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## TRUST AS A MEDIATOR OF THE RELATIONSHIP BETWEEN INFORMATIONAL JUSTICE AND AFFECTIVE COMMITMENT: AN EMPIRICAL STUDY ON MEDIUM-SIZED ENTERPRISE

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### Abstract

This study examined trust perception as a mediator variable of the relationship between informational justice and affective commitment. The data were gathered from full-time employees who are working in a medium-sized enterprise which operating in electronic sector in Istanbul, and used to test a model that exhibiting the relationship between informational justice and affective commitment which mediated by trust in organization and trust in leader. In terms of medium-sized company, informational justice was related to trust in leader but not related to trust in organization. As a result of these findings, contrary to expectations, it was found that the relationship between informational justice and affective commitment was not mediated by trust in organization. On the other hand, in accordance with expectations, trust in leader fully mediated the relationship between informational justice and affective commitment. Consequently, the results indicated that relative to the hypothesized two-mediator model, a one-mediator model better fitted the data.

**Keywords:** Informational Justice, Affective Commitment, Trust in Leader, Trust in Organization.

### Introduction

Informational justice, as a source of employee commitment, has been an important study area. Over the last years, many articles have shown that perceptions of informational justice effect employee attitudes and behaviors. One of these important attitudes is employees' affective commitment. For instance, Liao and Rupp (2005)'s research revealed the effect of informational justice climates on various employee attitudes and behaviors -two of them are affective commitment to the organization and affective commitment to the supervisor-. In this context, trust has been considered as a perception through which informational justice affects employees' attitudes and behaviors. Aryee et al. (2002: 272) claim that trust is a manifestation of social exchange, and trust in organization mediating the relationship between organizational justice dimensions and the organization-referenced work outcomes. By the same logic, they claim that trust in supervisor mediating the relationship between interactional justice (which including informational justice) and the supervisor-referenced work outcomes. While there have been studies that have examined the relationship between organizational commitment and organizational justice which mediated by trust based relationships within the organization, how informational justice influences affective commitment, by trust foci, has not been thoroughly explored. The present study extends the existing research on informational justice and affective commitment by investigating the relationship between these variables -including organizational trust as a mediator variable-. Consequently, this study has sought to a medium-sized enterprise employees' informational justice perception's effect on their affective commitment, by trust-based relationship foci (supervisor and organization).

### Informational Justice

There are different views in the literature related to the dimensions of organizational justice. The term organizational justice is categorized in three different dimensions generally in the literature being as follows; procedural, distributive and interactional. In addition, the perception of informational justice can be handled as a sub-dimension of interactional justice. Interactional dimension is being associated with the perception -in point of fairness- about the quality of interpersonal treatments during the organizational procedures (Bies and Moag, 1986). Individual argumentations related to the interactional justice are based on

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two different features which are explanations and interpersonal sensitivity (Ambrose et al., 2002: 950). While being sensitivity, politeness, and respect during procedures affects interpersonal justice which constituted from the respect and propriety components of interactional justice; providing explanations and information as to why certain procedures were used or why outcomes were distributed in a particular way supports informational justice which constituted from the justification and truthfulness components of interactional justice (Nowakowski and Conlon, 2005: 7). With this reason, it was claimed that perception of interactional justice has two different sides; one being interpersonal justice and the other as informational justice (Cropanzana et al., 2007: 38).

On the basis of the term informational justice lays the idea of giving correct and sufficient information even when the conditions go downhill. Singer (1993: 35) listed necessary key elements in order to provide fair interaction within the organization as giving necessary amount of important information, communicating in an open and honest way, sincerity, explanation of expectations and seriousness of manners and attitudes. Bies and Moag (1986) mention about four attitudes needed to enhance the interactional justice perception stemming from the interpersonal relationships within the organization. The most important of them is giving justifiable reasons which provides informational justice.

In terms of providing interactional justice across the organization, perception of informational justice becomes more of an issue. Likewise, Wenzel (2006: 353) found out that perception of informational justice affects interactional justice. Wenzel's research results also show that these two concepts are intertwined and they can be affected by each other. Because of this, we utilized the results of interactional justice researches in the literature while developing the hypotheses about informational justice of this study.

