>, psychological contract is an individual's belief of mutual expectations and the obligations that exist between individual and organization. It has been studied that psychological contract improves trust. According to Mayer et al.<sup>6</sup>, trust takes place between two parties and is developed when both the parties show their willingness to be vulnerable to each other's actions with the expectations that the other will not be engaged in any actions that appear to be inappropriate. Employees' happiness is also considered as an important aspect in order to achieve better organizational growth and performance<sup>7</sup>. Happiness or subjective well-being is what a person thinks about his/her life<sup>8</sup>. It is linked with how a person performs in the workplace<sup>9</sup>.

## Literature review

Trust is "The extent to which a person is confident in, and willing to act on the basis of, the words, actions and decisions, of another"<sup>10</sup>. In organizations people rely on each

<sup>1</sup> R. Pillai; E. S. Williams & J. J. Tan, "Are the scales tipped in favour of procedural or distributive justice? An investigation of the USA, India, Germany and Hong Kong (China)", *The International Journal of Conflict Management*, num 12 (2001): 312-332.

<sup>2</sup> R. Pillai; E. S. Williams & J. J. Tan, "Are the scales tipped in favour of procedural... y S. M. Razavi; M. Nasirian & I. Afkhami, "The effectiveness sleep hygiene training on the job performance of employees Shift or rotating shifts parvadeh tabas coal companies", *UCT Journal of Management and Accounting Studies*, Vol: 3 num 1 (2015): 5-7.

<sup>3</sup> G. P. Latham & S. Mann, *Advances in the science of performance appraisal: Implications for practice*. In G. P. Hodgkinson & J. K. Ford (Eds.), *International review of industrial and organizational psychology*, 21, (pp. 295-337) (Hoboken: Wiley, 2006)

<sup>4</sup> R. Cropanzano & C. Prehar, *Emerging justice concerns in an era of changing psychological contracts*, in: R. Cropanzano (Ed.) *Justice in the Workplace: From Theory to Practice*, 2, (pp. 245–269) (Mahwah, NJ: Lawrence Erlbaum and Associates, 2001).

<sup>5</sup> D. M. Rousseau, "Psychological and implied contracts in organizations", *Employee Responsibilities and Rights Journal*, num 2 (1989): 121-139.

<sup>6</sup> R. C. Mayer; J. H. Davis & Schoorman, "An integrative model of organizational trust", *Academy of Management Review*, Vol: 20 num 3 (1995): 709-734.

<sup>7</sup> J. Gavin & R. Mason. "The virtuous organization: The value of Happiness in the workplace", *Organizational Dynamics*, Vol: 6 num 7 (2004): 384-395

<sup>8</sup> R. E. Lucas & E. Diener, *Personality & subjective well-being*. In O. P. John; R. Robins & L. A. Pervin (Eds.). *Handbook of Personality* (2<sup>nd</sup> Ed.) (pp. 795-814) (New York: Guilford, 2008).

<sup>9</sup> N. Donovan; D. Halpern & R. Sargeant, *Life Satisfaction: the state of knowledge and implications for government* (London: Strategy Unit. Cabinet Office, 2002).

<sup>10</sup> D. J. McAllister, "Affect and cognition-based trust as foundations for interpersonal cooperation in organizations", *Academy of Management Journal*, Vol: 38 num 1 (1995): 24-59.

other for the accomplishment of variety of tasks; this causes dependability which further requires trust to be developed<sup>11</sup>. Similarly, trust at various levels of management lead to the employees' ability to focus on the tasks that are directed towards improving the organization<sup>12</sup>. According to Smollan<sup>13</sup>, trust in management is fostered through transparency and other fair practices when organization is undergoing any change. Also, for relationships to develop and maintained in the organizational settings it is essential to have some degree of trust<sup>14</sup>. In this context trust is viewed as a social exchange mechanism<sup>15</sup> where relationships are stabilized on the basis of mutual trust<sup>16</sup>. According to Guest and Conway<sup>17</sup>, trust is central to psychological contract.

Psychological contracts are implicit agreements between two parties about what both expect to receive and provide in return to each other<sup>18</sup>. These are of two types: transactional and relational. Transactional contracts are based on exchanges considering economical resources where relationship between parties are short term and limited<sup>19</sup>. Relational contracts on the other hand are broader in nature and not solely based on economic exchanges, are long-term including the aspects of loyalty and growth by both parties in organization<sup>20</sup>.

