

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF ORGANIZATION JUSTICE ON
ORGANIZATION TRUST AND ORGANIZATIONAL
CITIZENSHIP BEHAVIOR AT MYANMAR PADAUK
GROUP OF COMPANIES**

THEINT THEINT OO

EMBA II-43

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ACADEMIC YEAR (2017-2019)

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“This thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)”

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Organization Justice on Organization Trust and Organizational Citizenship Behavior at Myanmar Padauk Group of Companies**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

This study intends to examine and analyze the effect of influencing organization justice on organization trust of employees and organizational citizenship behavior at Myanmar Padauk Group of Companies in Myanmar. Analytical method with primary and secondary data is used in this study. Primary data are collect from 250 employees who are selected from 708 employees of Myanmar Padauk Group of Companies. The simple random sampling method is applied to the selection of respondents. The result of the study indicates that distributive justice and interactional justice make increasing organization trust. Regarding the effect of organization trust on organizational citizenship behavior is a significant and positive effect on organizational citizenship behavior of employees. Among three types of organizational justice, distributive justice and interactional justice mainly influence on organizational trust. Therefore, it is recommended that management and organization in Myanmar Padauk Group of Companies should practice distributive justice and interaction justice in order to approve organization trust and organizational citizenship behavior.

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LIST OF ABBREVIATIONS AND DEFINITIONS

OCB	Organizational Citizenship Behavior
MP	Myanmar Padauk Group of Companies
MPT	Myanmar Post & Telecommunication
FTTH	Fiber To The Home

CHAPTER (1)

INTRODUCTION

Today, organizations face the severe competition due to the flow of intense awareness and knowledge. Therefore, most of organization must utilize scarce resources effectively and efficiently to cope with this competition. Among these scarce resources, human resource is the most important in the telecom service and trading industry because customer satisfaction is primarily based on what they do and trust in their work environment. However, effective and efficient organizations are needed to attain success and progress.

Empowerment of manpower creates the necessary capacity in employees and makes them ready for creating add value in the organization, efficiency, effectiveness, and playing their roles and responsibilities. Successful businesses are built on relationships between employers and employees, staff and customers, internal stakeholders and external stakeholders. Trust is the foundation of all relationships. Without each party trusting each other the ability to come to an agreement or compromise on a problem is usually getting to be compromised. This study focus on fairness perception of employee in organization is to get organization trust and organizational citizenship behavior in Myanmar Padauk Group of Companies. This organization is registered as Export & Import Trade Business in 2000. After two years, it expanded construction, mining, B2B, B2C and B2G services. Now, provides by telecom local service partner for MPT KSGM.

There is an increasing interest in business as Myanmar opens up its economy to the rest of the world. In 2018, Myanmar was telecoms boom that has dramatically changed the physical and technological landscape of the country. Several local and foreign telecommunication companies are entering into the industry year after year. Currently, there are four telecom operators in Myanmar and the business environment of the industry has become more competitive. Most of local service provider's have high competition within the industry. It creates opportunity for employees to move from one current organization to the other in the same industry. Increasing turnover rate is very costly for all organizations and recruiting new staff is also never easy and time consuming

for organizations. Reflecting these factors, it is clear to see how much it is essential for organizations to maintain committed workforce.

At Myanmar Padauk, management practices fairness process of employee satisfaction by pay, job assignment, rules and empowerment. In a managerial perspective, empowerment refers to a management style that values autonomy, initiative, and decentralization of power and responsibility of employees. This management practices to the development of interpersonal trust especially between employees and supervisors. Employees exhibits loyalty if he has been well-trained, supported, respected, listened to and valued within an organization. Improving empowerment of our frontline employees may help in bringing about a positive change in the organization trust. This practice influences justice on organization trust of employees in Myanmar Padauk Group companies.

1.1 Rationale of the Study

In today organization life, dynamically changing of processes that organization is conducting in order to keep up with the fluctuation of the economy, organization trust plays important role among these changes. To successfully operate any business in today's highly competitive environment requires competent and skilled personnel.

Organization justice, organization trust, and organizational citizenship behavior have lately become one of the topics investigated frequently in researches as organizations has minded to "worker behavior" to extend efficiency. One approach that has received increasing attention is organization justice theory. Organization justice is related with the principles and practices developed to distribute or to require decisions on distribution of acquisitions like tasks, goods, services, rewards, punishments, wages, organization positions, opportunities and roles among employees and societal norms that constitute the foundation for these rules. Organization justice has three major components: (1) distributive justice, (2) procedural justice, and (3) interactional justice and those are significant factors of organization trust.

Organization justice is fundamentally the perception of fairness and therefore the reaction to those perceptions within the organizational context. The organization trust affects organizational commitment, satisfaction and the lack of organization trust may lead to employee resignation. Commitment and loyalty are the outcomes desired by

organization through trust in organization, and must be earned. When employees trust in their organization, positive organizational behaviors ensue. As the consequence, the identification of the presence of the determinants of trust in one's organization may lead to the increase in their level of trust in the organization.

Trust can predict employees' reactions, behaviors and performance. It also has a great role in various organizational processes and outcomes such as organizational commitment, commitment to leaders' decisions, organizational citizenship behaviors, job performance, innovation, problem solving, long term stability, managing organizational dynamics, promote cooperation between employees and organizations, reducing the rate of resignation and turnover, organizational health and productivity and well-being of their members. Employees constantly monitor the activities of their organization to know if they should trust their organization or not. Thus, if the process of payment and resource allocation, decision making, interpersonal interaction and leadership are considered to be fair in their point of view they would know their organization and their manager deserve their trust. Therefore, retaining staff by enhancing their organization trust is a matter of utmost importance and should be prioritized by management. An important issue in organizations is how to increase organization trust and organizational citizenship. An employee who seems like citizen of organization does something extra for organization and coworkers which is not described in job description and work instruction.

To be able to be sustainable in today's competitive market, organizations need to have high performing, productive and motivated workforce. Every organization needs to have competitive advantage to get sustainable growth and profit in the long run. For this reason organizational citizenship behavior (OCB) can be a desirable behavior for business organizations, which is a behavior that is discretionary, not directly or explicitly recognized by the formal reward system. This behavior is not an enforceable requirement of the role or the job description rather the behavior is a matter of personal choice. Furthermore, citizenship behaviors may be the first to be withdrawn by an individual in response to the treatment he/she has received a point that may be worth taking note of.

In order to do the business effectively and efficiently, it is necessarily for every business to access the organization trust and organizational citizenship of the employees based on organization justice currently practiced by the organization. In Myanmar Padauk Group of Companies, there is a well practice of recruitment policy, communication policy, compensation and benefit plan, communication policy and employee code of

ethic which can lead to fairness and trust in organization. This study focus on effect of influence organization justice on organization trust of employees and their organizational citizenship behavior of Myanmar Padauk Group of Companies.

1.2 Objectives of the Study

The objectives of the study are

- To examine the influence of organization justice on organization trust of employees in Myanmar Padauk Group of Companies.
- To analyse the effect of organization trust on organizational citizenship behaviour of employees in Myanmar Padauk Group of Companies.

1.3 Scope and Method of the Study

This study mainly focuses on organization justice, trust and organizational citizenship behavior of employees who is current working at Myanmar Padauk Group of Companies, in Myanmar. Analytical method with primary and secondary data is used in this study. Primary data are collected from 250 employees who are selected from 708 employees of Myanmar Padauk Group of Companies with structured questionnaire with 5-point likert scale. Simple random sampling method is applied for the selection of respondents. Secondary data are collected from company profiles, relevant text books, research papers, reports, articles and relevant websites.

1.4 Organization of the Study

This paper is organized into five chapters. Chapter (1) is introductory which involves rationale of the study, objectives of the study, scope and method of the study and organization of the study. The theoretical background include organization justice, organization trust and organizational citizenship behavior are presented in Chapter (2). Chapter (3) describes the practices for organization justice on Myanmar Padauk Group of Companies. Chapter (4) discusses on the analysis of the effect of organization justice and organization trust towards organizational citizenship behavior at Myanmar Padauk Group of Companies in Myanmar. Finally, Chapter (5) involves the conclusion with the findings, discussions, suggestions and recommendations and needs for further research.

CHAPTER (2)

THEORETICAL BACKGROUND

This chapter presents the theoretical background of the all the applied variable in this study. It contains the organization justice, three types of organization justice, organization trust and organizational citizenship behavior. The conceptual framework of the study is described at the end of the chapter.

2.1 Organization Justice

Organizations are the social systems where humans are an asset. As every organization need efficient and effective managers and employees to accomplish the targeted goals, on the other side organizations cannot be successful without their enduring efforts and commitment. Well-being of the employees at work is of major public interest, and justice at the workplace is a key factor contributing to employees and managers feeling well. Most of employees of an organization will reflect positive behaviors and productivity when they perceive their organization to be fair and just in its procedures, policies, interactions and distribution systems. Enhancement of the organization justice would achieve the effect in improved outcomes from employees. All of managers should take proper actions to improve employees' job satisfaction and organizational commitment so to decrease employees' turnover intension with the assistance of distributive and procedural justice (Elanain, 2009). If so, organization justice is associated with the workplace because it describes the role of fairness.

Social-level justice concerns the impartiality and rationality of social order while the organizational-level fairness concerns certain aspects of organization management, like distribution and incentives, which exerts great influence on the effectiveness and competition of the organization. Justice has been the subject that attaches people's attention historically. The perception of justice are recognized as a motive for people's behavior in an organization. It has been proved that the perception of justice can provide rise to positive feelings and behaviors of employees, like job satisfaction, trust and organizational citizenship behavior and so on.