### **Trust in Leader**

Trust, in broad meaning, is defined as "a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behaviour of another" (Rousseau et al., 1998: 395). Mayer et al. (1995: 712) define trust as "the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party". According to Hosmer (1995: 391-393), trust is the confidence by one person, group, or firm upon a voluntarily accepted duty on the part of another party to recognize and protect the rights and interests of all others engaged in a joint endeavor or economic exchange.

The feeling of mutual trust has a great importance on developing persistent relationships between the leader and his/her followers (Trevino and Brown, 2004: 74). Even if the managers may regard themselves as trustworthy, this may not be the view of the employees (Trevino et al., 2000: 129). According to the Leader-Member Exchange Theory, leaders form different kinds of relationships with their followers by dividing them into two groups; in-group and out-group (Liden and Maslyn, 1998: 43). Members of in-group receive considerably more attention from the leader and have more qualified relationships which are including the mutual trust (Dienesch and Liden, 1986: 621). According to Blau (1964: 98), dissemination of the relationships based upon social exchange also supports organizational trust. The times when the feeling of trust is provided between manager and employee relationships, social exchange can be felt more powerful. The relationship based upon social exchange affects various attitudes like satisfaction, commitment, turnover intention, job performance, role conflict and role clarity (Gerstner and Day, 1997). These findings represent the necessity of establishing high trust between managers and employees.

A supervisor can be seen a trustworthy leader only if s/he able to develop good relationships with employees (Wong et al., 2003: 494-495). Generally, the behaviours and attitudes of a supervisor are not dedicated organizational policies and practices by the members of the organization. Top management are primarily held responsible for the establishing and maintaining of the trust in organization. As long as the number of management level and the level of institutionalization arise within an organization, vision of top management might be perceived as the basic policy of the organization. Due to this fact, perception of trust against organization's institutional policy can be shape according to the trust environment created by top management -via his/her decisions-. On the other hand, so long as the scale of the organization and the degree of institutionalization reduce (since the behaviours and attitudes of the supervisor can be considered equal to the organizational policies and practices), the level of trust in leader can be dedicated trust in organizational policies and practices by the employees. These arguments point out that when large-scaled organizations are taken into account, trust should be pretty much associated with organizational policies and practices; when medium-scaled organizations are taken into account, trust should be associated with both organizational policies-practices and leader's behaviours and attitudes; when small-scaled organizations are

taken into account, trust should be pretty much associated with values of the leader and the applications which are implemented by him/her. Out of this reason, in this research (focusing on trust in point of medium-scaled enterprises), it has been estimated that the level of trust within the organization will be affected by both the organizational policies and practices and the leaders' behaviours and attitudes.

### **Trust in Organization**

There is a perception of trust in organization which stems from the existence of a traditionalized organizational structure and culture within the organization, adding to the interpersonal trust that is built up (vertically) among manager-employee relationship and (horizontally) among the relationship between the colleagues (Rousseau et al., 1998: 400). The most significant sign of the institution-based trust is the confidence of employees have with their colleagues even if they may not know them (McKnight et al., 1996: 474).

Organizational trust is a climate of trust built within the organization and can be figured as positive expectations members of the organization have about other members. It (as being a multi-dimensional concept) is linked with profitability, innovativeness, successful international trade and well-being of the organization, as well as the employees' significant perceptions -such as satisfaction, commitment and loyalty- (Shockley-Zalabak et al., 2000a: 7). Organizational trust is defined as "positive expectations individuals have about the intent and behaviors of multiple organizational members based on organizational roles, relationships, experiences, and interdependencies" (Shockley-Zalabak et al., 2000b: 37).

There are many important positive outcomes of trust within the organization. Primarily, trust creates a suitable climate in terms of organizational efficiency, for the employees would only endeavor themselves, and focuses on both personal and organizational goals with the existence of trust (Daley and Vasu, 1998: 78). At the organizational level, having the trust will come up to the executives as a key element directly affecting organizational efficiency by limiting the need for control mechanisms. The need for control will only show increase on the situations of non-availability of the trust (Das and Teng, 1998: 495). Given the fact that the external control (inspections conducted by external forces) will increase when the trust decreases towards the organization, the stress will be built upon the employees' culture of doubt, and resulting in possible morale and motivation downfall (Eryılmaz, 2011: 76). Therefore, significance must be emphasized not only on interpersonal-based trust but also on institution-based trust within the organization.