Robinson<sup>21</sup> finds that employees with high trust are less sensitive to breaches of psychological contract and thus show less violation as compared to employees with low trust. Thus high trust reduces the effect of breaches of psychological contract<sup>22</sup>.

Breach to psychological contracts may lead to negative outcomes of anger, decreased commitment and loyalty, increased turnover intention<sup>23</sup>, reduced job satisfaction<sup>24</sup> and feeling of betrayal and injustice<sup>25</sup>.

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<sup>11</sup> R. C. Mayer; J. H. Davis & Schoorman, "An integrative model of organizational...

<sup>12</sup> R. C. Mayer & M. B. Gavin, "Trust in management and performance: who minds the shop while the employees watch the boss?", *Academy of Management Review*, Vol: 48 num 5 (2005): 874-888.

<sup>13</sup> R. K. Smollan, "Trust in change managers: the role of effect", *Journal of Organizational Change Management*, Vol: 26 num 4 (2013): 725-747.

<sup>14</sup> C. Atkinson, "Trust and psychological contract", *Employee Relations*, Vol: 29 num 3 (2007): 227-246.

<sup>15</sup> P. Blau, *Exchange and Power in Social Life* (New York: Wiley, 1964).

<sup>16</sup> M. A. Konovsky & S. D. Pugh, "Citizenship behavior and social Exchange", *Academy of Management Journal*, num 37 (1994): 656-669.

<sup>17</sup> D. Guest & N. Conway, *Fairness at work and the psychological contract* (London: Institute of Personnel and Development, 1998).

<sup>18</sup> E. W. Morrison & S. L. Robinson, "When employees feel betrayed: A model of how psychological contract violation develops", *Academy of Management Review*, num 22 (1997): 226-256 y D. M. Rousseau, "Psychological and implied contracts in organizations..."

<sup>19</sup> U. Raja; G. Jones & F. Ntaliansis, "The impact of personality on psychological contracts", *Academy of Management Journal*, Vol: 47 num 3 (2004): 350-367.

<sup>20</sup> E. W. Morrison & S. L. Robinson, "When employees feel betrayed..."

<sup>21</sup> S. L. Robinson, "Trust and breach of psychological contract", *Administrative Science Quarterly*, Vol: 41 num 4 (1996): 574-599.

<sup>22</sup> S. L. Robinson & D. M. Rousseau, "Violating the psychological contract: not the exception, the norm", *Journal of Organizational Behaviour*, num 15 (1994): 245-59.

<sup>23</sup> S. L. Robinson, "Trust and breach of psychological contract..."

<sup>24</sup> A. G. Tekleab, *The role of realistic job previews and organizational socialization on newcomers' psychological contract development*. PhD dissertation, university of Maryland. 2003.

<sup>25</sup> E. W. Morrison & S. L. Robinson, "When employees feel betrayed: A model..."

Psychological contract is based on social exchange theory which states that, relationships are developed on the norms of reciprocity where one party trusts that another party will replicate and return the provided benefits<sup>26</sup>. Socialization at early stages of employment plays an important role in shaping the employees beliefs and expectations about employers which in turn affect the nature of relationship between them in future<sup>27</sup>. This social exchange aspect of psychological contract is linked to the social exchange model and group value model of procedural justice.

Trust has its importance towards psychological contract as well as it is pertinent to the later. Psychological contracts are built on the norms of reciprocity and trust which are integral ingredients for the social exchange relationships to develop and grow<sup>28</sup>. Atkinson<sup>29</sup> reports that, for psychological contract to grow, cognitive and affective trust must be there<sup>30</sup>. Affective trust creates relational contracts and cognitive trust builds transactional contracts and for affective trust to develop, some sort of cognitive trust must be there but in later stages affective trust continues even when there occurs no cognitive trust<sup>31</sup>. He further argues that breaches in affective trust creates damaging results than breaches in cognitive trust and may lead the employees to focus on transactional contracts leaving behind relational contracts. On the other hand affective trust leads to extra role performance most desirable by today's organization<sup>32</sup>.