Justice or fairness in organizations would possibly embrace issues associated with perceptions of fairness in pay, equal opportunities for promotion and employee benefit or discharge processes. The term is closely associated with the concept of fairness; employees are sensitive to decisions made on a day-to-day basis by their employers, both on the tiny and great scale, and can judge these decisions as unfair or fair. Justice refers to an action or decision that is morally and ethically right. Justice are going to be joined to, religion, ethics, equity, and law. These judgments influence an individual's behavior and can, in cases where the actions have a private effect on the employee and are judged as unfair, guide to workplace deviance.

“Organization justice is concerned with the fair treatment of employees” (Randeree, 2008). The term organization justice was first coined by Greenberg (1987) which represents individual's perceptions and reactions to fairness towards the organization. Justice refers to an action or decision that is morally and ethically right. Justice is linked to religion, ethics, equity, and law. Justice or fairness in organizations may include issues associated with perceptions of fairness in pay, equal opportunities for promotion and employee selection processes (Tabibnia, Satpute, & Lieberman, 2008). Injustice examples maybe of unequal remuneration for people doing the same job. Performance reviews conducted by a boss whom the employee had less contact, arbitrary dismissals etc.

Organization justice is concerned with all matters of workplace behavior, from treatment by superiors to pay, access to training and gender equality. It is originally derived from equity theory, which suggests individuals make judgments on fairness support the quantity they provide (input) compared to the quantity they get receive (output). Ensuring organization justice should be a priority for organization – it can reduce the incidence of workplace deviance, absence, and also encourage positive attributes like trust and progressive communication. Organization justice' refers to the extent to which employees perceive workplace procedures, interactions and outcomes to be fair in nature. The concept of organization justice extends traditional models of employment behavior that tend to conceptualize job demands, management and social support because the most factors determining individual well-being and productivity. 'Fairness' could be a largely subjective construct, which captures more basic elements of the social organization during which these other characteristics operate.

Organization justice is conceptualized as a combination of various elements. There are three main components of organization justice; distributive justice, procedural justice, and interactional justice. Interactional justice further includes interpersonal and informational justice.

2.1.1 Distributive Justice

Organization justice previously focused on the fairness perceptions of outcomes normally referred to as distributive justice. It has its theoretical foundation stemmed from the equilibrium theories of the 1950s and 1960s. Distributive justice in theory is characterized because the fairness associated with the distribution of resources and decision outcomes. The resources or outcomes are often tangible or intangible (pay or praise) (Adams, 1965). Adams suggested that equity theory can determine the fairness of an outcome. Equity theory can be used to explain such employee behaviors caused by perceptions of unfairness (Adams, 1965). Equity theory asserts that employees compare their inputs and outcomes with the inputs and outcomes of relevant others. Inputs are what they invest into their job and outcomes are what they receive in return (McFarlin, & Sweeney, 1992).

Distributive Justice conveys perceptions of workers whether the savings gained at work and rewards are distributed fairly or not. In other words, distributional justice is that the perceptions of workers whether the organizational savings are distributed consistent with important evaluation and therefore the performance presented (Folger and Cropanzano, 1998; Moorman, 1991). Distributive justice refers to the fairness of one's outcomes from a decision-making system. Adam's equity theory relates to the distributive part of organization justice. According to Adams, what people were concerned about was not absolutely the level of outcomes intrinsically but whether those outcomes were fair. Adams suggested that one way to determine whether an outcome was fair was to calculate the ratio of one's contributions or "inputs" (e.g., education, intelligence, and experience) to one's outcome and then compare that ratio with that of a comparison other. Whereas Adams's theory advocated the utilization of an equity to work out fairness, several other allocation rules have also been identified, like equality and want (Leventhal, 1976). All of the allocation standards have as their goal the achievement of distributive justice; they merely effort to create it through the utilization of various rules.

Principles of distributive justice are best thought of as providing moral guidance for the political processes and structures that affect the distribution of economic benefits and burdens in societies (Lamont, Julian and Favor, Christi 2013). It is also phrased as a socially just allocation of goods in a society. In which this society can be described as guided by the principles of distributive justice if incidental inequalities in outcome do not arise. The concept on theory provides the distribution of available goods to the members of the society, in general terms, and the resulting allocation of them.

A major point in comparing with just process, distributive justice deals on outcomes, whereas the just process deals with the administration of law. The distributive values operative in a just world will and should depend upon circumstances and under some conditions distributing rewards according to individual need will be more just, and under other conditions allocating in terms of individual productivity will be more so (Deutsch, 1975). Similarly, the use of group quotas may be viewed as an unjust practice when it is used to exclude and thus to discriminate against members of disadvantaged groups, but considered a desirable practice when used to include and to prevent continued discrimination against a group that has been previously subjected to bias (Deutsch, 1975).

The justice concept aforementioned provides the allocation of goods and values in the society. The essential values of justice are those values which foster effective social cooperation to encourage individual well-being. It is evident that particular socio-historical circumstances will play a role in determining the individual and social effectiveness of the many alternative, possible values which could be employed as a basis for the distribution of benefits and harms (Deutsch, 1975).

Such systems assume that it is the obligation of all members to contribute as fully as they can and if they do so they are all entitled to equal shares or to shares that are proportionate to their needs. This mentioned theory suggests that if a cooperative system is oriented toward increasing its economical productivity, its rational tendency will be to allocate its economical functions and goods (resources, roles, and means of production) to those most able to use them effectively, but to allocate its rewards (consumer goods) according to need or equality (if more than a bare necessity is available). However it is also suggested that inherent pathologies in the extension of economic values throughout a society or in the temptation to accumulate personal power may give rise to an equity principle which allocates rewards, prestige, and power as well as economic functions and goods to those who appear to contribute the most to the group.

Distributive justice deals with perception of justice in outcomes; i.e. it refers to individual evaluation about perceived fairness of received rewards based on his\her inputs and contributions. Distributive justice also includes punishment because organizational punishment should also be distributed in a fair way with respect to negative behaviors of employees. Thus distributive justice refers to degree of perceived fairness in distribution and allocation of intra-organizational outcomes with respect to performance and contribution of employees (Lambert, 2003). When organizational staff judge about degree to which outcomes are appropriate, accurate and ethical, they indeed judge about degree of respecting distributive justice in the organization (Folger and Cropanzano , 1998). Fundamental presumption of distributive justice is that allocation of resources essentially influences perception of organizational commitment and trust. Justice or merit-based compensation is considered as equality. Organization justice is a predictor of personal outcomes e.g. job satisfaction and pay satisfaction and also organizational outcomes e.g. organizational commitment and evaluation of supervisor by subordinates (Mcfarlin, 1992). A great deal of organization justice historically focused on pay distribution and\or performance-related rewards resulting from equality theory (Lee, 2000).

2.1.2 Procedural Justice

Organization justice and procedural justice square measure complementary ideas that relate to the approach people create judgments concerning fairness and outcomes once considering their interactions with others. Organization justice and procedural justice comprise mostly an equivalent ideas, though their foci square measure totally different. Inside facing organization justice is especially involved with the implications of justice judgments on employees attitudes, employees retention, geographical point relations, productivity and performance.

Procedural justice (or procedural fairness) is outlined because the fairness of processes employed by those in positions of authority to achieve specific outcomes or choices. Existing analysis concludes that once voters create overall judgments concerning the legitimacy of these in positions of authority (otherwise referred to as power holders); they're additional involved concerning procedural fairness (how they're treated) than they're concerning the result of the encounter.

Procedural justice theory is currently looked as if it would have 2 distinct, but linked, components. The primary is mentioned because the quality of decision-making procedures, wherever an influence holder (such as a peace officer, court official, or jail officer) intervenes in an exceedingly high state of affairs (which isn't essentially an bootleg situation) and provides voters the "voice" to specific their purpose of read, behaves in a very skilled and unbiased manner, and is looked as if it would be competent within the approach he or she resolves the case. The second element focuses on the standard of treatment, wherever assessments square measure created on whether or not the ability holder (i.e., the choice maker) has treated an individual with dignity and respect. Each part got to be exercised for procedural justice to be delivered. These 2 parts square measure typically operationalized into four key constructs of procedural justice: voice, trustworthy motives, dignity and respect, and neutrality in higher cognitive process. Interest in and analysis on procedural justice has mature exponentially since the mid-1990s, significantly in policing, wherever analysis suggests that police will foster larger legitimacy, cooperation, and compliance once they interact with voters in a very procedurally simple manner. There's nice potential to use procedural justice analysis to enhance policy and follow in a very vary of various contexts.

Procedural justice refers to perceived justice of method for determinant results for instance however payments or promotions square measure determined in organization (Lambert, 2003). Institution of justice needs adoption of honest procedures. It implies that additionally to fairness of essence and contents of rules and rules conjointly the method for observance of justice and fairness in procedure ought to give civil right for all stakeholders (Mohammad Ali Haqiqi et al, 2009). Theories and analysis show that procedures square measure perceived as honest once they square measure applied in a very stable approach while not considering personal edges and supported correct data, give opportunities for correcting choices, concentrate to interests of all stakeholders and observe moral and ethical standards (Jawahar, 2000).

Procedural justice focuses on the processes that square measure accustomed confirm the outcomes. Procedural justice perceptions square measure universally recognized these days, however Thibaut and Walker (1975) were the pioneers of those procedural influences. In step with them if workers got an opportunity to participate into the method accustomed reach outcomes then they may understand the outcomes as honest. These findings gave thanks to a brand new dimension of organization justice

perceptions. Organization justice found its approach from a distributive read to a comprehensive, procedural read (Bernerth, Feild, Giles, Cole, 2006). conveys honest processes used whereas coming back into a call (Folger and Cropanzano, 1998). Namely, it's the perception connected if true processes square measure followed whereas creating a call (Alexander and Ruderman, 1987). Procedural justice prevails only workers feel that the method includes aspects of ethicality, consistency, exactitude and indiscrimination.

