The Relationships between Supervisor's Procedural Justice, Subordinates' Trust and Organization-Based Self-Esteem

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The purpose of this research is to study the relationships between supervisor's procedural justice and subordinates' affective and cognitive trusts in the supervisor, and their organization-based self-esteem. The sample is consisted of 648 employees of three religious and guidance organizations in Iran. The sampling method is the random sampling. The data are collected by using four well-established instruments of organization-based self-esteem, affective trust, cognitive trust, and procedural justice. The statistical analysis was the structural equation modeling. The results of the analysis indicated that: (1) Supervisor's procedural justice has a significant and positive relationship with subordinates' cognitive (β=.95, p<.01) and affective trust (β=.97, p<.01). (2) Subordinates' cognitive trust has a significant and negative relationship with their organization-based self-esteem (β= -.17, p<.01), while subordinates' affective trust has a significant and positive relationship with their organization-based self-esteem (β=.20, p<.01). (3) Supervisor's procedural justice has no significant relationship with subordinates' organization-based self-esteem (β=.04, p>.05). The findings of this study suggest that although fair treatment of supervisors develops their subordinates' affective and cognitive trusts, but only the affective trust of subordinates in their supervisors has a positive impact on their organization-based self-esteem. As a result, it behooves the supervisors to treat their subordinates fairly in order to improve their cognitive and affective trust through using supervision and leadership techniques to enhance their organization-based self-esteem.

Keywords: affective trust, cognitive trust, organization-based self-esteem, procedural justice.

One of the needs of human-beings is self-esteem. Satisfying this need can result in such feelings as self-confidence, power, merit, efficiency, and a sense of being beneficial and useful in the world, whereas ignoring it can create such feelings as inferiority, weakness, and desperation. These

feelings by themselves will be discouraging and lead to basic frustration in human, or will create neurotic or compensating trends and tendencies in him (Maslow, 1954).

Many definitions of self-esteem exist. Bandura (1997) defines self-esteem as an individual's judgment of his/her own value. According to this definition, it is a general personality trait and not a temporary attitude, nor an attitude specific to individual situations (Pervin & John, 2001). Rosenberg (1965) and Coopersmith (1967) point to it as the overall self-evaluation and a descriptive conceptualization of the merits and competencies that individuals make and maintain with regard to themselves. In this sense, self-esteem is a personal evaluation reflecting what people think of themselves as individuals (Rosenberg, 1965), and includes an attitude of approval and confirmation (acceptance) or non-acceptance and non-confirmation about self (Coopersmith, 1967; Pierce, Gardner, Cummings & Dunham, 1989).

The self-esteem construct is usually conceptualized as a hierarchical (possessing different levels of specificity, such as global, organization-based, task or situation-specific, and job-based self-esteem) (Gardner & Pierce, 1998; Simpson & Boyle, 1975) and multifaceted (arising from different sources; e.g., one's social, physical, academic, spiritual, and moral self) phenomenon (Korman, 1970; Simpson & Boyle, 1975; Shavelson, Hubner & Stanton, 1976; Wells & Marwell, 1976). Many studies attempt to understand the role of global self-esteem within a work and organizational context. For example, Pierce, Gardner, Cummings & Dunham (1989) introduce the construct of organization-based self-esteem as part of the self-concept formed around one's work and organizational experiences. Building upon the notion that self-esteem is a hierarchical and multifaceted phenomenon, and the conceptualization of Coopersmith (1967) of global self-esteem, they define organization-based self-esteem as the degree to which individuals believe themselves to be capable, significant, and worthy as organizational members (Pierce, Gardner, Cummings & Dunham, 1989).

According to the literature on global self-esteem (Brockner, 1988; Franks & Marolla, 1976; Korman, 1970, 1976) and organization-based self-esteem (Pierce, et al.,1989), the origins of self-esteem can be found in three different forces, as follows: implicit signals sent by organization structures, messages sent by significant others in one's social environment (e.g., interpersonal relations and organizational culture), and feelings of efficacy and competence derived from one's own experiences (e.g., success-building role conditions). In addition, Pierce and Gardner (2004) state that organization-based self-esteem is highly stable in a similarly stable work environment, but organization-based self-esteem as a conceptualization of the self is soft, malleable, and subject to changes in the work environment following events that are suggestive of one's organizational significance. Indeed, organization-based self-esteem is potentially changeable (e.g., increased) and organizations may affect organization-based self-esteem by changing its likely antecedents (e.g., supervisor's procedural justice and subordinate's affective and cognitive trusts). As research findings on employees' self-esteem reveal, the individuals' self-esteem forms around work and organizational experiences (Korman, 1970, 1976). Thus, this study assumes that It may arise from relationships between organizations and their employees in general, and relationships of employees with their supervisors and coworkers in particular.

The relationships that supervisors develop with their subordinates have received much attention in the leadership literature under the rubric of leader-member exchange (LMX) (Brouer, Duke, Treadway & Ferris, 2009). The theory of LMX stipulates that supervisors can develop differential relationships with their various subordinates. Such relationships can be classified on a continuum from high-quality to low-quality and consist of different outcomes and expectations (Gerstner & Day, 1997; Graen & Uhl-Bien, 1995). The different qualities of the relationships of supervisors and subordinates, and their consequences are supported in the procedural justice domain more than in the other ones.