In a study conducted on organizational justice in schools, Hoy and Tarter<sup>33</sup> find that workplace justice is improved when employees (teachers) trust the authority (principal). Thus trust improves the employees' perception about the honesty and competency of authority. This justice in turn improves trust thus there is reciprocal relationship between justice and trust<sup>34</sup>. Additionally, trust has connections with the relational or group value model and fairness heuristic theory of procedural justice<sup>35</sup>. According to relational model, people have tendency of belongingness towards groups as it is a source of attaining social status and self-validation<sup>36</sup>. At the same time, they also judge relationships on the basis of trust, neutrality and standing which in turn improve perception of procedural justice<sup>37</sup>. Furthermore, when authorities are believed to be trustworthy, overall justice fairness is

<sup>26</sup> P. Blau, Exchange and Power in Social Life...

<sup>27</sup> D. M Rousseau, "Schema, promise and mutuality: The building blocks of the psychological contracts", Journal of Occupational and Organizational Psychology, num 74 (2001): 511-541 y A. G. Tekleab, The role of realistic job previews and organizational...

<sup>28</sup> P. Blau, Exchange and Power in Social Life...

<sup>29</sup> C. Atkinson, "Trust and psychological contract..."

<sup>30</sup> C. Atkinson, "Trust and psychological contract..."

<sup>31</sup> C. Atkinson, "Trust and psychological contract..."

<sup>32</sup> C. Atkinson, "Trust and psychological contract..."

<sup>33</sup> W. K. Hoy & C. J. Tarter, "Organizational trust in schools: no justice without trust", International Journal of Educational Management, Vol: 18 num 4 (2004): 250-259.

<sup>34</sup> W. K. Hoy & C. J. Tarter, "Organizational trust in schools: no justice..."

<sup>35</sup> M. A. Konovsky, "Understanding procedural justice and impact on business organizations", Journal of Management, Vol: 26 num 3 (2000): 489-511 y M. R. Selomo & K. K. Govender, Procurement and Supply Chain Management in Government Institutions: A Case Study of Select Departments in the Limpopo Province, South Africa. 2016.

<sup>36</sup> R. R. Tyler & E. A. Lind, A relational model of authority in groups. In M. Zanna (Ed.). Advances in experimental social psychology, 25, (pp. 115-191) (New York: Academic Press, 1992) y T. R. Tyler, "The psychology of procedural justice: A test of the group-value model", Journal of Personality and Social Psychology, num 57 (1989): 830-838.

<sup>37</sup> T. R. Tyler, "The psychology of procedural justice: A test of the..."

improved<sup>38</sup>. Colquitt and Rodell<sup>39</sup> later supported these findings by taking the integrity dimension of trustworthiness from Mayer et al.<sup>40</sup> model of trust. The results showed that integrity influences justice and at the same time benevolence, integrity and justice reinforce each other.

In addition to developing trust and psychological contracts, organizations are now sensitive to the well-being of their employees<sup>41</sup>. Their focus is on are developing it as a place where people enjoy their work, feel free to take their decisions, develop a caring attitude and work in teams<sup>42</sup>. According to Lucas and Diener, “Subjective well-being (SWB) reflects the extent to which people think and feel that their life is going well”<sup>43</sup>. Subjective well-being affect job satisfaction so, people who experience happiness in life are more satisfied with their job than unhappy people<sup>44</sup>. Positive outcomes related with high SWB are work creativity, better performance at individual and organizational level<sup>45</sup>, high job involvement, better pay and better relationships with colleagues and supervisors<sup>46</sup>.

Employees with high SWB develop better relations with managers and co-workers<sup>47</sup> which is somewhat related to the affective component of relational psychological contracts. With more psychological contracts, life satisfaction is enhanced<sup>48</sup> along with employee well-being<sup>49</sup>. Similarly when employees feel that the promises have not been fulfilled and experience psychological breach by the employer, they feel dissatisfied<sup>50</sup>.

<sup>38</sup> S. L. Robinson, “Trust and breach of psychological contract... y K. T. Dirks and D. L. Ferrin, “The role of trust in organizational settings”, *Organizational Science*, Vol: 12 num 4 (2001): 450-467.

<sup>39</sup> J. A. Colquitt & J. B. Rodell, “Justice, trust, and trustworthiness: A longitudinal analysis integrating three theoretical perspectives”, *Academy of Management Journal*, Vol: 54 num 6 (2011): 1183-1206.

<sup>40</sup> R. C. Mayer; J. H. Davis & Schoorman, “An integrative model of organizational...”