Although attention on justice and law continues to be of interest to students (e.g., Tyler, 1990), Leventhal and colleagues is attributable for extending the notion of procedural justice into non legal contexts like structure settings (Leventhal, 1980). In doing therefore, Leventhal and colleagues conjointly broadened the list of determinants of procedural justice so much on the far side the thought of method management. Leventhal's theory of procedural justice judgments targeted on six criteria that a procedure ought to meet if it's to be perceived as honest. Procedures ought to (a) be applied systematically across individuals and across time, (b) be free from bias (e.g., guaranteeing that a 3rd party has no unconditional interest in a very specific settlement), (c) make sure that correct data is collected and employed in creating choices, (d) have some mechanism to correct imperfect or inaccurate choices, (e) change to private or prevailing standards of ethics or morality, and (f) make sure that the opinions of varied teams tormented by the choice are taken into consideration.

2.1.3 Interactional Justice

Different from distributive and procedural justice, interactional justice refers to the perception of equity within the relationship between supervisors and workers, that is the most up-to-date advance within the justice literature. This paper initial gave a quick introduction to the development and formation of the definition of interactional justice in addition as its measure. Then it examined the antecedent variables of interactional justice from leaders and subordinates' views and also the outcome variables of interactional justice from the individual and organization levels. Finally, it acknowledged the constraints of current studies supported the summary and consequently indicated that future analysis ought to integrate interactional justice to the study of leadership behavior, explore the combination mechanism of antecedent variables and outcome variables and strengthen the native analysis of interactiona justice.

The theory of interactional justice has been developed and concentrated regularly along side the development of the idea of organization justice. In the past, several researchers devoted themselves to explore the definition and dimension of justice and achieved fruitful results. At the foundation, researchers highlighted distributive justice that meant that people would think about the proportion of their input and output then compare their contributions and gaining. Adams (1965) initially advocated the equity theory, suggesting that once perceiving the fairness of the results, people would total the proportion relation of their input and output and compare their distributive results with themselves (internal and external) and others. When this procedure, people would create the conclusion whether the distribution was fair or not. A procedure ought to meet these criteria to check if it had been to be perceived as fair. Once workers felt that they were treated with fairness by their leaders, they might feel passionate and have high morale.

Interactional justice includes normative expectations of laborers like communication at work depends on sincerity and respect in application of work processes (Bies and Shapiro, 1987). Interactional justice points out the fairness behaviors of administrator whereas acceptance of formative processes and application of these behaviors (Niehoff and Moorman, 1993). According to Bies (1986) there's another branch stemming from the tree of organization justice labeled as Interactional justice which focuses on employees' perceptions of the interpersonal behavior exercised during the representation of decisions and procedures. It involves numerous socially sensitive actions, like once supervisors respond workers with dignity and respect (e.g., providing spare explanations for choices, taking note to associate employee's issues, and showing sympathy for his predicament) (Skarlicki & Folger, 1997). Mikula, Petrik, and Tanzer (1990) according that a big quantity of perceived injustices associated with perceptions of interactional justice rather than spacing or procedural problems. Workers gave a lot of importance to the means they were treated throughout their social encounters with their supervisors.

Interactional justice has consisting of two forms of social treatment: interpersonal and informational justice. Perceptions of respect, politeness, dignity in one's treatment or when taking decisions are a part of Interpersonal justice while the sufficiency of the explanations given in terms of their specificity, timeliness, and honesty comes underneath informational justice (Colquitt, 2001). The first, interactional justice reflects the degree to which individuals square measure treated with courtesy, dignity, and respect by

authorities or third parties concerned in death penalty procedures or deciding outcomes. The second, labeled informational justice, focuses on the reasons provided to people who convey data regarding why procedures were used in a certain way or why outcomes were distributed during a certain fashion.

There are numerous studies that have taken the combined impact of distributive, procedural and interactive justice on structure citizenship behavior, motivation, structure commitment and job satisfaction, self-assessed performance associated job satisfaction in an expatriate surroundings.

2.2 Organization Trust

Trust is a one of the major factor in enhancing the long-term success of an organization. The definition of trust is individual's willingness to be vulnerable in relationships with other people, irrespective of whether the actions and decisions related to the other party can be monitored or controlled. This means that trust can be understood primarily in relation to a social relationship and not alone as a characteristic of an individual. The purpose of our study is to focus on this definition of trust because we focus not only on individual beliefs but also on social relationships and understanding the role of organization trust. Based on this definition, one of the problems of organizations is the lack of trust between employees and managers. A high degree of confidence in the organization may be the reason for the low cost and other control mechanisms

Trust in the organization is a dependence on the people and is directed towards cooperation in the most efficient use of resources. One of the needs of employees is to establish trust between them and the managers. Staffs trust leaders who are ethical and truthful. Leaders impact the future of the organization and the employees in it. Therefore, employees trust leaders who they believe are honest and who will do what's right for the organization. Staff will be internally controlled and motivated. Employees can distinguish three types of trust: trust with colleagues, trust in the supervisor and trust in the organization. Justice is a foundation for building trust. The lack of justice feels threatening and can make a person feel undervalued. Organization justice relates to many circumstances of decision outcomes, compensation and rewards, procedures, interactions and interpersonal treatment and distribution of resources.

When leaders and managers will consider employee views, Give timely feedback and Treat employees with kindness and consideration, can get positive interactions from employees. When employees have distributive, procedural and interactional justice these three positive interactions with their leaders, they have greater trust in them and the organization, and they feel more engaged.

Having qualified leaders can build trust. Employees desire to work for an organization where they have confidence in the ability of their leaders to monitor the organization to be successful. The future of the organization is the future of each employee. Employees want to be a part of a winning team. This is where the business is in good condition and value the investment of their time. The reputation of the organization effects employee prestige. Employees want to be honored not only of what they act, but also where they complete it. And reputation is a good predictor of competence. A successful organization with associated good character contributes to a positive sense of self for its staffs. Competent leaders knowledge to inspire those they lead and clarify choice and direction. They additionally make sure that the organization has systems and processes that facilitate work. They are not only competent in thinking strategically and executing effectively. They are additionally competent in doing their segment to create staff engagement.

Organization trust is defined as an employee's feeling of confidence that the organization will perform actions that are beneficial, or at least not detrimental, to him or her". Organization trust is the belief that an individual's organization will create positive actions for the individual. With regard to organizations, trust has been examined in two dimensions as: individual to individual in organization (internal) and organization to organization (external) (Huff and Kelley, 2002; Zaheer, McEvily & Perrone, 1998). In an organization, trust develops each within the level of individual and within the level of organization. However, individual trust and trust to organization incorporate and establish organization trust (Nyhan and Marlowe, 1997; Tan and Tan, 2000; Zaheer et al., 1998).

Individual trust, expresses expectations of an individual that he never suffers from a relation and even he would get benefit from those relations (Shockley-Zalabak, Ellis & Winograd, 2000). According to Fox (1974; Baird and St-Amand, 1995), trust between people in an organization develop hanging on a horizontal relationship, in equal status, and it may also develop vertically hanging on managerial hierarchy between totally

different people. Vertical orienting trust is that the one develops designed on managerial hierarchy in an organization. Certainty of supervisors and the therefore belief of employees that they are doing not suffer from supervisors develop trust to supervisors (administrator trust) and the belief of supervisors that employees fulfill their jobs willingly, independently, and they will share responsibility at work additionally develop employee trust (governed trust) (Grean and Uhl-Bien, 1995; Wang and Clegg, 2002).

Horizontal orienting trust is towards colleagues and team employees. This kind of trust, particularly colleague trust, includes positive expectations that employees would be interested in every other`s benefits, would facilitate each other in need and would be honest and respectveeach other.

Only mutual trust between employees and management staff of organizations can be source of success for all (Chavoshi, 2008). In other words, organization trust is the belief that organization of individual will have positive activities for the individual or at least it is the belief that individuals will have no harm farm from these activities (Gambetta, 1988; Cited by Neveu, 2004). Organization trust is an important and critical component in the context of organizational effectiveness and survival. Managing justice in the society is dependent upon considering justice in organizations (Bidarian and Jafari, 2012). In present research the most important findings of organization justice studies which recently emphasize on organization trust were studied. Karen Yuan Wang (2009) believed that trust is a useful and vital element in the organization to promote organizational effectiveness and competitive advantage for organizations (Karen Yuan Wang et al, 2009). According to other definitions trust refers to relationships between supervisors and subordinates (employees trust in managers and vice versa) which relates to interest in others and believing in their competence and reliability (Masterson et al, 2000).

2.3 Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is a very important view of organizational behavior. The term Organizational Citizenship Behavior (OCB) was first coined by Organ (1988) and is defined as “individual behavior that is discretionary, not directly or explicitly recognized by the by the formal reward system, which within the mixture promotes the effective functioning of the organization”. By discretionary, the

author meant that the behavior is not an enforceable requirement of the role or the job description. This means that, Organizational Citizenship Behavior are voluntary extra-role un-prescribed behavior that an employee displays without expectations of any rewards. As Bateman, Organ (1983); Smith et al. (1983) highlighted Citizenship-behavior as an extra-role behavior, sometimes, the same extra-role behavior was used to measure job performance.

The willingness of people to cooperate in an organization when not required to do so was described by Barnard. He described five boards' categories of extra-role behavior: 1) cooperating with others; 2) protecting the organization; 3) volunteering constructive ideas; 4) self-training; and 5) maintaining a favorable attitude toward the organization (Katz, 1964). These five categories have been labeled as OCB (Bateman and Organ 1983). A common listing of OCB used by researchers is altruism, conscientiousness, civic virtue, courtesy, and sportsmanship.