With regard to procedural justice, organizational justice encourages social exchange relationships to be formed (Roch & Shanock, 2006). The establishment of exchange relationships involves making investments that constitute commitment to the other parts (Blau, 1964). Past research shows that close, and open-ended social exchange relationships are posited to be established through organizational justice (Cropanzano, Rupp, Mohler, & Schminke, 2001).

Procedural justice is defined as the fairness of the process by which outcomes are determined (Lind & Tyler, 1988). It is considered to exist when procedures embody certain types of normatively accepted principles, such as the rules of consistency, bias-suppression, accuracy, correctability, representativeness, and ethicality (Leventhal, 1980). In addition, Colquitt, Conlon, Wesson, Porter, & Ng (2001) state that procedural justice includes the consistency of procedures, freedom from bias in carrying out procedures, accurate information for making procedural decisions, correction of inaccurate procedural decisions, conformity of procedures with prevailing standards of ethics, and the consideration of group opinions when carrying out procedures. The theorists of procedural justice have also argued that it has a symbolic function that helps to strengthen the subordinate's relationship with their supervisor (Korsgarrd, Schweiger, & Sapienza, 1995), and affects subordinates' positive attitudes towards decisions that supervisors make. As supervisors play an important role in determining how justice is perceived in the workplace (Hon & Lu, 2010), their treatment can promote positive attitudes and behavior among subordinates, which can, in turn, benefit the supervisor and ultimately the organization as a whole (Yukl, 2002). In addition, previous studies indicate that supervisors' fair treatment towards their subordinates enhances positive exchanges between them (Konovsky & Pugh, 1994; Yang, Mossholder & Peng, 2009).

When employees are treated fairly at work, and they experience fairness, they feel good about both themselves (e.g., increasing

organization-based self-esteem) and their work organizations (e.g., increasing affective and cognitive trusts towards their supervisor) (Blader & Tyler, 2003), that, in turn, will improve their sense of themselves as employees and as people, and will also improve their sense of inclusion in the organization and their importance to the organization (Blader & Tyler, 2003). Conversely, employees who are subject to unfair treatment will likely think poorly of the organization and of their status in the organization. They will feel the same way about their experience with unfair decision-making (Blader & Tyler, 2003). In this respect, Heck, Bedeian & Day (2005) argue that employees who perceive that they have been treated unfairly with respect to either decision procedures or outcomes, will feel less valued and fulfilled, that will result in a diminished organization-based self-esteem. Therefore, they report a positive relationship between procedural justice and organization-based self-esteem (Heck, Bedeian, & Day, 2005). Previous research indicates that employees view the procedural justice of the organizational authorities as a signal of their regard and respect (Thau et al., 2007). In addition, Chattopadhyay (1999) finds a positive and significant relationship between organization-based self-esteem and justice, and between managers' perceptions of procedural fairness in the handling of lay-offs and their organization-based self-esteem. He reports that the more managers felt that a lay-off had not been handled fairly, the lower their reported self-esteem (Chattopadhyay, 1999). Similarly, McAllister and Bigley (2002) find a positive relationship between experiences of organizational fairness and organization-based self-esteem.

In addition to fairness and justice, trust is an important element of all social exchanges (Decononck, 2010) and interpersonal relationships (Rempel, Holmes & Zanna, 1985). It is gained through the reciprocal interactions of the parties involved in the relationship (Homans, 1958), because when one person provides a benefit to another person, he/she must trust that the other party will reciprocate (Deconinck, 2010). Trust is defined as "a psychological state comprising a willingness to accept

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vulnerability based on positive expectations about the intentions or behavior of another" (Rousseau, Sitkin, Burt & Camerer, 1998). The willingness to accept vulnerability evolves over the course of a relationship due to repeated interactions and a history of reciprocity (Govier, 1994; Jones & George, 1998). It has been considered as an indicator of the psychological experiences underpinning subordinates' perceptions of supervisors (Pillai, Schriescheim, & Williams,1999), and has been argued to stem from two cognitive and affective bases (McAllister, 1995; Dirk & Ferrin, 2002). Cognitive trust is grounded on characteristics salient for task-related interactions (Dirks & Ferrin, 2002). It relates to individual beliefs about supervisor reliability, dependability, and competency (Mayer, Davis, & Schoorman, 1995; McAllister, 1995). This trust facilitates the subordinates' confidence in the tasks assigned to them by their supervisor (Hon & Lu, 2010), and allows for comfortable task-related exchanges at work, such as work requests given and taken between supervisors and subordinates. Affective trust is grounded on socio-emotional elements pertinent to personal interactions (Dirks & Ferrin, 2002). It signifies an interpersonal state underpinned by emotional bonds and social exchanges between supervisors and subordinates (McAllister, 1995; Hon & Lu, 2010), and conveys a supervisor's respectful treatment of subordinates (Hon & Lu, 2010). This kind of trust facilitates socio-emotional communication, including initiation and reciprocation of care and consideration (Dirks & Ferrin, 2002).