### **Affective Commitment**

The concept of organizational commitment refers to a person's affective -positive- reactions (including feelings of attachment to the goals and values of the organization, one's role in relation to this, and attachment to the organization for its own sake rather than for its strictly instrumental value) to characteristics of his/her employing organization (Cook and Wall, 1980: 40). Organizational commitment is generally handled as affective, normative and continuance dimensions in the literature. The affective component of organizational commitment refers to employees' emotional attachment to, identification with, and involvement in their employing organization (Allen and Meyer, 1990: 1).

Affective commitment imply little indispensability when we compare it with other dimensions of the organizational commitment. Organizational attitudes of an employee who has affectively committed to the organization will be affected in a positive way. Therefore, it is reasonable to suggest that affective commitment is a special kind of perception which can increase the performance of an organization. In other words, affective commitment has the strongest and most favorable correlations with organization-relevant (attendance, performance, and organizational citizenship behavior) and employee-relevant (stress and work-family conflict) outcomes (Meyer et al., 2002: 20). While other commitment components may be easily affected from negative conditions within the organization, affective commitment -as an entrenched perception- may still keep a member in his/her organization to struggle along under the poor conditions.

Views also exist about how individuals who have affective commitment to their organization bond themselves to the organization in accordance with the some moral gains and interests derived from a kind of economic relationship (Mowday et al., 1979: 225). This kind of economic relationship show improvement only if existence of trust and justice climate within the organization. Thus, it can be proposed that affective commitment is significantly affected by the climate of trust and justice, and the culture and the leadership styles within the organization.

### **Informational Justice, Affective Commitment and Trust-Based Relationships within the Organization**

Trust and information are two concepts who have close links to the each other. Being informed about someone or something directly affects the informed person's trust in this person or this thing. As far as the uncertainty eliminated, trust becomes stronger. Thus, according to Lewicki and Bunker (1996: 119), one of the steps of trust development is knowledge-based trust.

Informational justice, meaning the declare of the rational reasons for the decisions taken to the corresponding members of the organization, plays a vital role in the creation of trust climate within the organization (Ellis et al., 2009: 142). Trust level in organization is significantly affected by both adequacy of the managers' informative practices for the purpose of implementing trust and the organizational culture's degree of support on these informative practices. Hence, interactional justice has been argued to be a source of trust in leader. (according to Whitener (1998)'s viewpoint) As leaders build relational contracts and fulfill employees' perceptions of the organization's obligations in terms of interactional justice, employees' trust in organization expands (Aryee et al., 2002: 271).

Ellis and Shockley-Zalabak (2001: 388), in a study of they limited organizational trust to trust in supervisor and trust in top management, found out that trust in top management who seem as if an organizational representative, effects job satisfaction and organizational effectiveness more than trust in supervisor. In the same research, it was also declared that this difference is result from the information obtained from the top management more than supervisor. Thus, it is possible to say that managers can spread trust among employees based on how well they pass along the information about the job and the organization. It was envisioned that trust in leader will increase in case of -prettymuch-obtaining the information about the job and the organization from the management, and trust in organization will increase in case of -prettymuch-obtaining the information about the job and the organization thank to the organizational policies and practices.

Therefore, hypotheses below have been suggested with regard to medium-sized organizations:

Hypothesis 1: Informational justice is positively associated with employees' trust in leader.

Hypothesis 2: Informational justice is positively associated with employees' trust in organization.

As being one of the dimensions of organizational commitment, affective commitment means being committed to the organization and the leader from the heart (Beugré, 1998: 82). Affective commitment is the most suggestible component of organizational commitment by individual characteristics. Allen and Meyer (1990: 17) frame the factors that effect affective commitment as; difficulty of the job, the management's openness to communication and suggestions, difficulty of the goals, commitment to organization, commitment to friends, efficiency of feedback system and level of participation in decisions. Therefore, it can be suggested that informational justice which contains openness to communication, feedback and giving information through participation in decisions, can be handle as a factor influencing affective commitment. Thus, Daly and Geyer (1994) explored that organizational commitment is higher when necessary information was provided to the employees during the reconstruction period compared to the situation necessary information was not provided. Liao and Rupp (2005) also determined that both organization-relevant and leader-relevant informational justice are related to the employees' affective commitment. Explanations above prove that informational justice increases affective commitment.

Hypothesis 3: Informational justice is positively related to affective commitment.