The Organizational Citizenship Behavior (OCB) of altruism is defined as helping a specific person in face-to-face situations, and conscientiousness represents following the norms of a good worker and doing more than is absolutely necessary. Civic virtue can be described as participating in the governance of the organization even at great personal cost (e.g., attend meetings, express one's opinion about what strategy the organization ought to follow). Courtesy involves communicating with others before taking action and sportsmanship can be defined as not complaining about trivial matters (Smith et al., 1983; Graham 1986; Organ 1988; Moorman, 1993; Podsakoff et al., 2000; Cohen-Charash and Spector, 2001)

The most wide approved definition for Organizational Citizenship Behavior (OCB) belongs to Organ (1988, 1990). Consistent with him OCB area unit the behaviors that do not seem to be directly enclosed in formal profitable system however they volitionally facilitate organizations to meet their operations in an efficient way. Key elements in definition of organizational citizenship behavior consist of: 1) A type of behavior exceeds those required by organization, 2) A type of unspecified behavior, 3) Behaviors which are not officially rewarded and recognized by official structure of organization and 4) Behaviors which are very important for performance and success of organizational operations (Castro et al, 2004). Organ defined organizational citizenship behavior as a type of behavior which promotes effectiveness of organizational performance without attention to individual productivity goals of each employee.

This behavior has the following characteristics: 1) exceeds required behaviors formally defined by organizations, 2) voluntarily and optional, 3) not directly rewarded or recognized by organizational formal structure, 4) so important for organizational performance and success of its operations 5) dimensions of organizational citizenship behavior.

Many studies examined support for the role of coworker trust in predicting lowered turnover intentions, greater affective commitment and perceived organizational support. With regards to OCB, Robinson & Morrison (1995) found that an employee's trust in the organization operationalizes citizenship behaviors. Furthermore, Van Dyne, Vandewalle, Kostova, Latham & Cummings (2000) found that an individual's propensity to trust predicted OCB. Sousa-Lima, Michel & Caetano (2013) investigated the importance of organization trust in facilitating justice perceptions.

Trust and equity are concepts also being raised in relation to organizational environments and among employees and they are often referred to as organization justice (Lambert, 2003). Managing justice in the society is dependent upon considering justice in organizations (Bidarian and Jafari, 2012). Karen Yuan Wang et al (2009) believed that trust is a useful and vital element in the organization to promote organizational effectiveness and competitive advantage for organizations (Karen Yuan Wang et al, 2009). According to other definitions trust refers to relationships between supervisors and subordinates (employees trust in managers and vice versa) which relates to interest in others and believing in their competence and reliability (Masterson et al, 2000)

Organizational citizenship behavior has been examined by several writers in numerous perspectives. However the foremost wide accepted one belongs to Organ. Consistent with Organ (1997), this notion may be control in five headings as; politeness, casuist, gentlemanliness and civil virtues.

2.4 Previous Studies on Organization Justice, Organization Trust and Organizational Citizenship Behavior

Organizational citizenship behavior is one of important topic of organizational behavior. The attention towards organizational citizenship behaviors resulted from the argument that such behavior contributes to organizational effectiveness for the long-term through cultivating the organizational social system (Brief & Motowidlo, 1986). Research

demonstrated that organizational citizenship behavior has a significant positive effect on organizational effectiveness, reduced employee turnover and employee job satisfaction (Podsakoff et al.2000). To have effective organizational performance for the long-term, employees also need to engage in various forms of teamwork and helpful amongst colleagues. Organizations perform exceptionally when their employees go the 'extra-mile' beyond their required job obligations. These behaviors also potentially contribute to a more positive workplace.

Previous researchers suggested that organization justice and trust are two variables related to each other (Hoy & Tarter, 2004). A number of researchers have heighted the relationship between organization justice and trust. Employee trust towards the organization is considered as an important indicator of justice in work place (Lewicki, Wiethoff, & Tomlinson, 2005). According to Geist and Hoy (2003), employee's trust towards the organization provides a various advantages include, encourage cooperatives, reduces conflict and dissatisfaction and also increases their self-confidence. A number of researchers and students (e.g. Petersen, 2008; Smith, Thomas & Tyler, 2006) found that each justice and trust deeply have an affect the effectiveness and performance of an organization. However, once associate worker feels that his/her contributions and expectations are accepted and supported by the stakeholders. Among his/her organization as a result, employee trust towards the organization can increase (Hassan, 2002; Petersen, 2008).

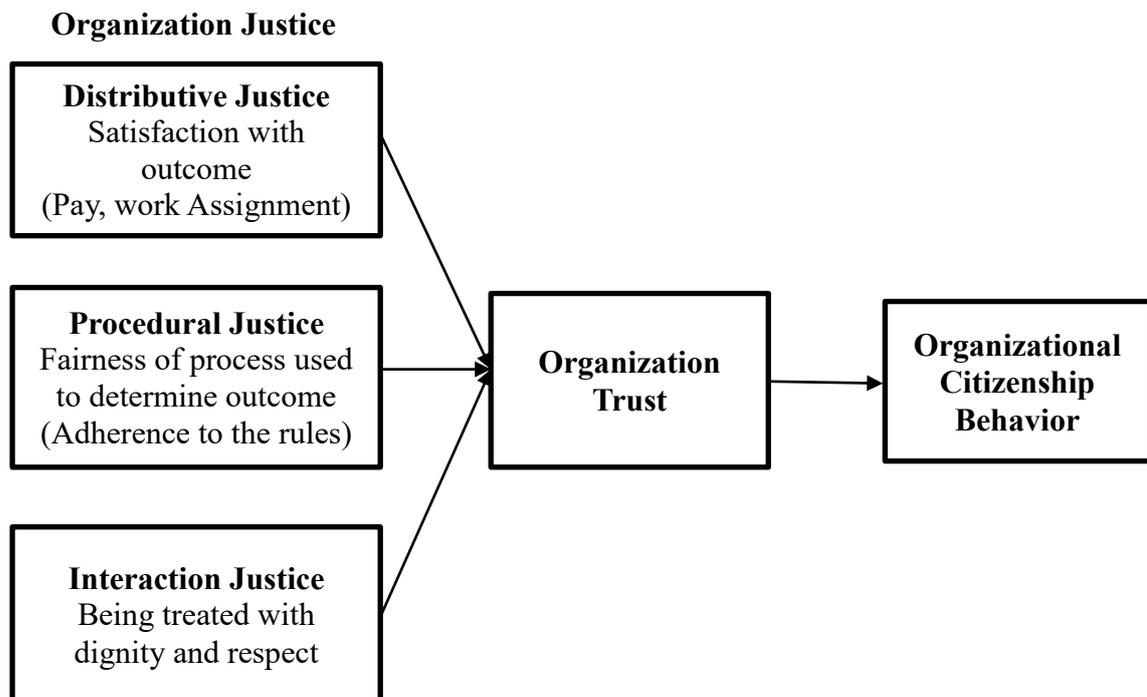
The previous research is study on mediating role of trust in the relationship between Organizational Citizenship Behavior and Organization Justice in service organizations. This research is aimed to study that type of individual behavior in which the individual believes in long-term participation in organizational service success. These behaviors have been neglected in previous research on performance evaluation of employees (Castro, et.al, 2004). Research method was a descriptive-applied one. These research data collected through interviews and questionnaire. Statistical population consisted of employees of welfare organization of Alborz Province and using judgment sampling questionnaires were distributed to subjects with master's degree and above and finally among 150 distributed questionnaires, 120 ones were completed. Research findings showed that there was a significant relationship between all research variables (organization justice dimensions, organization justice, trust and organizational citizenship

behavior). Researchers seek to examine the relationship between perceived organization justice and organizational citizenship behavior considering justice as a mediator.

2.5 Conceptual Framework

The broad fields of this research are distributive justice, procedural justice and interaction justice. The dependent variable, organization trust, relies on the factors of distributive, procedural and interaction justice, which are the independent variables in the research study. In today's competitive world, it is difficult for organizations to compete or even to survive without satisfying the most valued asset of the organization, employees, and developing commitment of the employees towards their leader and organization.

Figure (2.1) Conceptual Framework



Source: Own compilation (2019)

In above Figure (2.1), it examines whether the organization justice is fair or unfair. If the organization justice is fair, it effects the perceived of organization trust. To find out between dependent variable organizational citizenship behavior and independent variables perceived organization justice and trust, the cause and effect relationship was tried. The purpose of this study is to examine relationships among perceived organization justice, trust and citizenship behavior. The employees from

trading and engineering sector were taken as sample to participate in research and the sample size was 250 employees chosen with the help of convenience technique.

Primary data are collected with structured questionnaire form. The scale for trust was having 5 items, the scale used to measure justice was having 15 items and the scale for measuring organizational citizenship behavior was having 5 items. The data analysis is using SPSS software. Reliability analysis and regression analysis was used to analyze the gathered data.

More emphasis has been given to the outcome of distributive, procedural and interactional justice variables which plays the role of another set of independent variables. Hence, justice of organization with the leader and subordinates are towards the organization from the perspectives of organization trust and citizenship behavior. Finally, organizational citizenship behavior resulted by the organization justice is get the effectiveness and efficiency of organization.

CHAPTER (3)

PRACTICES OF ORGANIZATION JUSTICE IN MYANMAR PADAUK GROUP OF COMPANIES

This chapter introduces the background history and profile of Myanmar Padauk (MP) Group of Companies. Later on, organization philosophy and justice practices in organization.

3.1 Profile of Myanmar Padauk Group of Companies

Myanmar Padauk Trading Company was started in 2000. The founder was two local business men, who operate international & local business in matching with Myanmar's economic structure and started Export & Import Trade Business. In 2007, Myanmar Kyayay Co., Ltd was established. For construction, mining and trading (Yangon and Mandalay Highway Road Construction, Taungyi & Naypyitaw Embankment Project, Coal Mining).