Trust has been studied within the organization at the levels of the team (i.e., between employees), the leadership (i.e., between the employees and the managers or leaders), the organizational (i.e., between the employees and the organization), and in relationships between organizations (Yang & Mossholer, 2010; Deconinck, 2010; Hon & Lu, 2010; Yang, Mossholder & Peng, 2009). For the purposes of this study, trust will be examined at the level of the relationships between subordinate and supervisor. Trust in the supervisor as involving the day-to-day interaction between the supervisor and employees (Tan & Tan,2000). Previous research indicates

that trust operates as a critical psychological mechanism in realizing supervisory efficiency and effectiveness (Yang & Mossholder, 2010).

As mentioned above, the acceptance of vulnerability is rooted in the conceptualization of trust (Yang & Mossholder, 2010). When this acceptance is manifested as cognitive or affective trust in a supervisor (Yang & Mossholder, 2010), differences appear in an employee's self-concept/self-image, his/her self-evaluation of his/her membership in the organization, and as a result, his/her motivation to excel in the organization. Social exchange process theory states that exchanges between supervisors and employees can be interpersonal and job task related (Mayer, Davis & Schoorman, 1995; McAllister, 1995). Interpersonal exchanges and connections involve employees' feelings towards a supervisor's demonstrated care and concern for their well-being and welfare, which are characterized by the perceived strength of the relationship (Hon & Lu, 2010). According to social exchange theory (Blau, 1964), a relationship exchange is described by mutual respect and esteem, trust, free obligations, commitments, and bonds, as well as continual reciprocities between the parties in the relationship, and may involve economic resources (e.g., money, goods, services, and information) and/or more socially affective resources (e.g., love, status, sacrifice, affection, and kindness) (Cropanzano & Mitchell, 2005). Thus, when supervisors engage in trustful behavior, as measured by communication, regard, and respect, not only will the subordinates be more willing to accept the supervisor's guidelines, instructions, and management, but they will also look at such respect, fair treatment, and behavior as a means of strengthening their personal interrelationships (Yang, Mossholder & Peng, 2009) and interpersonal bonds, communications, and feelings regarding respect and value (Colquitt & Greenberg, 2003). This exchange relationship, in turn, reinforces employees' feelings of respect and value (Colquitt & Greenberg, 2003), and as a result, improves subordinates' organization-based self-esteem, Research literature has indicated converse results about the relationship

between procedural justice and self-esteem. For example, the Group Value model hypothesis predicted a positive relationship between procedural justice and self-esteem. Conversely, the attribution theory hypothesis predicted a negative relationship between the two (Cohen-Charash & Spector, 2001). In addition, Pierce, et al. (1989) observes a positive relationship between perceived managerial respect and the employees' organization-based self-esteem.

Alternatively, in supervisor-subordinate relationships, task exchanges can invoke employee beliefs about supervisor's reliability, dependability, and competence on the job (Hon & Lu, 2010). When characteristics such as ability, reliability, and integrity are attributed to immediate supervisors, employees should be able to more efficiently focus their attention on behaviors for task or goal attainment (Yang & Mossholder, 2010). Conversely, employees having little confidence in their immediate supervisor's knowledge and skills in handling task-related problems would be unlikely to comply with the supervisor's directives and requests without some second-guessing (Yang & Mossholder, 2010). Meanwhile, self-esteem is believed to consist of both a cognitive and an affective components (Pelham & Swann, 1989). It is a combination of one's cognitive beliefs and affective work experiences, and an evaluative component of self-knowledge. Thus, when subordinates have confidence in their supervisor's ability and skill in guiding and enabling their task efforts, they are less likely to judge their work experiences in a favorable light.

Many studies have suggested that perceptions of fairness, in general, and procedural justice, in particular, may be important in the process of building trust (Lind & Tyler, 1988). They show that procedural justice predicts organizational trust (Konovsky & Pugh, 1994; Tyler & Degoey, 1996). In this respect, Greenberg (1996) argues that employees consider the nature of their treatment by their supervisor as a determinant of fairness, that in turn, affects trust in the supervisor. In fact, trust in a supervisor is an evaluation that authorities have found to be consistently

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related to the perception of justice (Alexander & Ruderman, 1987; Folger & Konovsky, 1989; Konovsky & Pugh, 1994; Korsgarrd, Schweiger & Sapienza, 1995). Previous studies show that procedural justice is positively associated with the level of trust in a supervisor or decision-maker (Alexander & Ruderman, 1987). As well, the results of three studies indicate a significant relationship between supervisor's procedural justice and two affective and cognitive dimensions of trust in the supervisor (Hon & Lu, 2010; Yang & Mossholder, 2010; Yang, Mossholder & Peng, 2009).

Whereas, prior research has provided important insights into the pair-wise relationships among the three constructs of justice, trust, and self-esteem the question remains of the extent to which supervisor's procedural justice can impact subordinate's affective and cognitive trusts and organization-based self-esteem. Therefore, on the basis of the literature review, the present research has developed a conceptual model (Fig.1). According to this model, the relationships among supervisor's procedural justice, subordinates' cognitive and affective trust, and organization-based self-esteem are examined and tested in an Iranian context. The assumed relationships are formulated in the following five hypotheses:

H_1: Supervisor's procedural justice has a positive relationship with subordinates' affective trust.