Affective commitment to the organization may increase as long as employees are informed about operations of the organization, and cultural and structural conditions of the organization. However, being informed about the organizational issues is not solely enough for explaining the affective commitment to the organization. There are also some other extra variables which serving or mediating this relationship. The important one of them is trust. The importance of trust is especially emerge when the employees are faced with a better job alternative. Affective commitment may prevent employees to quit their jobs because being well-informed about the work environment has an advantage if they compare it to the other work environment that they do not have enough information. It is not possible to develop knowledge-based trust or identification-based trust to an unknown organization.

While the trust in organization has organizational outcomes such as organizational commitment and intention to quit; trust in leader has more to do (enabling affective commitment) individual outcomes (Tan and Tan, 2000: 242). Trust in both the leader and the organization might effect the employees' affective commitment but these effect might occur on different scales. Employees may also commit themselves to their organization's confidential -institutional- reputation besides their trustworthy leaders. In such



situation, their affective commitment may still continue even if their leader is replaced by another –unknown– one. On the other hand, their intention to stay may still continue by means of trust in leader even if the conditions of the trust climate of organization go downhill. In this context, Beugré (1998: 92) handle trust and employee commitment as consequences of justice.

Wong et al. (2012: 280) claim that when an employee and his/her supervisor develop a good relationship at work and after work, they tend to increase their trust towards each other (with the help of social interaction), and when an organization provides a sufficient level of justice to its employees, they are likely to display positive work attitudes (by the mediating role of trust in leader), such as a high level of job satisfaction and organizational commitment. Likewise, Hopkins and Weathington (2006) determined that trust mediates the relationship between justice and commitment. Pillai et al. (1999) also found out that trust perceptions within the organization mediate the relationship between justice and principal employee attitudes. In a similar way, Aryee et al. (2002) determined that trust is a mediator variable of the relationship between interactional justice and commitment. Finally, last hypotheses complete the theoretical framework:

Hypothesis 4: Trust in leader has a positive effect on affective commitment.

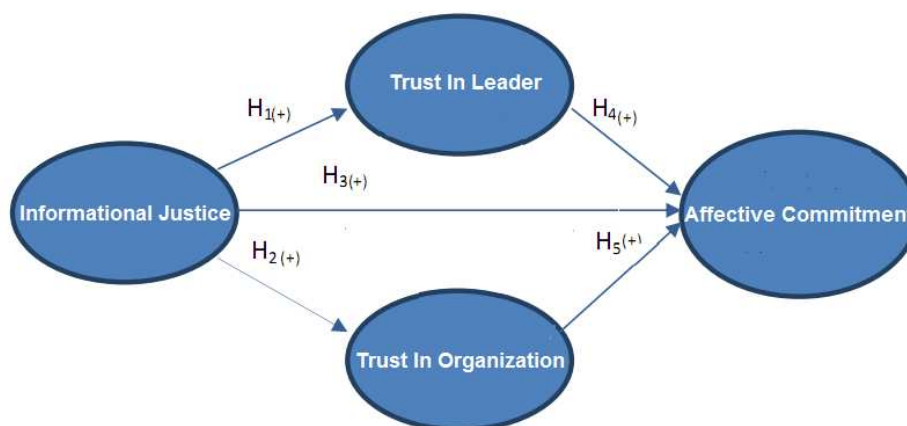
Hypothesis 5: Trust in organization has a positive effect on affective commitment.

Hypothesis 6: Trust in leader mediates the relationship between informational justice and affective commitment.

Hypothesis 7: Trust in organization mediates the relationship between informational justice and affective commitment.

The model below is the proposed model of the study.

Figure 1: Hypothesized partially mediated model



## Methods

### Sample and Procedure

Data were obtained from full-time employees who are working in a medium-sized enterprise that operating in electronic sector in Istanbul. Totally, 115 questionnaires distributed and 82 completed questionnaires were returned. After eliminating useless ones, 77 questionnaires constituted the data for this study. Pertaining to the demographic composition of the respondents, 66.2 per cent were men, 54.5 per cent were married, 44.1 per cent were in the 30-40 years age bracket, 68.8 per cent had obtained high school education and 61 per cent were in the 1-10 years organizational tenure bracket.