Myanmar Padauk expanding Electrical power Business's main supplier and service provider of Ministry of Electrical Power in 2008 and introducing with Korea's & Vietnam electricity quality products in Myanmar. To fulfill the market needs of High technology Infrastructure to compete Government's Tender with Quality Products. To supply the service of power line station in one stop service for expand the new market. And selling and distributing of Electrical Product to the whole country such as building Wire, underground cable, overhead cable, L.V, M.V, H.V copper conductor, aluminum conductor and accessories.

In 2011, Myanmar Padauk Engineering & Construction Co., Ltd. is one of the authorized dealers of MPT 4 Million GSM mobile expansion project, Fiber Cabling, outside plant Project. Now, we are a local service provider for MPT /KSGM, taking fully responsibilities about BTS Station maintenance 24/7 at Kachin and Sagaing regions. (Current handling sites- around 1450).

Myanmar Padauk is one of the authorized distributor and printing vendor of Top Up Card, Prepaid Top Up and SIM card distribution of MPT/KSGM. Also one of the licensed direct supplier of MPT brand shop. We tend to area unit merchandising and

distributing connected accessories with mobile at whole look and native market. We tend to conjointly do the promoting activities of MPT. We have robust mercantilism Team and might work each cluster.

Myanmar Padauk Business expands to provide FTTH one stop service. FTTH is the process of fiber internet networking to the home. We occupied as Sale representative and installation of MPT FTTH Sale project since April 2018. We are one of the service providers as an agent throughout Myanmar mobile financial service industry of MPT/KSGM. As an distributor of GOLF(Green Oxygen light friendship) which is one of top leading mobile accessories brand in Hong Kong, we provide accomplish sale and distribution around whole Myanmar.

Today, this organization have over 700 employees dedicated to all business sectors. The vision of Myanmar Padauk Group of Companies is to provide the enjoyable life for all people with our products and Services. The organization expression is “Growing Together, Moving Together”. The mission statement described “To cater the demand of the worldwide business growth by providing the foremost effective service & products”. Myanmar Padauk Group of Companies is committed to defining position in the market place and understanding how relevant factors arising from legal, political, economic, social and technological issues influence on strategic direction.

Organization structure is incorporated with Managing Director and (8) members of Director and together with 708 workforce of employees. All of the roles within the Executive Management Team shall have both a function head and a deputy. The Deputy to a function head shall participate in decision-making and oversight regarding all matters within the area of responsibility of the relevant function head. The organization have the HR policy which sets out the agreed approach to the key human resources considerations, is applicable to the organization all operations sector.

The management of the organization recognizes need to periodically review and adapt the structure of the organization, in order to effectively respond to changes in the internal and external environment. The existing organization structure is displayed in Figure (3.1).

3.2 Practices of Organization Justice in Myanmar Padauk Group of Companies

The organization's policies and procedures are providing guidelines for employment experience with organization in an effort to foster a safe and healthy work environment. All of employees work together to make the success, healthy, and profitable organization. This is the only way can provide a satisfactory company working environment that promotes genuine concern and respect for others including all employees and our customers.

Recruitment policy is according to organization requirements; the company can recruit employee include the organization structure which is approved by Director. Without the permission of Director, Human Resources Department cannot recruit employee exceed the organization structure. However in some situation, the company may be needed workforce urgently, in those case the company shall appoint new employee with director's approval exceed Organization structure. No employee may be associated in any way with the process of selection of such close relatives at any stage and in recruitment process where a close relative of an employee is an applicant. At the time of recruitment, an employment contract need to be signed between the company and employees indicating the exact job title, salary, commencement date and other terms and conditions of employment. Probation Period is three (3) months from the date of commencement. The head of department can extend the probation period at its sole discretion based on performance.

Employee's disciplines and rights are governed by the labor law, rules and orders. Sunday and all gazette holidays are considered as Public Holidays for staff. Public holidays can be enjoyed with full pay or with full wage. All overtime must be requested in advance by Department Heads except the overtime which is pre-arranged and approved by the HOD. Overtime policy is accordance with provision in the Labor Ordinance of the Union of Myanmar.

All confirmed employee get leaves entitlement in accordance with the workman Act, orders, directives and procedures as follows. Leaves are calculated within a calendar year. Leave applications must be submitted to HR Department in advance with immediate supervisor approved. Any staff going on leave without prior notice may record as absent day and disciplinary action will take accordingly.

Salary was paid on last day of each month. When the pay day falls on weekend's holidays or public holidays, salary shall be paid on the preceding day. The payroll policy have right to deduct employees' salary in accordance with the Payment of Wages Act 1936. All deductions are shown in pay slip by employee.

Promoted employees are receive the new entitlement in accordance with the Company's policies. Some factors of consideration for promotion: 1) Performance (consistency), 2) Proper way, 3) Interviewing, 4) Analysis the performance appraisal, 5) Service. Bonus was depending upon employee service and performance by management decision and. The organization supply employees with mobile telephones as needed. Reasonable amount of monthly hand-phone bill charges to be borne by the organization which depends on the respective employees. All employees are provided three (3) sets of uniform and should wear them according to its prescribed style after finished the probation period.

3.2.1 Organization Communication Policy

In keeping with the organization's philosophy of open communication, all employees have the right and are encouraged to speak freely with management about their job-related concerns. Management urges to go directly to concern employee supervisor to discuss job-related ideas, recommendations, concerns and other issues which are important to concerned. If, after talking with supervisor, employee feels the need for additional discussion, can encourage speaking with the Head of Department. The most important relationship employee need to development at the organization are between his/her and his/her supervisor at the organization. However, should he/she need support from someone other than his/her supervisor, the entire management team, including the company head of department, is committed to resolving his/her individual concerns in a timely and appropriate manner.

3.2.2 Employee Code of Ethics and Conduct (Fairness & Equity)

This Employee Code of Ethics and Conduct ("Code") details in Myanmar Padauk policies for employees. The company is committed to a quality business and reputation that values integrity, respect and truthfulness, and a strong commitment to the highest ethical standards. These principles apply to employee interactions with customers, the

employers that hire them, coworkers, vendors, government and regulatory agencies and the general public. All employees familiar with this code and Board of Directors also apply.

This Code is not a comprehensive guide of all moral problems that workers could face, however simply highlights specific issues. In addressing moral issues not elaborated during this Code, workers square measure expected to use good judgment and their best ethical judgment. If an employee has ethical questions, can be contact Human Resources Department any time.

(a) *Code of Conduct*

Myanmar Padauk employees must avoid having a personal, business, financial, or other interest, activity or relationship, outside Myanmar Padauk that has or may be in conflict with Myanmar Padauk or its employees. Any material transaction or relationship that may give rise to an actual or perceived conflict of interest was be discussed with Human Resources Manager.

The conflicts of interest are 1) employees should not work or render direct consulting or managerial services for an organization without appropriate approval from management. 2) Having a personal, social, or romantic relationship with employee. 3) Managers or supervisors may not engage in a sexual, romantic, or dating relationship with subordinate employees. 4) Accepting loans or gifts of entertainment, food, or cash of Kyats 50,000/- or more from employees, subordinate employees, regulatory or is a competitor. 5) Obtaining a personal financial benefit in any sale or loan of company property. 6) Using any confidential information gained during employment for an employee's personal benefit.

(b) *Employment Practices*

Organization prohibits discrimination and harassment of employees or employees whether or not the incidents occur on Myanmar Padauk premises and whether or not the incidents occur during business hours. Management follows federal, state, and native law to confirm equal staffing, employment, compensation, development and advancement chance for all qualified people, and prohibits deliberate harassment supported federally protected classes of race, color, religion, sex, national origin, age, or incapacity.

Treat children with respect despite of race, color, gender, language, religion, political or alternative opinion, national, ethnic or social origin, property, disability, birth

or other condition. Not use language or behavior towards youngsters that's inappropriate, harassing, abusive, sexually provocative, humiliating or culturally inappropriate. Not have interaction youngsters underneath the age of eighteen in any variety of sexual issues or sexuality, as well as paying for sexual services or acts. Management did not hire children for domestic or alternative labor which is inappropriate given their age or developmental stage, that interferes with their time out there for education and recreational activities, or which places them at important risk of injury.

Myanmar Padauk does not tolerate workplace violence including threats, threatening behavior, harassment, intimidation, assaults or similar conduct. Employees must not distribute, possess or use illegal or unauthorized drugs or alcohol on Myanmar Padauk property, or in connection with Myanmar Padauk business.

(c) *Books and Records*

Employees must act in good faith not to misrepresent material facts in Myanmar Padauk's books and records or in any internal or external correspondence, memoranda, or communication of any type, including telephone or electronic communications. All Myanmar Padauk funds, assets, liabilities and receipts must be recorded in accordance with generally acceptable accounting procedures. Management instructed to maintain documents in accordance with all applicable laws and regulations. Employees must cooperate fully with internal and outside auditors during examination of Myanmar Padauk's books, records, and operations.

(d) *Admissions Process*

Employees must not make public statements regarding issues or matters of Myanmar Padauk about which they are not authorized spokespersons. The policy takes necessary steps to assure that all advertised products or services in any of its literature, exhibits or other public statements is true, supported by documentation, and does not mislead customers.

(e) *Privacy and Confidentiality*

Employees must exercise care to avoid disclosing non-public, internal, secret, or proprietary information related to MP or its employees to unauthorized persons, either within or outside during employment or afterwards, except as such disclosure is legally mandated or approved by MP. Only MP employees that truly need to know confidential information to conduct their business have access to confidential information and must

take necessary steps to keep this information private and confidential. All employee information is kept as confidential and private.

