



## **Moderating Trust in Evaluating Performance in the relationship between Organizational Justice and Job Embeddedness Applied study on the faculty staff of Imam Abdul Rahman Bin Faisal University**

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**Abstract:** The purpose of this paper is to examine the impact of organizational justice and Job Embeddedness through the mediating role of Trust in Evaluating Performance. This study was conducted with a sample of 280 faculty staff of Imam Abdul Rahman Bin Faisal University. Data were collected by administering a structured questionnaire and analyzed using structural equation modeling (Warp PLS 5). The results reveal that Trust in Evaluating Performance plays the role of a partial mediator between both procedural justice, informational justice and Job Embeddedness. The study was limited to four faculties represented by the colleges of Imam Abdul Rahman bin Faisal University, which restrict their circulation. This scholarly work may encourage managers and decision makers to develop trust in evaluating performance by focusing on organizational justice and job embeddedness to flourish an environment of harmonious performance, further more to formulate effective strategies for cultivating facilitative work environment to enhance positive attitude among the employees to challenge future. The research is exclusive in determining the influence of organizational justice on job embeddedness through the mediator of Trust in evaluating performance in the new perspective of higher education that supplies empirical evidence to the extant literature.

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**Keywords:** Organizational justice, procedural justice, distributional justice, interpersonal justice, informational justice, trust in evaluating performance, job embeddedness.

### **Introduction:**

Trust plays the major role for building positive human relations as well as the effective Climate of trust functioning of organizations (Moya & Henkin, 2006). Organizational trust is an important factor in the success of daily performance and is build on the interactions with several groups within the organization (DeConinck, 2010; Katou, 2013; Oosthuizen, Rabie, & De Bee, 2018; Komodromos, 2013), Employees invest their talent, energy and time to reach organizational goals and objectives. Thus, if they loss trust in organizations, employees will not be interesting to entirely engage in their work functions because they will feel they have been betrayed

(Agarwal, 2014; Alias, Zawawi, Yusof, & Aris, 2014). A series of everyday interaction produces reliability, obligations and choices between the workplace members by creating acclimate of trust (Xerri, 2012; Sahoo & Sahoo, 2019).

(Mitchell et al., 2001) developed the concept of job embeddedness to demonstrate why employees stay in their organizations. The study of (Shehawy, Elbaz & Agag, 2019) gave attention to the importance of employees' job embeddedness perception, their study aimed to identify the role of front-line employees' perceptions of job embeddedness, and developed a model that examined the determinants and consequences of employees' job embeddedness.

The results pointed that both supervisors' support and employees' advocacy have a significant impact on job embeddedness. In addition, it found out that job embeddedness has a significant impact on organizational commitment and employees' intention to leave. Sekiguchi, Burton, Sablynski (2008) adduced that the impact of organization-based self-respect on task performance was stronger between employees with high levels of job embeddedness; Lee et al. (2004) found that on-the-job embeddedness moderated the effects of volitional absences, organizational citizenship behaviors and job performance on turnover.

The study of (Afsar, Shahjehan & Shah, 2018) investigate the mediating effect of job embeddedness on the relationships between high-performance work practices (empowerment, training and rewards), trust in supervisor and turnover intentions of frontline employees in the hospitality industry. The results indicate that job embeddedness fully mediates the effects of high-performance work practices and trust in supervisor on turnover intentions and turnover intention positively impacts the actual voluntary turnover. Furthermore, low level of trust in supervisor must be managed to maintain a healthy environment

where employees are able to improve their job embeddedness.

Job embeddedness reduces turnover intentions or voluntary turnover (Mitchell et al., 2001; Lee et al., 2004; Tanova & Holtom, 2008; Bergiel, Nguyen, Clenney & Stephen, 2009; Karatepe & Shahriari, 2014)

**The purpose of the current study** is to offer a holistic model for organizational justice, employees' trust in evaluating performance and job embeddedness. The objectives of the study are as follows:

- Examine the effect of organizational justice on employees' trust in evaluating performance.
- Determine the effect of employees' trust in evaluating performance on job embeddedness.
- Identify the effect of Trust in Evaluating in the relationship between job embeddedness and organizational justice.