Table 1: Demographic Composition of the Respondents

Gender		
	Men	51
	Women	26
Age		
	<30	23
	30-40	34
	41-50	15

	>51	5
Marital Status		
	Married	42
	Single	35
Educational Level		
	Primary education	3
	High School	53
	University	21
Organizational Tenure		
	1-10	47
	11	30

## Measures

A 5-item scale developed by Colquitt (2001) was used to measure informational justice. Trust in Leader was measured using an 8-item scale developed by Nyhan and Marlowe (1997) and trust in organization was measured using a 4-item scale developed by them. A 9-item scale of Allen and Meyer (1990) was used to measure affective commitment. All measures were self-reported and response options for the items ranged from (1) 'strongly disagree' to (5) 'strongly agree'.

## Analyses and Results

Reliability (consistency) and validity (accuracy) analysis have been conducted to expose whether significant results can be dug out from the questionnaire used in this research. While a survey instrument's reliability can be calculated with various methods, internal consistency stands out as the most used method. Therefore, it was decided to use cronbach alpha statistic in this research. Under the results of reliability analyses, it was seen that internal consistency of informational justice scale is 0.91, affective commitment scale is 0.91, trust in leader scale is 0.89, and trust in organization scale is 0.86. Plus, all of the items displayed a decrease in alpha if they were to be removed from the scale, and indicated the importance of their contribution. The findings supported that cronbach alpha statistic (reliability) of the survey instrument is on an acceptable level.

Face and representational validity of the scales were not investigated because all of the scales of this research are used in the previous researches and tested before. Scales used in previous researches and translated to Turkish before had preferred for the purpose of protecting the content validity. To identify whether these items' meanings appropriate to Turkish reflect the message given in the original language or not, a translation from Turkish to English had also done. Consequently, it was determined that any of the translated items had not unique cultural meaning in point of linguistics.

Convergent and discriminate validity were also investigated. Construct validity of the scales had tested by explanatory factor analysis. Within this context, attention was given to the number of participants being higher than the items on the survey instrument. Scales' KMO (Kaiser-Meyer-Olkin) measures of sampling adequacy and Bartlett's Test of Sphericity statistics results had handled for deciding the applicability of factor analysis. The KMO measures of sampling adequacy of informational justice, trust in leader, affective commitment and trust in organization scales had found as 0.88, 0.90, 0.91, 0.79, respectively. Bartlett's Sphericity Test results had found as sufficient and significant ( $p < .01$ ) for all scales. Findings pointed out that the sample is suitable with regard to factor analysis.

Principle component analysis (PCA) with varimax rotation was put into practice for the validity analysis. At the end of the factor analysis, any dissimilarity was not observed in point of items, and factor structures of the scales according to the original scales. The total explained variance ratio of the informational justice, trust in leader, affective commitment and trust in organization scales were 73.1, 56.9, 60.78, 70.23, respectively. We decided to continue analysis as the total explained variance results were greater than the threshold of 0.5 (Hair et al., 2010). In order to determine whether there is multicollinearity problem among variables of the research or not, variance inflation factor (VIF) and tolerance values were taken into consideration. Minimum tolerance value was 0.44 whereas maximum variance inflation factor (VIF) was 2.26. This result showed that there isn't multicollinearity problem among the variables.

In order to determine to use the parametric or nonparametric statistical methods, it was examined that whether the data distribution normal or non-normal. Both the findings of histograms, normal Q-Q plots, detrended normal Q-Q plots and boxplots did not point out extreme deviations from the normal distribution, and Kolmogorov-Smirnov and Shapiro-Wilk normal distribution test results were significant. Plus, the histograms suggested approximately normality. Therefore, it was commented that

assumption of normality isn't provided well but there isn't unacceptable deviations from the normal distribution on account of the data. Hence, the D'Agostino (1970) Pearson Test used to determine whether a reason to reject that impression or not. The p-values of each item's test result were insignificant. Eventually, the D'Agostino Pearson Test results revealed that the assumption of normality cannot be rejected.

All of the ratio which are obtained from dividing the sample skewness by the standard error of skewness and the sample kurtosis by the standard error of kurtosis were between -1,96 and +1,96 (which implies a two-tailed test of skewness  $\neq 0$  or kurtosis  $\neq 0$ , at the 0.05 significance level). Hence, it was shown that the assumption of normality cannot be rejected, when these data are taken into consideration. For the purpose of remedy to the tolerance of assumption of normality, we decided to use bootstrapping method which is enabling to handle the data with its real distribution and chose %95 confidence interval and 1000 samples options for redesigning the data by bootstrapping.