H_2: Supervisor's procedural justice has a positive relationship with subordinates' cognitive trust.

H_3: Supervisor's procedural justice has a positive relationship with subordinates' organization-based self-esteem.

H_4: Subordinates' affective trust has a positive relationship with their organization-based self-esteem.

H_5: Subordinates' cognitive trust has a negative relationship with their organization-based self-esteem.
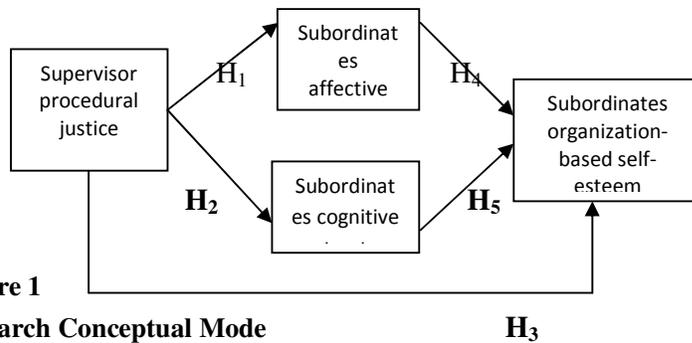
Figure 1
Research Conceptual Mode   H$_3$

Method

Participants

   The statistical population of this research is consisted of the employees of the three cultural and religious organizations in Iran: Islamic Guidance and Culture Ministry, Endowments and Hajj organization, and Islamic Promotion organization. The sample includes 648 employees that are selected according to a simple random sampling method. Questionnaires were sent to employees and informed them about the research objective. The sample was consisted of 39.5 males, and 60.5 females. 1.2% of the respondents were between the ages of 18 and 22, 16% were between 23 and 27, 29% were between 28 and 32, 19.8% were between 33 and 37, and 3.4% were 38 and over. In terms of education, 27.8% had a degree below bachelor, 68.5% had a bachelor's degree, and 3.7% had a master degree or a higher level one. 14.8% of the surveyed individuals had worked in their present organization for 5 or less than 5 years, 37.7% between 6 and 10 years, 16.7% between 11 and 15 years, 12.3% between 16 and 20 years, 12.3% between 21 and 25 years, 6.2%   had worked for 26 and more than 26 years.

Measures

   Organization-based self-esteem was measured using the 10-item scale developed by Pierce, et al. (1989). This scale has been used by researchers in various cultural contexts and communities. Its reliability and internal compatibility (alpha coefficient) are estimated to be in the range of .82 to

.92. The average alpha value reported for it is .88% (Pierce & Gardner, 2004). Procedural justice was measured by the scales developed by Conlon, Wesson, Porter & Ng. (2001), and Niehoff and Moorman (1993). This scale consists of six items. The six items were designed to assess the extent to which employees believe that objective and unbiased information is collected concerning issues in the workplace, that employees have an adequate voice, and that an appeals process is in place.

Affective and cognitive trusts were measured by the scale designed by Yang & Mossholder (2006). This measurement scale consists of ten items. The validity of this measurement scale in previous research was 0.88 for cognitive trust and 0.87 for affective trust (Yang, Mossholder & Peng, 2009). By combining these three scales, I prepared a questionnaire consisting of 26 items. All questionnaire items were measured using a five-score Liker scale, grading from 'strongly agree' (5) to 'strongly disagree' (1).

Measures assessment
Confirmatory factor analysis (CFA) using LISREL was also conducted in order to test the validity of all the research constructs. The results are shown in Table 1. Item loadings and critical values (t) on their respective latent constructs, except of the two item of OBSE construct with an insignificant factor loading, were significant, indicating the validity of the constructs. Furthermore, Fit indices (NFI, NNFI, CFI, IFI, RFI, GFI, CFI) of all the measurement models varied between .97 and 1, constitute good indices that each measurement model represented an adequate fit to its respective data (see Table 2). According to the research literature, CFI, GFI, AGFI, NFI, and IFI exceeding or equal to the recommended 0.90 threshold level are acceptable (Hair, Black, Babin, Anderson & Tachum, 2006). A RMSEA <.05 is considered a good fit (Hair, Black, Babin, Anderson & Tachum, 2006) while a RMSEA >.05 and <.08 is considered

a fair fit (Kaplan, 2000; Whang, 2002). The results indicate that RMSEA value of all the measurement models varied between.01 and.039 (see Table 2). The overall goodness-of-fits of the constructs lent sufficient support for the results to be deemed an acceptable representation of the hypothesized constructs.