<sup>41</sup> N. Turner; J. Barling & A. Zacharatos, *Positive psychology at work*. In C. R. Snyder & S. J. Lopez (Eds.), *Handbook of positive psychology* (pp. 715-728) (New York: Oxford University Press, 2002).

<sup>42</sup> Z. Guojuan; W. Shuling & Z. Junli, *Research on the happiness management model from the perspective of psychological capital*. *Proceedings of the 7<sup>th</sup> International Conference on Innovation and Management*, (2010): 1733-1737; N. Turner; J. Barling & A. Zacharatos, *Positive psychology at work...* y J. K. Harter; F. L. Schmidt & C. L. M. Keyes, *Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies*. In C. L. M. Keyes & J. Haidt (Eds.), *Flourishing: Positive psychology and the life well-lived*, (pp. 205-224) (Washington, DC: American Psychological Association, 2003).

<sup>43</sup> R. E. Lucas & E. Diener, *Personality & subjective well-being...* 795.

<sup>44</sup> M. Tait; M. Y. Padgett & T. Baldwin, “Job and life satisfaction: A reevaluation of the strength of the relationship and gender effects as a function of the date of the study”, *Journal of Applied Psychology*, num 74 (1989): 502-507.

<sup>45</sup> J. K. Harter & F. L. Schmidt, *Validation of a performance-related and actionable management tool: A meta-analysis and utility analysis* (Gallup Technical Report) (Lincoln, NE: Gallup Organization, 2000).

<sup>46</sup> J. M. George & A. P. Brief, “Feeling good- doing good: A conceptual analysis of the mood at work-organizational spontaneity”, *Psychological Bulletin*, num 112 (1992): 310-329.

<sup>47</sup> J. M. George & A. P. Brief, “Feeling good- doing good: A conceptual...”

<sup>48</sup> N. De Cuyper; I. J. M. Beatrice; Van der Heijden & H. De Witte, “Association between perceived employability, employee well-being and its contribution to organizational success: A matter of psychological contracts?”, *The International Journal of Human Resource Management*, Vol: 22 num 7 (2011): 1486-1503.

<sup>49</sup> L. Lambert; J. R. Edwards & D. M. Cable, “Breach and fulfillment of the psychological contract: A comparison of traditional and expanded views”, *Personnel Psychology*, Vol: 56 (2003): 895-934.

<sup>50</sup> L. Lambert; J. R. Edwards & D. M. Cable, “Breach and fulfillment of the psychological...”

According to Joshi<sup>51</sup>, when a person is having high subjective well-being he/she is likely to be a productive part of organization. He advised that organizations must do some changes at their part specially by ensuring the procedural fairness to further improve the subjective well-being of their employees. Procedural justice influences the well-being of employees<sup>52</sup>. When employees are treated unfairly or unjust, they experience depression and consequently low well-being<sup>53</sup>.

Justice is perceived to exist when employee and employer have same interest otherwise the situation of conflict will arise, which then disrupt the perception of justice<sup>54</sup>. Organizational justice takes into three forms: distributive justice, procedural justice and interactional justice. Interactional justice is the interpersonal treatment people receive in organization<sup>55</sup>. Distributive justice deals with fairness in the allocation of outcomes<sup>56</sup>. Procedural justice refers to the fairness of processes in decision making<sup>57</sup>.

Researchers identified that procedural justice has got strong grounds and considered to be important when outcomes are low. This indicates that low outcomes are justifiable and taken as fair when procedural justice prevails<sup>58</sup>. In such situations, if employees are given adequate information about the decisions to be made while allocating the resources, they remain satisfied<sup>59</sup>. So, procedural justice influences behaviors and attitudes of people at work<sup>60</sup>.

According to the social exchange model of procedural justice, relationships are formed on the grounds of trust and usage of power to stabilize these relationships<sup>61</sup>. Once the psychological contracts are formed, employees develop the belief that other party (employer) has concerns for them which then shape their perception of organizational justice<sup>62</sup>.

<sup>51</sup> U. Joshi, "Subjective well-being by gender", *Journal of Economics and Behavioral Studies*, Vol: 1 num 1 (2010): 20-26.

<sup>52</sup> M. Elovainio; M. Kivimaki & J. Vahtera, "Organizational justice: Evidence of a new psychological predictor of Health", *American Journal of Public Health* num 92 (2002): 105-108.