Correlation and regression analysis were used for testing the research hypotheses. Baron and Kenny (1986)'s casual steps methods are used for estimating mediation roles and indirect effects. Baron and Kenny propose that, three regression analyses should be conducted in order to test for the existence of mediation. At the first stage, a regression of the dependent variable on the independent variable should be conducted. At the second stage, a regression of the mediator on the independent variable should be conducted. At the third stage, a regression of the dependent variable on both the independent variable and on the mediator should be conducted. If these analyses would show significant relationships, this could be an indication of the existence of mediation. For a variable to mediate the independent variable to the dependent variable relation and the independent variable must effect the mediator variable and the mediator variable must effect the dependent variable. If there is complete mediation, then the independent variable does not effect the dependent variable when the mediator controlled. If there is partial mediation, then the independent variable's effect on the dependent variable will be reduced when the mediator controlled (Baron and Kenny, 1986: 1179).

Another method of analysis used in this research is Sobel (1982) Test. The condition of the relationship between dependent and independent variable with a part of the effect transmitted by a mediator variable equaling to zero (logically) points out that there is no mediating relationship among these three variables. Setting off from this point on, with the Sobel Test we investigated that whether the independent variable's indirect effect (via mediator) on the dependent variable is differentiates from zero significantly or not. For this investigation to be conducted, the criterion value (Sobel Z value) that is put forward by the data in hand in terms of mediation effect has to be determined. Plus, it has to be determined that existing criterion value whether falling on the critical area (-1,96/+1,96) in point of 95% confidence interval level with the two-tailed z test. This critical area represents the area which contains %95 of the sample in accordance with the normal distribution.

If the indirect effect does not differentiate significantly from zero, the hypothesis related to the mediating role cannot be accepted (because of being left out of scientific acceptance boundaries). However, if indirect effect differentiates from zero significantly, aforesaid hypothesis has to be accepted.

Table 2: Descriptive Statistics and Correlations

	Mean	Standard Deviations	1	2	3	4
Informational Justice	2,97	1,01	(0.91)			
Trust in Leader	3,14	,86	0.74*	(0.89)		
Affective Commitment	3,14	,95	0.57*	0.70*	(0.91)	
Trust in Organization	2,98	,92	0.18	0.22	0.15	(0,86)

\* p < .01, Cronbach alphas are parenthesized

The foregoing implies that in order to check the relationships among the variables of this study, a correlation analysis should be conducted and descriptive statistics should be tested. Averages, standard deviations, correlations and internal consistency ( $\alpha$ ) parameters are presented on the Table 2. When we take these correlations among variables into account **Hypothesis 2 is rejected** through there is no significant relationship between informational justice and trust in organization in point of medium-sized organizations. Plus, there is no significant relationship between trust in organization and affective commitment. Consequently, **Hypothesis 5 is also rejected**. Furthermore, it was determined that there is no significant

relationship between trust in leader and trust in organization. As a natural result of the rejection of hypothesis 2, it has been estimated that there would not be any effect of informational justice on affective commitment mediated by trust in organization. Therefore, in point of the middle-sized enterprise culture, **Hypothesis 7 is also rejected**. There were positive relationships between all of the other study variables at the 0.01 significance level. Consequently, these results indicated that the hypothesized two-mediator model did not fit the data.

**Table 3: Regression Analysis Results of the Relationship between Informational Justice, Trust in Leader and Affective Commitment**

	Affective Commitment					
	Model 1		Model 2		Model 3	
	B	$\beta$	B	$\beta$	B	$\beta$
Gender	-,078	-,039	-,109	-,054	-,066	-,033
Age	,121	,110	,047	,043	,081	,074
Marital status	-,151	-,079	-,232	-,121	-,123	-,064
Education level	,012	,006	-,061	-,032	-,037	-,020
Tenure with the organization	-,213	-,109	,203	,104	,187	,096
Informational Justice			,594	,626*	,166	,175
Trust in Leader					,659	,595*
F	,429		6,901*		11,029*	
R <sup>2</sup>	,029		,372		,528	
Adjusted R <sup>2</sup>	-,039		,318		,480	
$\Delta F$	,429		38,142*		22,862*	