Table 1
Means, Standard Deviations, Confirmatory Factor Analysis on Research Constructs, Reliability, and Validity

Construct/ Item	Mean	S.D.	Estimate	SFL	t	R^2	CR	AVE
Organization-based self-esteem								.92
.94								
S_1	3.14	.87	.02	.03	.57	.0007		
S_2	2.57	1.04	.85	.81[**]	8.64	.65		
S_3	3.20	1.10	.56	.51[**]	8.76	.26		
S_4	3.46	1.17	.56	.48[**]	12.04	.23		
S_5	3.87	.73	.63	.86[**]	25.96	.73		
S_6	3.45	.82	.66	.80[**]	23.76	.64		
S_7	3.62	.78	.63	.80[**]	23.93	.65		
S_8	3.44	.89	.64	.72[**]	20.38	.52		
S_9	3.00	.86	.29	.34[***]	8.61	.11		
S_{10}	3.83	.75	.04	.05	1.01	.003		
Trust							.94	.95
Cognitive trust							.94	.94
CO_1	3.80	1.03	1.9	1[**]	28.03	1.13		
CO_2	3.66	.94	.95	.77[**]	22.61	.59		
CO_3	3.55	1.08	1.49	.81[**]	24.81	.66		
CO_4	3.52	1.11	1.90	.96[**]	31.95	.92		
CO_5	3.46	1.04	1.32	.68[**]	27.18	.75		
Affective trust							.95	.96
AF_1	3.04	1.15	.89	.79[**]	24.02	.62		
AF_2	3.08	1.01	.74	.75[**]	21.95	.56		

AF$_3$	3.35	1.16	1.05	.95**	32.35	.91	
AF$_4$	3.17	1.13	.84	.81**	24.85	.65	
AF$_5$	3.62	1.14	1.17	.88**	28.07	.78	
Procedural justice						.93	.95
PJ$_1$	3.17	.89	.51	.58**	12.54	.33	
PJ$_2$	3.08	1.04	.77	.74**	19.33	.55	
PJ$_3$	3.49	1.03	.78	.76**	21.06	.57	
PJ$_4$	3.34	1.05	.83	.79**	22.09	.62	
PJ$_5$	2.81	1.12	.84	.75**	21.03	.56	
PJ$_6$	3.26	1.10	.83	.75**	21.12	.56	

Note: SFL= Standardized factor loading; t= t-Students, R^2 =reliability, CR= composite/compound reliability; AVE= Average variance extracting, ** $p<.001$.

Table 2
Fit Results for Measurement Models

Construct						Fit indices					
	X^2	df	X^2/df	RMSEA	NFI	NNFI	CFI	IFI	RFI	GFI	AGFI
OBSE	20.07*	10	2.007	.039	.99	.99	1	1	.97	.99	.97
CAT	8*	6	1.3	.023	1	1	1	1	1	1	.98
PJ	3.20*	3	1.07	.01	1	1	1	1	.99	1	.99

Note:* $p <.01,$ OBSE=Organization-based self-esteem, CAT=Cognitive and Affective Trust, PJ=procedural justice

Convergent validity of the multiple-item constructs was evaluated by using Anderson and Gerbing's (1988) procedure. According to this procedure, convergence validity is demonstrated by statistically significant path coefficients. As shown in Table 1, in this study, all the path coefficients, except two paths, are significant at the p<.01 level. Moreover, Fornell and Larcker (1981) note that convergent validity is established if the average variance extracted for each construct accounts for .50 or more of the total variance due to measurement error. The construct reliability (CR) and the average variance extraction (AVE) are as follows: OBSE construct (CR=.92, AVE=.94), procedural justice

(CR=.93, AVE=.95), affective trust (CR=.95, AVE=.96), and cognitive trust (CR=.94, AVE=.94). Accordingly, the results indicate that the four constructs demonstrate good levels of internal consistency and convergent validity. Discriminant validity was assessed by using the procedure prescribed by Fornell and Larcker (1981). If the average variance extracted of each factor is larger than the squared correlation coefficients (R^2) between the multi-item constructs, discriminant validity is established. Results in Table 3 show that this criterion was met across all pairs of multi-item constructs. A reliability test based on Cronbach's Alpha was used to test whether these dimensions were consistent and reliable. Cronbach Alpha values for each construct are shown in Tables 3. The reliability value of each construct was above 0.80, is more than the acceptable value (Hair, anderson, Tatham, Black, 1998), indicating adequate internal consistency (Churchill & Lacobucci, 2002; Sekaran, 1992). The mean, standard deviation, and correlation between the constructs were calculated and the results are given in Table 3.

Table 3
Means, Standard Deviations, Correlations among Cconstructs, Cronbach's α, Tests for Discriminant Validity of the Multi-Item Constructs

Constructs	Mean	S.D	α	1	2	3	4	5
Organization-based	3.33	.59	80	(.94)	.74[**]	.60[**]	.66[**]	.66[**]
Self-esteem					**(.55)**	**(.36)**	**(.44)**	**(.44)**
Procedural Justice	3.19	.81	.87		(.95)	.86[**]	.87[**]	.90[**]
						(.74)	**(.76)**	**(.82)**
Cognitive trust	3.60	.89	.90			(.94)	.82[**]	.95[**]
							(.68)	**(.91)**
Affective trust	3.25	.95	.90				(.96)	.96[**]
								(.92)
Trust	3.42	.88	.94					(.95)