<sup>53</sup> G. W. Brown; T. O. Harris & C. Hepworth, "Loss, humiliation and entrapment among women developing depression: a patient and non-patient comparison". *Psychological Medicine* num 25 (1995): 7-21 y M. Elovainio; M. Kivimaki & J. Vahtera, "Organizational justice: Evidence..."

<sup>54</sup> M. A. Konovsky, "Understanding procedural justice and impact..."

<sup>55</sup> R. J. Bies & J. S. Moag, *Interactional justice; Communication criteria of fairness*. In R. J. Lewicki, B. H. Sheppard, & B. H. Bazerman (Eds.), *Research on negotiation in organizations*, (pp. 43-55) (Greenwich, CT: JAI Press. 1986).

<sup>56</sup> R. L. Cohen, "Distributive justice: theory and research", *Social Justice Research*, num 1 (1987): 19-40.

<sup>57</sup> J. Thibaut & L. Walker, *Procedural Justice: a Psychological Analysis* (Hillsdale, NJ: Lawrence Erlbaum Associates, 1975).

<sup>58</sup> J. Greenberg, "Organizational justice: yesterday, today, and tomorrow", *Journal of Management*, Vol: 16 num 2 (1990): 399-432.

<sup>59</sup> K. Koonmee, "Fairness in the workplace: the relative effects of distributive and procedural justice on incentive satisfaction", *The Business Review*, Vol: 17 num 2 (2011): 160-166.

<sup>60</sup> M. A. Konovsky, "Understanding procedural justice and impact..."

<sup>61</sup> M. A. Konovsky, "Understanding procedural justice and impact..." y P. Blau, *Exchange and Power in Social Life...*

<sup>62</sup> E. M. Whitener; S. E. Brodt; M. A. Korsgaard & J. M. Werner, "Managers as initiators of trust: an exchange relationship framework for understanding managerial trustworthy behavior", *Academy of Management Review*, Vol: 23 num 3 (1998): 513-530.

According to group value model of procedural justice, people want to be related to some group because it fulfils their social needs as well as the accomplishment of self-esteem<sup>63</sup>. This relational model is linked to the psychological contract as relationship formation is the central theme of psychological contract. When these relationships are considered as biased, perception of procedural fairness is reduced<sup>64</sup>. In some cases, the contracts between employee and employer are not relational and are at an arm's length which in turn create biasness in the decision making<sup>65</sup>. This biasness inhibits the procedural fairness to occur and in such situation, if breach in the psychological contract appears, negative emotions like anger and feeling of injustice appear among employees<sup>66</sup>. On the basis of given evidences, following hypotheses were derived:

**H<sub>1a</sub>:** Trust has a relationship with psychological contract.

**H<sub>2</sub>:** Psychological contract has a relationship with procedural justice.

**H<sub>3</sub>:** Psychological contract acts as a mediating variable between trust and procedural justice.

**H<sub>4a</sub>:** Subjective well-being is related to procedural justice.

**H<sub>4b</sub>:** Subjective well-being has a relationship with psychological contract.

**H<sub>5</sub>:** Psychological contract act as a mediating variable between subjective well-being and procedural justice.

## Research methodology

Teachers from education sector specifically universities were selected as the target population. For data collection, convenience sampling technique was used. The sample size of 385 teachers was determined by following the guidelines of Schreiber et al.<sup>67</sup>

The independent variable, trust was measured by 7-item scale developed by Robinson<sup>68</sup>. Subjective well-being (SWB) was measured by 5-items satisfaction with life scale developed by Diener et al.<sup>69</sup>. The dependent variable, procedural justice was measured by 7- item scale developed and validated by Colquitt and Rodell<sup>70</sup>. In order to record and measure responses, 5-point Likert scale was used ranging from 1, to very small extent to 5, to very large extent.

<sup>63</sup> T. R. Tyler & H. J. Smith, Social justice and social movements. In D. Gilbert, S. T. Fiske, & G. Lindzey (Eds.), *Handbook of social psychology*, 4, (pp. 595– 629) (Boston: McGraw–Hill, 1998) y M. A. Konovsky, "Understanding procedural justice and impact..."

<sup>64</sup> T. R. Tyler & H. J. Smith, Social justice and social movements... y M. A. Konovsky, "Understanding procedural justice and impact..."