(f) Compliance with the Code

All employees are following these Code and adhere to its guidelines of supervisors must take the proper and reasonable caring to be assured that subordinate employees are also complying with these guidelines. Supervisors of the corporate are responsible for misconduct by staff if the supervisor orders misconduct; ratifies the conduct, even by inaction; the supervisor has direct authority and is aware of the conduct however fails to act appropriately; or ought to have best-known with affordable diligence that the actions occurred.

(g) Reporting Actual or Suspected Violations of the Code

Employees can be report any actual or suspected violations of this Code HR Manager. Failure to report any actual or assumed violations of the Code is in itself a violation of this Code. Staffs do not seem to be retaliated against or subject to any form of reprisal for raising a good faith concern under this policy or participating in an investigation into any such concerns. Return may be a serious violation of this Code and should be reportable right way.

All inquiries, complaints, and reports are promptly investigated. Employees are expected to cooperate in the investigation. Reasonable measures are taken to preserve confidentiality of the claim and the identity of anyone who reports a suspected violation or participated in the investigation.

(h) Zero-Tolerance Policy toward Violations of the Code

Myanmar Padauk takes a zero-tolerance approach to violations of this Code, failure to report actual or suspected violations of the Code, or retaliation against whistleblowers. Employees that are found to have violated this Code or retaliated against whistleblowers have their employment with Myanmar Padauk terminated.

CHAPTER 4

ANALYSIS ON EFFECT OF ORGANIZATION JUSTICE ON ORGANIZATION TRUST AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT MYANMAR PADAUK

This chapter presents four main parts. In the first part, profile of respondents is described. Second part shows the Organization Justice of Myanmar Padauk Group of Companies. In the third part, it shows the analysis of influencing organization justice on organization trust of employees and analysis on the effect of employee commitment on job performance is described. In this chapter, survey results are presented with frequency; percentage and mean scores based on the findings. In this study, analysis is done using SPSS software and presented using linear regression results.

4.1 Profile of Respondents

Total of 250 employees from Myanmar Padauk Group of Companies are included in this survey to explore the effect of organization justice and organization trust on organizational citizenship behaviour. All of the departments were informed about the objectives of the study and proposed to participate in this survey. All participants were informed that all the surveyed data are kept confidential and used only for academic paper. This section describes the demographic characteristics of the respondents such as age, gender, educational level, job rank and service year. Table (4.1) presents the demographic data of the respondents.

It is found that male employees more than female employees in organization. More than half of the respondents are single while the rest are married. Most respondents are between 26 to 40 years old as employees in this age level carry out major tasks of this firm, working in the field and having management role. In terms of educational background, most respondents are graduates, followed by respondents who are university attend. The number of operational level respondents comprise more than two third of the whole workforce. As for the service year, almost half of the respondents are found having less than seven year service while the rest of the respondents are found having above eight year service.

Table (4.1) Profile of Respondents

Sr. No.	Particular	No. of Respondents	Percentage (%)
	Total	250	100.0
1	Age: 25 or younger	62	24.8
	26-40 years	113	45.2
	31-60 years	71	28.4
	Over 60	4	1.6
2	Gender: Female	83	33.2
	Male	167	66.8
3	Marital Status: Married	116	46.4
	Single	134	53.6
4	Educational Level: High School	25	10.0
	University	79	31.6
	Graduated	142	56.8
	Master Degree	4	1.6
5	Job Rank: Staff	122	48.8
	Supervisor	77	30.8
	Assistant Manager	32	12.8
	Manager	19	7.6
6	Service Year: less than 3 year	80	32.0
	4 to 7 years	92	36.8
	8 to 11 years	43	17.2
	12 to 15 years	15	6.0
	15 years and above	20	8.0
7	Monthly Salary: 0 – 199,999 Ks	68	27.2
	200,000 – 499,000 Ks	91	36.4
	500,000 – 799,000 Ks	69	27.6
	800,000 and above	22	8.8

Source: Survey Data, 2019

4.2 Organization Justice

Organization Justice survey questionnaires are delivered to employees who are working at Myanmar Padauk Group of Companies. There got respond from 250 employees. The result of respondents are indicated with Five Likert scale (1 for strongly disagree, 2 disagree, 3 for neutral, 4 for agreed and 5 for strongly agreed). For three components of Organization Justice - Distributive Justice, Procedural Justice, and Interactional Justice - 15 items are used to explore organization justice of Myanmar Padauk Group of Companies with three sub sections.

4.2.1 Distributive Justice

Highest mean value is achieved with giving advice about employees' profession in an objective manner at 3.97 meaning that the respondents got advice easily whatever they need. It is also found that the respondents are most dissatisfied with reward for well done at job at 3.56 mean value because majority of employees reported that the reward system is a little rare. However, the lowest mean value is higher than mean value 3, neutral. Therefore, most of the employees are satisfied with Distributive Justice of the Myanmar Padauk Group of Companies.

Table (4.2) Distributive Justice

No.	Distributive Justice (DJ)	Mean	Standard Deviation
1	Fair Job Duty and Responsibility	3.78	.797
2	Giving Fair Responsibility	3.80	.826
3	Reward for well done at job	3.56	1.005
4	Fairly Distribution of work load to colleagues	3.84	.835
5	Giving advice about employees' profession in an objective manner.	3.97	.845
	Distributive Justice Mean	3.79	

Source: Survey Data, 2019

The study found that according to Table (4.2), the overall mean value of the Distributive Justice is 3.79 indicating that the respondents are agreed with good Organization Justice given by the Myanmar Padauk Group of Companies because

employees feel that the manager and supervisor are give equal responsibility to employees and rewarding system is good.

4.2.2 Procedural Justice

According to research, the overall mean value for Procedural Justice Result 3.77 expressing the respondents are pleased with the Myanmar Padauk Group of Companies' Procedural Justice as the managers or supervisor share about decision and respect the employees' ideas. Highest mean value 3.90 clearly indicates respondents are strongly agreed that managers collect information from employees for making decision. The lowest mean value is 3.58 about explaining all company decision without hiding results. When company makes decision, the understanding of employees about decision is important in the workplace because employees will feel more satisfied and respected, which can help to increase job task. Even this is the lowest mean value, but is higher than the average value 3.

Table (4.3) Procedural Justice

No.	Procedural Justice	Mean	Standard Deviation
1	Collecting information from employees for making decision	3.90	.952
2	Discussing decision on how they will result before implementation	3.85	.910
3	Explaining all company decision without hiding	3.58	1.027
4	Consideration of employee's ideas.	3.72	.880
5	Applying all the laws and regulations to employees	3.79	.946
	Procedural Justice Mean	3.77	

Source: Survey Data, 2019

4.2.3 Interactional Justice

Interactional justice is the standard applied to how employees relate to each other at work. This is not just determining how managers treat their team members; it can also relate to how co-workers and colleagues interact with each other and is very important component in organization justice. The overall mean value 3.67 shows that the respondents are agreed that the interaction between managers and subordinates are good.

Respondents are very agreed with having great communication between manager and employees resulting highest mean value 3.74 because the employees can freely communicate with managers. However, lowest mean value 3.54 stands for rewarding fairly for achieving because reward system in this organization is not fully implement and some of the appraisal are still need.

Table (4.4) Interactional Justice

No.	Interactional Justice	Mean	Standard Deviation
1	Behaving gently to employees	3.72	.976
2	Considering employees' legal remedies	3.72	.850
3	Behaving sensible to all subordinates	3.64	.877
4	Having Great communication between manager and employees	3.74	.891
5	Rewarding fairly for achieving	3.54	1.014
	International Justice Mean	3.67	
	Organization Justice Mean	3.74	

Source: Survey Data, 2019

The overall mean value for the organization justice is 3.74 and it is over average and so most of the respondents agree the Myanmar Padauk Group of Companies have good level of organization justice. Among all these components, Distributive Justice stands first which got the highest mean values. This may be the reason of Myanmar Padauk Group of Companies' good organization justice. Procedural Justice stand second and then followed by International Justice.

4.3 Analysis on Influence of Organization Justice on Organization Trust of Employees

In this section, the impact of organization justice on organization trust in the Myanmar Padauk Group of Companies is analyzed. The standard deviation, percentage and mean scores of organization justice on organization trust are presented in the study based on findings.

4.3.1 Organization Trust of Employees

Organization Justice such as distributive justice, procedural justice and interactional justice has impact on organization trust. In order to find out organization trust, structured questionnaire is given to the survey respondents. The questionnaire includes 5 statements and each statement seeks answer on how far the respondents agree or disagree with the statements. The results are exhibited in Table (4.5) based on survey findings.

As presented in Table (4.5), organization trust has high mean scores because the respondents strongly agree that they believe and trust of belonging to their organization is high. Respondents believe the honesty of their management, consideration of their benefit by their organization. In each department, leaders apply fair decisions to their subordinates and support about their personal safety.

Table (4.5) Organization Trust

No.	Organization Trust	Mean	Standard Deviation
1.	Believing the honesty of management.	3.86	.844
2.	Consideration the benefits of employees.	3.63	.831
3.	Applying fairly decisions to employees.	3.48	.802
4.	Supporting and maintaining the safety of its personnel.	3.88	.812
5.	Supporting to employee drive on self-development and promotion.	3.90	.759
	Organization Trust Mean	3.75	

Source: Survey Data, 2019

Mean value of organization trust in Table (4.5) shows that all 5 items of organization trust are greater than the neutral score of 3. The whole organization trust mean is 3.75, greater than neutral score of 3 shows that organization trust of the Myanmar Padauk Group of Companies is good. The mean values are range between 3.48 and 3.90. The highest mean value is from the question that the respondents are strongly agreed that organization supports to employee wills on self-development and promotion. Highest mean value 3.90 indicate that employees' trust is high and they believe that this working place support their professional and promotion.