** $p<.01$, Note: The diagonal entries indicate Fornel and Lacker's (1981) index

of the average variance extracted by the construct. Entries below the diagonal represent squared correlation coefficients.
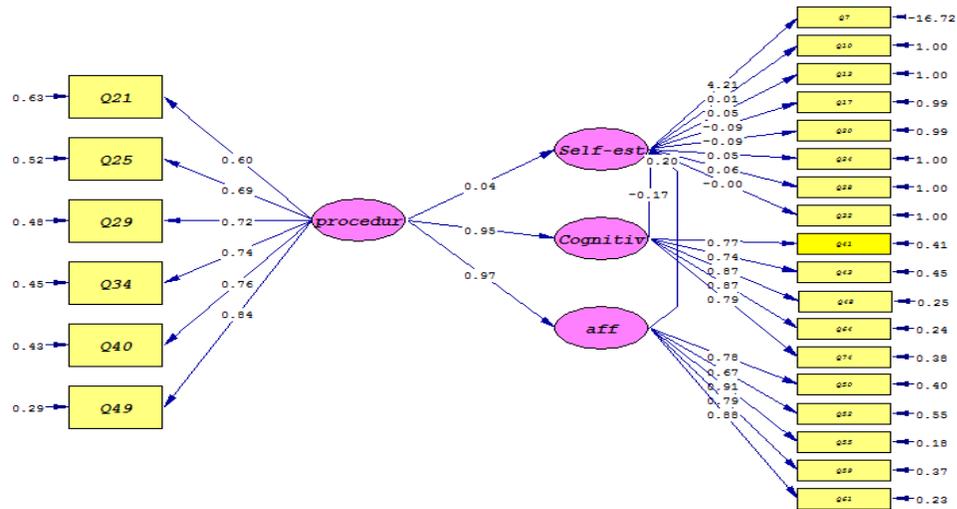
Results

Structural equation modeling (SEM) is used to test the research hypotheses and conceptual model. The first, second and third hypotheses proposed that supervisor's procedural justice has a positive relationship with subordinates' cognitive and affective trusts, and organization-based self-esteem. As indicated in Fig. 2, the path coefficients from supervisor's procedural justice to subordinates' cognitive trust ($\beta = .95$, $t = 21.76$, $p < .01$), and procedural justice to affective trust ($\beta = .97$, $t = 22.61$, $p < .01$) are statistically significant at the.01 level, but, the path coefficient from supervisor's procedural justice to subordinates' organization-based self-esteem ($\beta = .04$, $t = 0.45$, $p > .05$) is not statistically significant at the .05 level. Thus, hypotheses H_1 and H_2 are supported, but hypothesis H_3 is not supported. The hypotheses H_4 and H_5 state that subordinates' cognitive and affective trusts in supervisor have positive relationships with their organization-based self-esteem. The path coefficient from subordinates' cognitive trust to their organization-based self-esteem ($\beta = -.17$, $t = -3.95$, $p < .01$) is negative and significant, but the path coefficient from subordinates' affective trust to their organization-based self-esteem ($\beta = .20$, $t = 2.89$, $p < .01$) is positive and significant. Thus, both hypotheses H_4 and H_5 are supported. The results testing the hypotheses are presented in Table 4, and shown in Fig.2.

Table 4

Path Coefficients in Hypothesized Structural Model and Hypotheses Testing Results

Path and hypothesis	Standardized coefficient (ß)	t-value	
	Hypotheses testing results		
H_1: PJ-AT	$.98^{**}$	22.82	
Supported			
H_2: PJ-CT	$.95^{**}$	22.12	
Supported			
H_3: PJ-OS	.04	0.45	Not
supported			
H_4: AT-OS	$.92^{**}$	4.34	
Supported			
H_5: CT-OS	$-.37^{**}$	-2.66	
Supported			

** $p < .01$

The results of the path analysis are shown in Table 5 and Fig.5. As results show, supervisor's procedural justice has a significant positive path coefficient with both subordinates' cognitive ($\beta=.95$) and affective trusts ($\beta=.97$) in supervisor. In contrast, the proposed direct link between supervisor's procedural justice and subordinates' organization-based self-esteem ($\beta=.04$) is not significant. This study also proposes that both subordinates' cognitive ($\beta=-.17$) and affective ($\beta=.20$) trusts are directly related to their organization-based self-esteem. As indicated in Fig. 2, supervisor's procedural justice has indirect effects on subordinates' organization-based self-esteem. The indirect effects consist of the two paths: (1) PJ-CT-OBSE (.97*.20), (2) PJ-AT-OBSE (.95*-.17), that are significant.

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Figure 2

The SEM Analysis of the Research Model

Table 5

Path Analysis Results, Standardized Direct and Indirect Effects

Predictor Outcome	Cognitive trust			Affective trust			Organization-based self-esteem		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
Procedural justice	.95**	-	.95**	.97**	-	.97**	.032	.06	.07**
Cognitive trust	-	-	-	-	-	-	-.17**	-	-.17**
Affective trust	-	-	-	-	-	-	.20**	-	.20**

** p <.01

Discussion

The primary aim of this study was to develop and empirically test a model linking supervisor's procedural justice, subordinates' affective and cognitive trusts in their supervisor, and subordinates' organization-based self-esteem by integrating several studies in the literature and using a sample from Iran. Several important findings emerged from this research.

First, I did not find evidence for the direct relationship between supervisor's procedural justice and subordinates' organization-based self-esteem. This result is not consistent with the research findings of Cohen-Charash and Spector (2001), and Heck, Bedeian, & Day (2005), and does not provide support to the Group Value model hypothesis.