\*p <.001

Mediation analyses were done based on Baron and Kenny's casual steps method. In mediation analyses, the control variables gender, age, marital status, tenure with the organization and education level had been taken into account. At the first stage, a regression of affective commitment on informational justice conducted. Results showed that informational justice had a significant affect on affective commitment ( $\beta = .626$ , s.e.= .096,  $p < .001$ ), **Hypothesis 3 is supported**. At the second stage, a regression of trust in leader on informational justice conducted. Results showed that informational justice had a significant affect on trust in leader ( $\beta = .757$ , s.e.= .073,  $p < .001$ ). Thus, **Hypothesis 1 is supported**. At the third stage of the mediation analysis, a (stepwise) regression of affective commitment on both the informational justice and on trust in leader conducted. In step 1, affective commitment added the regression as the dependent variable and the control variables added as the independents. After adding informational justice in step 2 of the regression, trust in leader was entered into the regression in step 3. The results of analysis were exhibited in Table 3. The results showed that none of the control variables had a significant relationship with affective commitment. When trust in leader added as a mediator, the relationship between informational justice and trust in leader was still significant. Besides, the relationship between trust in leader and affective commitment was significant ( $\beta = .595$ , s.e.= .138,  $p < .001$ ). Thus, **Hypothesis 4 is supported**. When trust in leader controlled, the relationship between informational justice and affective commitment was insignificant ( $p = .179$ ). It was revealed that there was a fully mediation. Hence, trust in leader was a fully mediator of the relationship between informational justice and affective commitment.

After presenting the hypotheses tests and direct relationships among the variables, it was decided to determine whether these results are affected from the assumption of normality or not. Lower bounds, upper bounds and these bounds' significance level of the direct effects that obtained from bootstrapping method (with 95% confidence interval and 1000 samples) are given in the Table 4. On account of all demographic variables, the point that direct relationships will be equal to zero (in other words, there will be no relationship between the variables) are falling on interval of the lower bound and upper bound of bootstrapping results, in point of 95% confidence interval level with the two-tailed z test. Therefore, it is possible to say that results which are show the demographic factors have no effect on affective commitment confirmed in an uninfluenced from the assumption of normality fashion. As it can be seen from the table 4, the effect of informational justice on affective commitment is significant and the zero value of direct effect of informational justice on affective commitment is not inside the lower and upper bounds of bootstrapping estimator results in case of trust in leader is not included to the model. When trust in leader is included into the model, the effect of informational justice on affective commitment is insignificant and the zero value of direct effect between these two variables is inside the lower and upper bounds of bootstrapping estimator results anymore (this situation also represents a negative effect possibility contrary to the literature) while the effect of trust in leader on affective commitment keep on its significance and the zero value of aforementioned direct effect is not inside the lower and upper bound of bootstrapping estimator results. This situation exhibits that the results which are indicating the fully mediating role of trust in leader on



therelationshipbetweeninformationaljusticeandaffectivecommitmentconfirmed in an uninfluenced from the assumption of normalityway. Therefore, we decided to conduct a Sobel test to determine whether the (fully) indirect affect is significantly different from zero or not.

**Table 4: Bootstrap Results of the Relationship between Informational Justice, Trust in Leader and Affective Commitment**

	Affective Commitment								
	Model 1			Model 2			Model 3		
	Sig. (2-tailed)	95% Confidence Interval		Sig. (2-tailed)	95% Confidence Interval		Sig. (2-tailed)	95% Confidence Interval	
		Lower	Upper		Lower	Upper		Lower	Upper
Gender	,746	-,579	,405	,585	-,493	,284	,693	-,407	,293
Age	,451	-,175	,429	,722	-,195	,326	,510	-,131	,310
Marital status	,522	-,583	,325	,207	-,529	,163	,390	-,368	,187
Education level	,959	-,439	,465	,766	-,458	,306	,826	-,398	,294
Tenure with the organization	,394	-,724	,259	,286	-,201	,586	,223	-,147	,482
Informational Justice				,001	,419	,755	,174	-,068	,408
Trust in Leader							,001	,405	,882
Bootstrap results are based on 1000 bootstrap samples									