#### **Conceptual Framework of the study**

The conceptual framework of the study is presented in the form of a hypothesized research model (Figure 1) that will be validated through empirical analysis. The extant literature supplies a conceptual background based on which the study hypotheses were formulated.

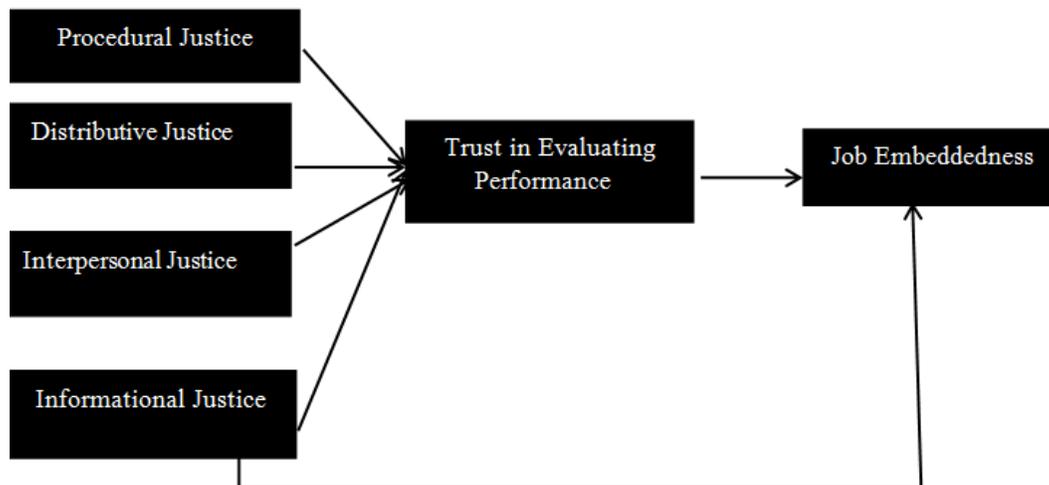


Figure 1. Hypothesized research model

#### **Theoretical foundation and hypothesis formulation:**

##### **1. organizational justice and Trust in Evaluating Performance**

Organizational justice has captured the attention of scholars due to its effects on an enormous repertoire of employee attitudes, cognitions, perception and behaviors towards the organizations and their members (Colquitt et al., 2013; Silva & Caetano, 2016; Vaamonde, Omara & Salessiad, 2018).

Previous studies (Campbell et al., 2013; Kim & Kao, 2014; Silva & Caetano, 2016; Suurd & Holmvall, 2016; Vaamonde, Omara & Salessiad, 2018) have shown that justice perceptions encourage higher organizational commitment, higher job satisfaction, and lower Turnover Intentions.

Trust refers to an individual's willingness to depend on another person (Mayer, Davis & Schoorman, 1995; McKnight, Cummings & chervany, 1998). Organizational trust can be indicated as the individuals' perception of trustworthiness where they

expect support from other members who are credible and argue issues with them (Ferrin, Dirks & Shah, 2006) (Rousseau, Sitkin, Burt & Camerer, 1998) Their definition to organizational trust is widely accepted, they define organizational trust as ‘a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behaviors of another’.

Trust is extensively saw as an important phenomenon in the organizational work scope that assists supportive and cooperative behavior and mutual understanding among the employees (Cropanzano, Bowen & Gilliland, 2007).

study of ( Agarwal, 2014 ) test the impacts of organizational justice (procedural justice, interactional justice and psychological contract) and trust on work engagement, the study applied on 323 managers working in manufacturing and pharmaceutical organizations the study examine the mediating role of trust in the justice-engagement relationship and investigate the impact of work engagement on employees’ innovative work behavior. Results indicate that procedural justice, interactional justice and psychological contract are positively related to work engagement with trust as the mediating variable. Engagement significantly effects employees’ innovative work behavior.

Organizational trust stimulates justice and fairness within organizations (Komodromos, 2013), whether (Schneider, Macey, Barbera & Martin, 2009) suggested a model of work engagement, using trust as a mediator between the justice climate and work engagement.