Organization trust survey question has a lowest mean value of 3.48. It is the question about all the decisions given at organization are applied fairly to employees. It shows that our management consider the benefits of employees sentence has the second lowest mean value of 3.63. This may be some of the decision are not apply equally or fairly to all employees, like the benefits of employees. So, Myanmar Padauk Group of Companies need to improve some of their decision apply to sustain organization trust. However even the lowest mean is much more greater than average mean 3 and Myanmar Padauk Group of Companies has good organization trust of employees.

4.3.2 Influencing Organization Justice on Organization Trust of Employees

In analysis of organization justice on organization trust, multiple linear regression models is used to analyse the findings of survey collected from the respondents. The results for the analysis of organization justice on organization trust are displayed in the Table (4.6).

Table (4.6) Influencing Organization Justice on Organization Trust

No	Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
	Constant	1.062	.164		6.458	.000	3.708
1	Distributive Justice	.178***	.065	.199	3.158	.002	4.066
2	Procedural Justice	.088	.060	.097	1.468	.143	3.335
3	Interactional Justice	.459***	.058	.515	7.881	.000	3.954
R		.740697					
R Square		.549					
Adjusted R Square		.543					
F Value		99.670***					
Durbin-Watson		1.725					

Source: Survey data, 2019

Note: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level

According to the results presented in Table (4.6), only two organization justice components have impact on organization trust because the significant value of these two components are less than 0.05. As significant value of procedural justice is greater than 0.05, there is no relationship with organization trust at 95% confidence interval. The

significant values of two organization justice components are less than 0.05. Therefore, those variables have impact on organization trust at 95% confidence interval. Correlation coefficient (R) measures the linear relationship between two variables. The model can explain 54.9% (Adjusted R Square = .549) the variance of dependent variable (Organization Trust) and independent variables (Organization Justice).

The unstandardized coefficients (Beta) indicates that all of the organization justice components have positive relationship with organization trust of the Myanmar Padauk Group of Companies, which means increase in organization justice components will increase in organization trust. The Durbin-Watson value is 1.725, which is between accepted values of 1.5 and 2.5. Thus there is no problem of auto-correlation in the sample. All VIF values are also less than 10 so there is no multicollinearity problem. It means that there is no auto-correlation among the independent variables

According to the above Table (4.6), the results also reveal that only two of the organization justice components (distributive justice, interactional justice) are found to be significant. Among these two variables, interactional justice is the most significant variable of organization justice, and although the mean value is not the highest. This may be due to the employee' gain their trust while working at good interaction with managers and others. Organization consider and implement management practices, communication policy and careful for expressing employees feeling and thoughts. All managers have significant responsibilities in controlling these variables, increasing cooperation and sharing within the organization, improving creativity and attaining goals. It is an important fact that especially managers and executive level, who are the decision-makers, need to observe employee's rights; need to be more sensitive about their problems, and more successful in communication.

Distributive justice is the second significant factor and it is also associated with organization trust. This may be due to their organizational nature because as a result of the organizational nature that is fair distribution of responsibility and duty and give reward for well done at job. Mean value of procedural justice component is high which mean employees are agreed that the Myanmar Padauk Group of Companies has respect to colleagues' ideas and employees' decision making involvement.

Top management and managers in Myanmar Padauk work in an environmentally friendly manner and pay attention to sustainability issues. They clarify responsibilities, expectations, and performance goals, so that subordinates know what is expected from

them and understand priorities. When the employees perceive that their supervisor is fair, they become emotionally and cognitively attached to the organization. They support subordinates, treat others in a manner that is right, make principled and fair choices and take responsibility for their own actions. Because of three types of justice mentioned above, employees in Myanmar Padauk exhibit more organization trust which has great deal of importance for the performance and operational success of organization. In summary, the results show that most factors have significant value and the main determination of organization trust to be the interactional justice factors. Organization trust in Myanmar Padauk Group of Companies is mostly affected by interactional justice factors.

4.4 Analysis on the Effect of Organization Trust on Organizational Citizenship Behaviour of Employees

In this study, organizational citizenship behaviour of employee's survey questions section is used to identify organizational citizenship behaviour of employee by 5 items. Table (4.7) provides the mean and standard deviation of organizational citizenship behaviour of employee of the Myanmar Padauk Group of Companies as a result.

4.4.1 Organizational Citizenship Behaviour of Employees

This section aims to examine the organizational citizenship behaviour in Myanmar Padauk Group of Companies.

Table (4.7) Organizational Citizenship Behaviour

No.	Organizational Citizenship Behaviour	Mean	Standard Deviation
1.	Taking precautions for probable problems between colleagues and themselves.	3.96	.949
2.	Considering ideas of colleagues that can be affected by the decision before giving a decision about organization,	3.86	.937
3.	Spending most of employees' time for business unit at job.	4.34	.797
4.	Obedying the rules, regulations and processes of organization even no one inspects.	4.38	.703
5.	Participating actively in the debates by attending all the department meeting	4.02	.849
	Organizational Citizenship Behaviour Mean	4.11	

Source: Survey Data, 2019

Table (4.7) shows the total mean scores of organizational citizenship behaviour is 4.11. According to the overall mean, scores is much greater than neutral 3, and so the employees have high level of organizational citizenship behaviour. The highest mean value is 4.38 that is the employees obey the rules, regulations and processes of organization even no one inspects. The lowest mean value 3.86 which stand for the question before giving a decision about organization, consider ideas of colleagues that can be affected by the decision. The overall mean value of organizational citizenship behaviour shows that most employees exhibit organizational citizenship behaviour. It can be interpreted that employees of organizational citizenship behaviour which is behaviour that is trust of organization.

4.4.2 The Effect of Organization Trust on Organizational Citizenship Behaviour of Employees

In this study, linear regression analysis is used to analyse the effect of organization trust on organizational citizenship behaviour of Myanmar Padauk Group of Companies. According to the regression analysis the effect of organization trust organizational citizenship behaviour are shown in the Table (4.8).

Table (4.8) The Effect of Organization Trust on Organizational Citizenship Behaviour

No	Independent Variable	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
		B	Std. Error	Beta			
	Constant	2.405	.209		11.495	.000	
1	Organization Trust	.456***	.055	.465	8.283	.000	1.000
R		.465487					
R Square		.217					
Adjusted R Square		.214					
F Value		68.600***					
Durbin-Watson		1.453					

Source: Survey data, 2019

Note: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level

According to the result presented in the Table (4.8), the significant value of the organization justice is 0.000 which is less than 0.005. Therefore, organization trust features an important relationship with organizational citizenship behaviour at 99% confidence interval. Correlation coefficient (R) determines the linear relationship among two (2) variables. R is 0.465487 that lines between Zero (0) and One (1) and R.Square is 21.7 percent (R square=.217). The value of F test, the overall significance of the model, is extremely significant at 1 percent level. This specified model can be said valid. The Durbin-Watson value is 1.453, which is between accepted values of 1.5 and 2.5. Thus there is no problem of auto-correlation within the sample. All VIF values are also less than 10 so there is no multicollinearity problem. It means that there is no auto-correlation among the independent variables.

According to the survey findings, employees prevent creations of problems for co-workers and behave politely and are considerate towards other people. And then, the employees willingly participate in managerial events, represent the organization and monitor the organization's environment for threats and opportunities. The organization offers care, recognition and respect for its employees may cause them to satisfy emotional social needs because employee feels like organizational members.

Therefore, research question concludes that the Myanmar Padauk Group of Companies' employees possess increased levels of organization trust and organizational citizenship behaviour upon justice components. Additionally, at least to some degree, organization justice has a positive correlation related to both increased organization trust and organizational citizenship behaviour. The results of the study did pose many questions regarding the exact relationship between these variables. Interestingly, both the concepts of employee's organization trust and organizational citizenship behaviour are multifaceted, which allows for detailed analysis of the results of the study.

In addition, there are three objectives in this study. The first is to examine the organization justice (procedural, interactional and distributive justice) is harmony. To achieve the first objective of the study, the organization practices the encouraging professional development of employees, fair pay and benefits procedure and the ethical principles. The second one is to examine the influencing justice on organization trust of employees. It is found that organization justice (fair or unfair) influences the perception of the respondents trust in organization. The third objective is to analyse the effect of

organization trust on organizational citizenship behaviour of employees in Myanmar Padauk Group of Companies. In summary, the results show that organizational citizenship behaviours in Myanmar Padauk Group of Companies are mostly affected by organization trust.

CHAPTER (5)

CONCLUSION

This chapter is organized with the conclusions of the research related to organization justice, organization trust and organizational citizenship behaviour. It includes findings and discussion, suggestions and recommendations and, furthermore, the additional suggestions for the further researchers are also added.

5.1 Findings and Discussions

The study shows that justice is practiced in Myanmar Padauk Group of Companies. More specially, it is found that the top Management leads ethics by example, organization create the code of ethics, provide protection for employees. Most employees want to do the right thing especially if they work for company that has high moral and ethical standards.

Based on the survey results, distributive justice is quite strong in this organization. However, interactional justice and distributive justice make increasing the organization trust. It can be discussed that respondents highly perceive the organization that organization nature is fair distribution to every employee. To be more precise, respondents believe that the organization provide the rewards for well job done in their respective tasks. Respondents also believe that their subordinates are working together to show the good performance and make ensure the employees to understand their roles clearly. Among the three types of organization justices, it is found out and the regression results show that employees are satisfied the organization has respect to their participation, idea and suggestion accordingly. The results also showed that interactional justice is quite strong in Myanmar Padauk Group of Companies especially because of respondents' belief on building up good relationship between organization and employees.