Analyses shown up that all the conditions required in Baron and Kenny’s approach are provided in terms of direct relationships between informational justice, trust in leader and affective commitment. Then, Sobel test with bootstrapping has been implemented to examine whether the indirect effect related to the mediating role differentiates from zero significantly or not. At the end of the Sobel test, we found that the critical value -based on the normal distribution assumption- was ( $z = 4.404$ ,  $s.e. = .097$ ,  $p < .001$ ) significant. Plus, indirect effect which obtained from the data set, recreated on 1000 sample level with bootstrapping analysis, was significant ( $s.e. = .077$ ) and its lower bound was 0.273 and upper bound was 0.585. At the 95% confidence interval level, the zero value of indirect effect – in other words, the value represents no indirect effect between the variables – is not inside the lower and upper bounds of these bootstrapping estimator results (according to the existing data, it is not also inside the bounds of 99% confidence interval level). Furthermore, it has been determined that aforementioned –indirect- affect is not inconsistent with literature. In other words, there is no possibility of negative effect contrary to the literature according to the existing data. Eventually, in an uninfluenced from the assumption of normality within the scientific acceptance boundaries fashion, it has been estimated that the effect of informational justice on affective commitment is fully mediated by trust in leader in point of middle-sized enterprise climate. Thus, **hypothesis 6 is accepted**. These results indicated that relative to the hypothesized two-mediator model, one-mediator model which contain only trust in leader better fitted the data.

### Discussion and Conclusion

Informational justice is able to show improvement in case of employees are fully briefed about the proper information –neither insufficiently nor excessively- according to their position and job within the organization. Carrying out of the stream of effective and just information within the organization is very important in point of employee well being and performance. Thus, an employee who thinks s/he hasn’t got the necessary knowledge may contribute less to the organization in comparison with his/her capacity with the negative influence of existing uncertainty. This study aims to expose the effect of informational justice which emerges inside the mind of an employee according to obtaining level of the necessary knowledge, on affective commitment by handling trust as a mediator variable. It will contribute to the current literature which focused on improve the employees’ affective commitment to determine that the effect of informational justice on affective commitment whether mediated by trust or not. If trust has a mediating role in aforementioned relationship, it will be also important to determine that how this mediating role show improvement with regard to middle-sized enterprise climate.

Corresponding with the statements above, the effect of informational justice on affective commitment has been researched in a middle-sized enterprise and the role of trust in leader and trust in organization on this effect have been investigated. At the end of the analyses carried out on the data collected, it was determined that informational justice increases affective commitment. It was also determined that trust in leader has a fully mediating role in the relationship between informational justice and affective commitment but trust in organization hasn’t got any kind of (fully or partially mediating) role in this relationship with regard to middle-sized enterprise. Plus, the analyses results showed that

informational justice does not effect trust in organization, trust in organization does not effect affective commitment and there is no significant relationship between trust in leader and trust in organization with regard to middle-sized enterprise.

Results prove the necessity of the trust in leader by achieving informational justice when middle-sized enterprise employees' affective commitment is aimed to be increased. Trust is one of the determinants of affective commitment to the organization. One of the major responsibilities of managers is to spread informational justice within the organization to achieve trust climate. Middle-sized enterprise employees who are acquainted with the operations and values of the organization can commit themselves to their organization more affectively by the agency (mediating role) of trust in leader.

When the results of this research have been handled as a whole, it should be emphasized that institutionalization level of the organization may be a moderator variable of the relationship between the variables of this research. Like the natural differences between an adult's perception and a teenager's perception; it is considered that there will be some natural differences in perception among employees who are working in an organization on the first phase of institutionalization and employees who are working in an institutionalized organization. In this context, employees who are working in an organization on the first phase of institutionalization perceive their manager as a representative and a symbol of the organization. Their perceptions about managers and organization are so intermixed that at times they might replace each other. Estimations acquired about the effect of informational justice on affective commitment is mediated by trust in leader instead of trust in organization, with regard to an organization on the first phase of institutionalization -for example constituted from only two employees and one employer-, is not in contradiction with the professional life. On the other hand, it is estimated that the effect of informational justice on affective commitment, with regard to a highly institutionalized organization, is pretty much mediated by trust in organization.

The following researches which aiming to generalize the results of this research and the interferences made from them are estimated to significantly contribute to the literature. For, trust-based relationships within the organization as mediator variables of the relationship between informational justice and affective commitment also have to be researched with regard to organizations on the first phase of institutionalization and highly institutionalized.

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