Simpson (2007) used organization trust as the mechanism between justice-engagement relationships. The mediating impact indicates that trust has major importance.

Although a few studies in the past have tested the role of justice variables, there have been no studies that have investigate all three justice variables jointly (Agarwal, 2014; Vaamonde, Omara & Salessiad, 2018). Thus, based on the above discussions, it can be hypothesized that:

- H1a: Procedural justice will positively affect employee trust evaluation performance.
- H1b: Distributive Justice will positively affect employee trust evaluation performance.
- H1c: Interpersonal justice will positively affect employee trust evaluation performance.
- H1d: Informational justice will positively affect employee trust evaluation performance.

(Ferndale, Hope-Hailey & Kelliher, 2011) point that Conceptualizing organizational trust actually daunting work because the literature depends of various definitions and styles there from, each with its own influence on behavior.

(Lowry, Posey, Bennett & Roberts 2015) point that When employees think that their organization will behave in a manner that is appropriate and not harmful, organizational trust is likely to increase, and decided that Organizational trust is outstanding factor when determining whether employees have the tendency to engage in workplace deviant behavior. Researchers and authors have examined that organizational justice impacts on trust (Cohen-Charash & Spector, 2001; Aryee, Budhwar & Chen, 2002; Stinglhamber, Decremer & Mercen, 2006; Sahoo & Sahoo, 2019).

(Aryee, Budhwar & Chen, 2002; Katou, 2013) point that all three forms of organizational justice have an effect on organizational trust.

(Ferndale, Hope-Hailey & Kelliher, 2011; Mey, Werner & Theron 2014; Zhang & Agarwal, 2009; Vanhala & Ahteela, 2011; Gaudencio, Coelho & Ribeiro, 2017) discovered that a positive relationship exists between organizational trust and perceived organizational justice that when employees received organizational justice and fairness, they demonstrate a high level of trust. (Colquitt et al., 2012; Aryee, Budhwar & Chen, 2002; Frazier et al 2010) indicate that trust transmits the effects of justice. (Sahoo & Sahoo,2019) examine the impact of organizational justice and conflict management on employee relations through the mediating role of climate of trust, the results appeal that climate of trust plays the role of a partial mediator between organizational justice and employee relations and between conflict management and employee relations. As well, it was establish that organizational justice, conflict management and climate of trust are the positive and significant predictors of employee relations.

## **2. organizational justice and Job Embeddedness**

Job embeddedness is saw as a novel idea in the structure of organizations wherever teams and groups involve to work in order to achieve organizational objectives (Ifikhar & Rehman,2017). As a critical employee retention strategy, job embeddedness depends on a number of influences on an employee's decisions to stay on the job (Holtom, Mitchell & Lee, 2006). Job embeddedness has improved from the revealing model of voluntary turnover (Lee & Mitchell, 1994) and demonstrates why individuals stay on their jobs. the three dimensions of job embeddedness are (Mitchell et al.,2001; Murphy, Burton, Henagan & Briscoe, 2013; Tabak & Hendy, 2016; Kiazad, Holtom, Hom & Newman, 2015; Bergiel, Nguyen, Clenney & Taylor, 2009; Zhang, Fried & Griffeth, 2012)

- Links (that refer to ‘formal or informal connections between a person and institutions or other people).

- fit (that refers to 'an employee's perceived compatibility or comfort with an organization and with his or her environment)

- sacrifice (that refers to 'the perceived cost of material or psychological benefits that may be forfeited by leaving a job).

It appears that employees can be embedded in their jobs through a number of both on- and off-the-job factors (Holtom, Mitchell & Lee, 2006).

(Karatepe & Shahriari, 2014) investigate job embeddedness as a moderator of the effects of distributive, procedural and interactional justice on turnover intentions. The results explained that the negative effects of distributive, procedural and interactional justice on turnover intentions were stronger among frontline employees with high levels of job embeddedness.

(Iftikhar & Rehman, 2017) investigate the role of organizational justice in achieving organizational effectiveness through the mediating role of job embeddedness, the results have assured that there is a positive and significant relationship exists between organizational effectiveness and organizational justice; moreover the mediating role of job embeddedness was also confirmed.