<sup>65</sup> G. S. Leventhal, What should be done with equity theory? In Gergen, K. J., Greenberg, M. S. and Willis, R. H. (Eds.), *Social Exchanges: Advances in Theory and Research* (pp. 27–55) (New York: Plenum, 1980) y C. C. Chen; Y. Chen & K. Xin, "Guanxi practices and trust in management: a procedural justice perspective", *Organization Science*, Vol: 15 num 2 (2004): 200-209.

<sup>66</sup> D. M. Rousseau, "Psychological and implied contracts... y J. Coyle-Shapiro & I. Kessler, "Consequences of the psychological contract for the employment relationship: A large scale survey", *Journal of Management Studies*, Vol: 37 num 7 (2000): 903-930.

<sup>67</sup> J. B. Schreiber; A. Nora; F. K. Stage; E. A. Barlow & J. King, "Reporting Structural Equation Modeling and Confirmatory Factor Analysis Results: A Review", *The Journal of Educational Research*, Vol: 99 num 6 (2006): 323-337.

<sup>68</sup> S. L. Robinson, "Trust and breach of psychological contract..."

<sup>69</sup> E. Diener; R. A. Emmons; R. J. Larsen & S. Griffin, "The Satisfaction With Life Scale", *Journal of Personality Assessment*, Vol: 49 num 1 (1985): 71-75.

<sup>70</sup> J. A. Colquitt & J. B. Rodell, "Justice, trust, and trustworthiness..."

The mediating variable, psychological contract has two dimensions, transactional and relational. It is 18-item scale developed by Raja et al.<sup>71</sup>. Responses were recorded on 5-point Likert scale ranging from 1, strongly disagree to 5, strongly agree.

In order to check the reliability of constructs, Cronbach  $\alpha$  was used. Test showed the reliability as: trust (.735), SWB (.740), psychological contract (.704) and procedural justice (.792). These values are according to the acceptable level of 0.70 as provided by Nunnally<sup>72</sup>.

**Research results and findings**

*The Results of Measurement Model*

The means, standard deviations, and correlation matrix are shown in Table I. In this table, there are positive correlations among trust, subjective well-being, psychological contract and procedural justice. The factor analysis of constructs is shown in table II.

	Mean	Standard Deviation	A	B	C	D
A. Trust	3.5481	.62469				
B. Subjective Well-Being	3.531	.66461	236**			
C. Psychological Contract	3.3089	.43863	107*	335**		
D. Procedural Justice	2.9822	.73685	191**	188**	431**	
Notes: * p < 0.05, **p < 0.01						

Table I  
Means, Standard Deviations and Correlations of the Constructs

For measuring these constructs, scales have been adopted from prior researches. These show that trust, subjective well-being and procedural justice are uni-dimensional whereas psychological contract is two-dimensional scale. In order to further validate these items, pilot study was conducted which confirmed these dimensions. The questionnaire was revised after the results of the pretest thus, showing the content validity. Maximum Shared Squared Variance (MSV) and Average Shared Squared Variance (ASV) was used to assess discriminant validity. In the current study, at first, the constructs validity was low but then few items were deleted on the basis of low standardized regression weights. Others were deleted due to insignificance. Among the deleted items are 'T3', 'T5', 'T7', 'SWB5', 'PCT1', 'PCT6', 'PCT8', 'PCT9', 'PCR1', 'PCR9', 'PJ1' and 'PJ2'. These items show low regression weights and disturbed error covariances. After deletion, the validity is improved for all latent constructs, the results of which are presented in table III. This table shows that AVE of all constructs has value greater than .50 which shows the presence of convergent validity. The values of MSV and ASV are also less than AVE which is the evidence of discriminant validity. So, with these results it is concluded that the constructs under study are reliable and valid.

<sup>71</sup> U. Raja; G. Jones & F. Ntalianis, "The impact of personality on psychological..."

<sup>72</sup> J. C. Nunnally, *Psychometric Theory* (2<sup>nd</sup> ed.) (New York: McGraw-Hill, 1978).