Second, my findings support linkages between a supervisor's procedural justice and his/her subordinates' affective and cognitive trusts. These findings are consistent with previous findings (Yang, Mossholder & Peng, 2009; Hon & Lu, 2010), and support the view that procedural justice may have differential impacts on subordinates' affective and cognitive trusts (McAllister, 1995; Webber & Klimoski, 2004), based on social and economic exchange relationships. Economic exchange is based on short-term transactions, but social exchange emerges from individuals trusting that the parties to the exchange will fairly discharge their obligations over the long term (Konovsky & Pugh, 1994). This finding indicates that a supervisor may obtain subordinates' affective and cognitive trusts through fostering procedural justice and by paying attention to a number of specific rules. This occurs, for example, when supervisors consider subordinates' viewpoints on decision-making processes and the output of these processes (Whitener, 1997), restrain personal biases, explain the decision-making process, including providing adequate feedback (Whitener, 1997), utilize accurate information in procedures, act consistently across persons and time when performing procedures, offer mechanisms for correction, adhere to prevailing ethical standards (Leventhal, 1980), and increase subordinates' opportunities to express their opinions (Tyler, 1986). These specific rules reduce ambiguity in the relationship between the supervisor and their subordinates and increase the perception of trust (Burke, Sims, Lazzara & Salas, 2007) that, in turn, makes subordinates believe that the supervisor intends to look after their best interests and act effectively on their behalf (Yang & Mossholder, 2010). Therefore, when the supervisor fails to enact policies in a just way, trust will deteriorate, as this provides evidence to

the subordinates regarding the integrity of their supervisor (Burke, Sims, Lazzara & Salas, 2007).

Third, my study shows that the subordinates' affective trust in their supervisor has a significant and positive effect on their organization-based self-esteem. Affective trust has been linked to the sense of identity that an employee derives from his/her relationships with authorities (Tyler & Degoey, 1996). This sense of identity is a part of the self-concept or self-image of an individual that in turn links with the self-esteem of the individual. This result emerges when subordinates develop relationships with their supervisor based on regard, intimacy, and care, and when they trust that their supervisor has an interest in their welfare and well-being, and will try to solve their problems. When this occurs, they believe they are valuable and worthwhile to the organization and that, as a result, they will enjoy a higher degree of organization-based self-esteem. Therefore, the close ties that are encouraged by affective trust appear to be of considerable importance to subordinates (Yang & Mossholder, 2010). It follows that, in order to gain affective trust and increase organization-based self-esteem, a supervisor must be perceived as providing interpersonally fair treatment to subordinates (Pillai, Schriescheim & Williams, 1999). In sum, it is argued that employees who trust their supervisors affectively are more likely to display organization-based self-esteem.

Fourth, another finding of this research shows that the subordinates' cognitive trust in their supervisor has a significant and negative impact on their organization-based self-esteem. This result indicates that subordinates who exhibit higher levels of cognitive trust in their supervisor, reported lower levels of organization-based self-esteem. Recall that cognitive trust indicates that subordinates are confident that their supervisors' ability will guide and facilitate their task efforts and that they are more likely to evaluate their work experience in a favorable manner (Hon & Lu, 2010). Moreover, subordinates with a strong cognitive trust in their supervisors will show confidence in their

supervisor's knowledge, skills and competency to solve job-related problems (Mayer & Gavin, 2005). Therefore it is argued that subordinates' cognitive trust in supervisor may create and evolve through a relationship based on an economic exchange where emphasis is on providing rewards in exchange for meeting agreed-upon objectives (Pillai, Schriescheim & Williams, 1999). In other words, subordinates who require supervisor's skill and knowledge to solve job-related problems, may make and develop their trust in supervisor cognitively only when the supervisors clarify the subordinates responsibilities, their expectations of the subordinates, the tasks that must be accomplished and the benefits to the self-interests of the subordinates for compliance. Under these situations, and also according to LMX theory, supervisors utilize supervision techniques with low quality LMX subordinates (Keller & Dansereau, 1995). Such supervision techniques may result in subordinates experiencing lower self-determination, self-efficacy and competence, and as a result lower organization-based self-esteem. Prior research shows that the low self-esteem employees are more prone to regard social cues and signals as guides for appropriate action and more dependent on the evaluations of others than high self-esteem employees (Brockner, 1983, 1988).

These recent two findings support both the conceptual distinction between the two trust bases, and available empirical evidence suggesting that their relationships with subsequent outcomes may differ (McAllister, 1995; Yang & Mossholder, 2010; Hon & Lu, 2010; Yang, Mossholder & Peng, 2009; Webber & Klimoski, 2004). In other words, subordinates' cognitive and affective trust mediate positively and negatively the relationship between a supervisor's procedural justice and his/her subordinates' organization-based self-esteem, respectively. This positive impact of supervisor procedural justice on organization-based self-esteem through affective trust does reflect Tyler & Degoey's (1996) proposition that trust is more of a social than an economic commodity. An important implication of this finding is that a supervisor can influence their subordinates' sense of value and usefulness as an effective and merited

organizational member, and in turn, their organization-based self-esteem, as follows: (A) by fair and respectful treatment of their subordinates, trusting in them and providing further affective support for them (Dienesch & Liden, 1986); (B) by preferential treatment, increased job-related communication, differential allocation of formal and informal rewards, ample access to supervisors, and increased performance-related feedback (Dieneshch & Liden, 1986; Graen & Uhi-Bien, 1995). Conversely, they can create a feeling of unworthiness and ineffectiveness in their subordinates, and as a result, diminish their organization-based self-esteem as follows: (A) by unfair and unjust treatment, providing limited emotional and affective support and trust, and treating them according to the relevant employment contracts (Dienesch & Liden, 1986; Gerstner & Day, 1997); and (B) by providing fewer advancement, progression, and promotion opportunities, the supervisor can create a negative feeling in subordinates towards their jobs (Gerstner & Day, 1997; Graen & Uhi-Bien, 1995) and the organization as a whole.