Organization can support to building organization trust and organizational citizenship behaviour. The organization is showing that the practicing in conducting its employees to do something, however, it really sinks in if the organization practice and do it. The top management could see the importance of building up trust among the

employees. Trust acts as a foundation or antecedent towards the realization of citizenship behaviour. It can be reflected that employees have significant trust to the organization from the survey findings regarding organization justice. The findings revealed that when managers or supervisor show their efforts on the surroundings, they become role models of environmentally responsible behaviour, resulting in simulation of extra role behaviour among employees in Myanmar Padauk Group of Companies.

The result pointed out that when managers or supervisor of Myanmar Padauk clarify responsibilities, expectations and performance goals, subordinates exhibit more organizational citizenship behaviour. Subordinates do not worry unnecessarily about unclear expectations and know how they can meaningfully contribute to meeting the unit's or organization's goal.

The organization positively contribute to its employees in social matters, treating in work manner and so on. The greatest contribution to the effect on organizational citizenship behaviour according to the regression results regarding the effect of organization trust on organizational citizenship behaviour. The increases of organization justice have the positive effects on organizational citizenship behaviour of employees for the Myanmar Padauk Group of Companies. As a summary of findings, organization practice distributive justice, procedural justice and interactional justice and employees exhibit trust on organization and a good level of organizational citizenship behaviour in Myanmar Padauk Group of Companies.

5.2 Suggestions and Recommendations

Based on the results of findings, it is suggested that the organization additionally have to be compelled to transcend these sensible styles of issues for the organization justices. This includes feelings for employers like knowing that the management is on "their side," the staff at organization are treated by fairly and with respect and delays area unit viewed favourably or minimum of not with particularly negative consequences.

When management groups acknowledge the employees' mistakes further as successes, employees see as credible and can follow the company's leading within the long-term. The organization ought to encourage honest dialogue and foster responsibility by building in processes that become part of the culture, such as an evaluation of every

project whether the positives, negatives, things to change or a status report and next steps in each meeting agenda by tracking deadlines and milestones.

Organization justice three components is positively effect on employees' trust. According to the result, high significant between organization trust and organizational citizenship behaviour is get. So, organization justice is the evaluation of employees about activity of their own organizations in terms of compliance with the equitable principles. If the employee has a view that the actions and activities in the organization are not fair as a result of this evaluation, the perception of organization justice are adversely affected. It can be stated that employees will have a negative effect on their perceptions of trust towards their organizations. When the managers or others were not treated equally in employees' work distribution, choice of communication and behavior in the workplace with other colleagues, as a result, the feeling of trust for the organization was observed to be damaged .So, most of the organization should give employees some activities (rewarding, empowerment, decision making, job assignment, watch, relations, referral and leave and giving a chance of development) in the organization as fair and that this increased the employee's trust in their managers, their behavior to organization, motivation will increase and also their efficiency too.

Based on these studies, it can be said that fair and equitable practices in organizations have an important role in the formation of organization trust of employees. In this context, it can be suggested that all kinds of distributable resources in the organization, the capabilities of the employees in the distribution of the opportunity and positions in the organization should be taken into consideration, and that the management policies should not change according to the person, time and situation.

Employees with high organizational citizenship perceptions demonstrate behaviors for the good of the organization without requesting anything in return. This situation will only be possible if the employee trusts his or her organization and managers. In this study, we can conclude that trust the organization, colleagues, increases their organizational citizenship behaviors. Based on trust, organizational should need to be implemented to improve the trust because in the formation of the organization trust, the employees believed that they will not get harmed by the organizations and managers play an important role.

In summary, the interactional justice should be still utilized in this organization because of positively effect to the employees. When employees trust the company, have confidence in every decision, even in uncertain situation, the employees accepted of influenced by the organization's leadership. Aligning the organization's words and actions is a key pillar for building trust in the workplace and, ultimately, for a success. The employees are often found that what the organization treat and do has the most impact on the perception of the organization. If the organization wants to earn employees' trust, it need to engage organization policy and procedure with employees. Starting with the management, it takes involvement at every level to create a deep bond of believability that motivates employees to put forth effort needed to make the organization successful.

5.3 Needs for Further Research

This study focuses only the distributive justice, procedural justice and interaction justice of Myanmar Padauk Group of Companies and observes on the organization trust as well as the organizational citizenship behaviour. Therefore, this study would not cover overall factors that influence the organization trust. In the future, if time, effort and data available are not limited, the larger research should be conducted. This study does not cover the whole business industry or other related industries. Thus, it is suggested that the future study can be worthwhile to focus on a specific type of business like as a production, and government organizations. In order to represent more comprehensiveness, further research should consider other methods like a qualitative or mixed method. If further studies on the effect of organization trust and organizational citizenship behaviour are observed, it would be more beneficial for the Myanmar Padauk Group of Companies.

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APPENDIX I

Questionnaire

Dear Participant,

I am a student of Yangon University of Economic , Department of Management Studies and conducting this survey as one of the fulfillments for completing my study of Master of Business Administration (EMBA). This is completely voluntary , and all your responses would be anonymous. It will take an average of 10-15 minutes to fill it out. Thank you so much for your time and kind support.

Sincerely ,

Theint Theint Oo

Roll No . 43

EMBA 16th Batch

Section-A

Demographic

Gender

- Male
- Female

Marital Status

- Single
- Married

Age

- 18-25
- 26-40
- 41-60
- Over 60

Education level

- High School
- University
- Graduated
- Master Degree

Service years in this organization

- 0-3 years
- 4-7 years
- 8-11 years
- 12-15 years
- >15 years

Current position in this organization

- Staff
- Supervisor
- Assistant Manager
- Manager

Monthly Salary

- 0-199,999 Ks.
- 200,000 – 499,999 Ks.
- 500,000 – 799,999 Ks.
- 800,000 and above

Section-B Organizational Justice

Please judge how far you agree with following statements and tick to appropriate rating scale for all questions in the section. Use the following scale to select the number.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

No	Organizational Justice of Myanmar Padauk Group of Companies	Scale				
		1	2	3	4	5
Distributive Justice						
1	I think our job duty and responsibility fairly.					
2	I think our organization give equal responsibility to employees.					
3	My supervisor has fairly rewarded me when I consider the work that I have done well.					
4	Our managers or supervisors distribute the work load to colleagues in the same branch fairly.					
5	Our managers or supervisors give the advice about our profession in an objective manner.					
Procedural Justice						
1	To make job decisions, my managers collect adequate and accurate information from employees					
2	Our managers or supervisor discuss the decisions about our profession with each of us on how they will result before implementation.					
3	Our managers or supervisors explain all the decisions about the company to everyone without hiding anything.					
4	Our management try to consider all of the ideas of the employees without any discrimination on related issues.					
5	Our management apply all the laws, regulations, guidelines, notices and etc. to employees in an objective and coherent manner.					

Interactional Justice						
1	Our management behave gently to all employees.					
2	Our management consider our legal remedies when they come into a decision about us.					
3	Our managers or supervisors behave sensible to all subordinates needs at company.					
4	There is a great communication environment between managers and employees in our organization					
5	My supervisor has fairly rewarded me when I take into account the performance rating I achieve.					

Section – C Organizational Trust

Please judge how far you agree with following statements which are regarding with your opinion to and tick to appropriate rating scale for all questions in the section. Use the following scale to select the number.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Organizational Trust		Scale				
		1	2	3	4	5
1	All employees believe the honesty of management.					
2	Our management consider the benefits of employees.					
3	All the decisions given at organization are applied fairly to employees.					
4	Our organization gives support and maintains the safety of its personnel.					
5	Our organization supports to employee wills on self-development and promotion.					

Section – D Organizational Citizenship Behavior

Please tick to appropriate rating scale that comes the closet to reflecting your opinions. Please respond to all questions in the section and use the following scale to select the number.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Organizational Citizenship Behavior		Scale				
		1	2	3	4	5
1	I take precautions for probable problems between my colleagues and me.					
2	Before giving a decision about my organization, I consider ideas of my colleagues that can be affected by the decision.					
3	I spent most of my time for our business unit at job.					
4	I obey the rules, regulations and processes of organization even no one inspects.					
5	I actively participate in the debates by attending all the department meeting.					

End of Questionnaires

“I do appreciate for your kind support and times!”

Appendix-II

Influencing Organization Justice on Organization Trust of Employees

Model Summary^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.741 ^a	0.549	0.543	0.40284	0.549	99.670	3	246	0.000	1.725

a. Predictors: (Constant), InteractionalJusticeMean, DistributiveJusticeMean, ProceduralJusticeMean

b. Dependent Variable: Organizational Trust Mean

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.523	3	16.174	99.670	.000 ^b
	Residual	39.920	246	.162		
	Total	88.443	249			

a. Dependent Variable: Organizational Trust Mean

b. Predictors: (Constant), InteractionalJusticeMean, DistributiveJusticeMean, ProceduralJusticeMean

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.062	.164		6.458	.000		
	Distributive Justice	.178***	.056	0.199	3.158	.002	.464	2.154
	Procedural Justice	.088	.060	0.097	1.468	.143	.423	2.365
	Interactional Justice	.459***	.058	0.515	7.881	.000	.429	2.329

a. Dependent Variable: Organization Trust

The Effect of Organization Trust on Organizational Citizenship Behavior of Employees

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.465 ^a	0.217	0.214	0.51787	0.217	68.600	1	248	0.000	1.453

a. Predictors: (Constant), Organization Trust Mean

b. Dependent Variable: Organizational Citizenship Behavior Mean

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.398	1	18.398	68.600	.000 ^b
	Residual	66.511	248	0.268		
	Total	84.909	249			

a. Predictors: (Constant), Organization Trust Mean

b. Dependent Variable : Organizational Citizenship Behavior Mean

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.405	0.209		11.495	0.000		
Organization Trust Mean	0.456***	0.055	0.465	8.283	0.000	1.000	1.000

a. Dependent Variable: Organizational Citizenship Behavior Mean