Impact of trust and subjective wellbeing on procedural justice: a mediation study pág. 91

Constructs	Number of Items	Before Deletion		After Deletion	
		Number of Factors	Accumulation Percentage of Explained Variance	Number of Items	Accumulation Percentage of Explained Variance
Trust	7	1	29.301	4	40.062
Subjective Well-Being	5	1	39.694	4	47.197
Psychological Contract	18	2	32.952	12	47.666
Procedural Justice	7	1	36.267	5	43.169

Table II  
Factor Analysis of this Study

Constructs	Items	$\lambda$	Cronbach's $\alpha$	AVE	MSV	ASV
A. Trust	T1	.739*	.719	.527	0.387	.220
	T2	.593*				
	T4	.562*				
	T6	.579*				
B. Subjective Well-Being	SWB1	.690*	.773	.502	.220	.129
	SWB2	.782*				
	SWB3	.697*				
	SWB4	.565*				
C. Psychological Contract	PCT2	.467*	.740	.508	.387	.291
	PCT3	.628*				
	PCT4	.570*				
	PCT5	.682*				
	PCT7	.650*				
	PCR2	.664*				
	PCR3	.659*				
	PCR4	.682*				
	PCR5	.549*				
PCR6	.597*					
D. Procedural Justice	PJ3	.712*	.787	.5450	.265	.135
	PJ4	.592*				
	PJ5	.713*				
	PJ6	.540*				
	PJ7	.675*				
Note: * p < 0.01						

Table III  
Items' Loadings ( $\lambda$ ) and the Constructs' Cronbach's  $\alpha$  Coefficients and AVEs

**Result of Structural Model**

Initially the model consisted of thirty seven items where all constructs were uni-dimensional except psychological contract. Exploratory factor analysis was then conducted in order to check the structure of the variables. Table IV shows that the model is a poor fit to data when all 37-items are taken. Upon using the results of CFA, EFA and validity, a total of 12-items have been deleted so as to acquire a better model fit. The model now contains 25-items items. In order to test whether the model is a better fit to data, structural model is assessed, the results of which are shown in the table IV. The results for 25-items



reveal that the model is now an adequate fit to the data with reduced  $\chi^2$  (df) =467.180 and improved CMIN/DF=1.825, IFI=.927, TLI=.913, CFI=.925 and RMSEA=.046 where model is also improved with the help of modification indices. In this case, 11-items have identified for their potential error correlation which in turn lead to the better model fit.

Fit Indices	Overall Measurement Model	
	Initial (37 items)	Final (25 items)
$\chi^2$ (df)	1389.964	467.180
CMIN/DF	2.294	1.825
IFI	.819	.927
TLI	.798	.913
CFI	.816	.925
RMSEA	.057	.046

Table IV  
Measurement Model

The result of full path model is shown in figure 1. Among seven paths, three are significant. Therefore  $H_{1a}$ ,  $H_{1b}$  and  $H_{4b}$  are supported, as shown in table V. on the other hand;  $H_2$ ,  $H_3$ ,  $H_{4a}$  and  $H_5$  are not supported. These results show that trust is an important factor for employees to create psychological contracts in the organization.

These findings lead to the result that, with high degree of trust, employees develop more psychological contracts towards organization. These results are consistent with prior studies focusing on the point that trust is an important element for nurturing relationships in the organization<sup>73</sup>. When employees develop high trust, they believe that organization is adhering to ethical procedures with element of justice in them. These results also indicate that subjective well-being is positively associated with psychological contract. Thus, employees develop strong relations with authorities and consequently towards organization when they are happy and satisfied with their life<sup>74</sup>.

Hypothesis	Proposed Effect	Path Coefficient	Results
$H_{1a}$	+	.520*	$H_{1a}$ is supported
$H_{1b}$	+	.176*	$H_{1b}$ supported
$H_2$	+	.669	$H_2$ is not supported
$H_3$	+	.005	$H_3$ is not supported
$H_{4a}$	+	-.079	$H_{4a}$ is not supported
$H_{4b}$	+	.348*	$H_{4b}$ is supported
$H_5$	+	-.195	$H_5$ is not supported
Note: * $p < 0.01$			

Table V  
The Result of the Structural Model

<sup>73</sup> C. Atkinson, "Trust and psychological contract..." y S. L. Robinson, "Trust and breach of psychological contract..."

<sup>74</sup> N. De Cuyper; I. J. M. Beatrice; Van der Heijden & H. De Witte, "Association between..."