In sum, the results of my study have several important implications for organizational and managerial practice, as follows: (A) The use of procedurally fair supervisor practices affects subordinates' affective and cognitive trusts in their supervisor and the organization itself because the development and use of fair procedures explicitly demonstrates the importance placed on the rights and duties of subordinates. (B) Affective trust in a supervisor appears to be important in reinforcing subordinates' organization-based self-esteem, and in turn, underscores the importance of interpersonal interaction and relational exchanges between supervisor and subordinates for promoting affective trust on the part of subordinates. Lapidot, Kark & Shamir, (2006) indicate that benevolence, a form of affective trust, is critical in trust building and is associated with conditions of less vulnerability. They also state that, in conditions of less vulnerability, the promotion of a self-regulatory focus (Higgins, 2000) is more likely to be adopted by individuals. A promotion focus differs from a prevention focus in that the former involves greater activation and

eagerness in goal pursuits, whereas the latter involves the use of greater caution and vigilance (Higgins, 2000). Thus, people's motivation to expend their energy in pursuit of goals increases as situational-induced promotion focus increases (Higgins, 1998). Similarly, Yang & Mossholder (2010) argue that affective trust in a supervisor could be responsible in part for activating a promotion focus in subordinates. Affective trust in a supervisor should facilitate subordinates' embracing a promotion focus (Yang & Mossholder, 2010), and this could increase positive attitudes, and as a result organization-based self-esteem. (C) Affect-laden issues, such as affective trust, are important outcomes of supervisor procedural justice. Social exchange theory (Blau, 1964) provides a stronger conceptual framework for understanding affective trust of subordinates. Trust implies the expectation of organization-based self-esteem on the part of the trusted person and is based on fair social rules (Hosmer, 1995). A supervisor may operate by enhancing the fairness of rules and procedures, and acquiring subordinates' affective trust. It may well be that the employees' affective trust in the supervisor reinforces organization-based self-esteem over the long term. (D) The subordinates' organization-based self-esteem is associated with relational perceptions and feelings about their immediate supervisors. Affective trust centers more on personal ties with the supervisor (Yang & Mossholder, 2010). A supervisor's procedural justice may evoke closer ties and greater identification on the part of the employees, which can provide for greater assurance in, and enjoyment of, interactions with the supervisor (Yang, Mossholder & Peng, 2009). Supervisors can build affective trust through engaging in collaborative communication with subordinates (Nicholson & Goh, 1983; Lawler & Hackman, 1969; Abrams, Cross, Lesser & Levin, 2003) and including them in decision making (Nicholson & Goh, 1983; Lawler & Hackman) to encourage the development of closer ties because subordinates feel free to share their ideas without fear of ridicule or penalty (Abrams, Cross, Lesser & Levin, 2003).

This study is not without limitations. The first limitation is that the dependent and intermediary variables rely on self-report scales. I used a series of structural equations analyses since the common method variance is unlikely to be a threat. However, in future studies, it would be desirable to measure the organization-based self-esteem and affective and cognitive trusts of subordinates using multiple data sources, such as evaluation by supervisors and coworkers. The second limitation appears to be due to the cross-sectional nature of the study, which renders comments concerning causality to be speculative. It is possible that the relationships going from supervisor procedural justice to trust appeared to be more valid than for the opposite flow. Only a longitudinal study design incorporating supervisor procedural justice and both forms of trust can disentangle the construct relationships concerned. The third limitation is the limited number of variables influencing the organization-based self-esteem of the subordinates. In future research, it is recommended that the effect of the other dimensions of organizational justice (distributive justice, interactional justice) on the organization-based self-esteem of the subordinates be studied. Future research should also examine some consequences of organization-based self-esteem, in addition to the various antecedents examined in research thus far. For example, future research should examine the impact of variables such as the person-organization fit, subordinates' subjective and spiritual empowerment and their organizational identification, the practices of human resources management of organization on organization-based self-esteem, and also the impact of organization-based self-esteem on knowledge sharing, innovation, and organizational learning. Further, when each supervisor-subordinate dyad is examined separately, error variances may indeed become valid variances because supervisors are likely to develop different relationships with different group members. Thus, future research should include measures of supervisor-subordinate exchange, to assess their empirical interrelationship and the differential relationship they obtain with the procedural affective and cognitive trusts and organization-based

self-esteem variables. The last limitation is that this study has been carried out in Iran with a changing international situation over the past three decades and its emergence as a power in the world, especially in the Middle East. This may leave a question as to whether the findings of this study can be generalized and applied to other cultural settings and contexts.

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