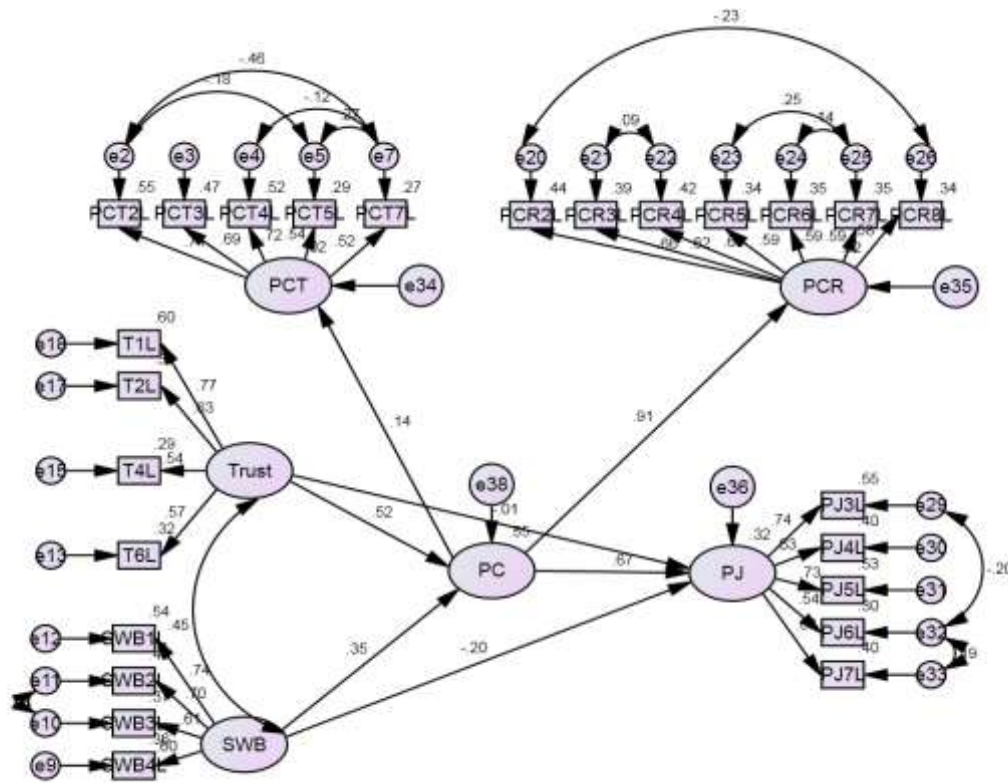


Figure 1  
The Result of the Full Model

**Conclusion and recommendations**

The study reveals that first, subjective well-being plays a significant role towards the development of psychological contracts of employees. Second, in addition to subjective well-being, trust must also be fostered for organizational relationships to be developed and nurtured. Third, this study advocates the importance of trust in organization and argues that no relationships are formed in the absence of trust. Fourth, psychological contract doesn't mediate the relationship between trust, subjective well-being and procedural justice perception. This shows that psychological contract is not an important factor for improving employees' perception of procedural fairness even when they trust organization. This further illustrates that even a person is happy with his/her life; there will be no change in the perception of procedural justice by him/her. Similarly, a person's dissatisfaction with life doesn't reduce this perception of procedures having transparency. This shows that people don't associate their life satisfaction with worklife matters. Thus it provides the insight that, even if a person is satisfied with his/her life and also has developed psychological contracts with organization; it may not improve his/her belief towards the procedural fairness. Thus, organizations must pay attention towards enhancing the trust among employees because employees with low or no trust on authorities consider only the economic aspect of their contracts and the benefits of relational contracts are not realised<sup>75</sup>. Trust on the other hand is also a hygiene factor<sup>76</sup> in changing the perception of procedural justice.

<sup>75</sup> C. Atkinson, "Trust and psychological contract..."

On the basis of the study findings, it can be recommended that organizations should increase employees' trust by incorporating better business practices, treating them in consistently fair manner, and an open communication system in the organization. This high trust then leads to improving employees thinking about the existence of procedural justice in the organization. Furthermore, in order to motivate employees to create strong bonds with the organization, it is crucial to formulate strategies that may enhance employees' well-being and trust. These may include better reward system, working in teams and job redesigns. With improved happiness, there will be more association with the organization which may lead to the long-term benefits of organization.

### Limitations

The sample selected for this study is limited to a specific sector (universities) and geographical area. There is a possibility that different results may arise when other sectors are also considered. Though the scope of this study confines it to examination of procedural justice only yet literature evidence on conceptualisation of interactional justice sufficiently augments examination of this construct in future researches.

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<sup>76</sup> C. Atkinson, "Trust and psychological contract..."

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