(Greenberg, 1990) defined Organizational justice as the overall perception of what is fair in the workplace, while (Colquitt, 2001) points that Organizational justice refers to employees' perceptions of what is fair and what is unfair within their organizations.

Organizational justice seen as a multidimensional construct composed of the three essential types of justice (distributive, procedural and interactional) (Greenberg, 1990), while most researchers added informational justice to the construct of Organizational justice (Colquitt et al., 2013; Agarwal, 2014; Vaamonde, Omara & Saiessiad, 2018; Silva & Caetano, 2016) and then for the purpose of this research we can determined the Organizational justice dimensions as.

- Procedural justice, (perceived fairness of procedures used to determine outcome distributions) and has been known to have the strongest effect on employee outcomes such as voluntary turnover, job satisfaction, organizational commitment and intention to quit (Cohen-Charash & Spector, 2001; Greenberg, 1990)

- distributive justice (perceived fairness related to outcomes and distributions).

- interpersonal justice (quality of interpersonal treatment received when procedures are implemented),

- Informational justice (level of adequacy, honesty, and convenience of information conveyed about why procedures are used a certain way or how outcomes are determined). (Colquitt et al., 2013; Silva

& Caetano, 2016). There are reasons why it should be related to job embeddedness. Justice, open procedures used in distributing outcomes perhaps viewed by employees as a benefit provided by the organization, particularly when employees have had input in improving them. Employees who choose to leave this organization obviously, venture sacrificing their current impartial environment for a new organization with less justice (Yao et al., 2004).

(Nguyen, Taylor & Bergiel, 2017) test the relationships between Perceived organizational support and Job embeddedness, the results indicated that organizational rewards, growth opportunities and procedural justice directly influence Job embeddedness. Perceived organizational support was found to mediate the relationships between these organizational factors and Job embeddedness. Thus, based on the above discussions, it can be hypothesized that:

- H2a: Procedural justice will positively affect Job Embeddedness.

- H2b: Distributive Justice will positively affect Job Embeddedness.

- H2c: Interpersonal justice will positively affect Job Embeddedness.

- H2d: Informational justice will positively affect Job Embeddedness.

### 3. Trust in Evaluating Performance and Job Embeddedness

The study of (Tabak & Hendy, 2016) supports the research on work engagement, organizational (on-the-job) embeddedness, and perceived organizational support by testing the relationships between these variables through trust in leadership as a mediating variable, findings provide support that Trust in leadership is strongly related to work engagement; trust partially mediates the relationship between organizational job embeddedness and work engagement, and between perceived organizational support and work engagement.

Trust defined as the willingness of a party to be vulnerable to the actions of another party, based on the expectation that the other party will perform a particular action important to the trust or, irrespective of the ability to monitor or control that other party. (Mayer, Davis & Schoorman, 1995, p.712)

(Hua, 2004) decided that employees attach on the word and promise of their supervisors to trust upon and expect positivity and goodwill in risky conditions. Employees who trust their supervisors would be interested to enhance connections (Perlow & Weeks, 2002), and then, job embeddedness increases by establishment links with more lateral and vertical work associates. The added relations with employees constitute sacrificing as employees may leave social capital to keep their relationships with others, and

involves risk because when employee sacrifices his/her time and effort to engage in citizenship behaviors, the level of uncertainty is high as the expected return is invested in future. Therefore, trust in performance evaluation is important for employees to address such uncertainty (Afsar, Shahjehan & Shah, 2018; Masterson, Lewis, Goldman & Taylor, 2000). These proactive behaviors lead to employees' increased team involvement, thus fostering further job embeddedness (Lee et al., 2017) Thus, based on the above discussions, it can be hypothesized that:

H3: Trust in Evaluating Performance will positively affect Job Embeddedness.

#### 4. Mediating role of Trust in Evaluating Performance.

In the previous sections, it was discussed that trust is an important outcome of organizational justice as well as an antecedent to job embeddedness. Thus, theoretically, these findings suggest that trust functions as a mediator in the relationship between organizational justice and job embeddedness. The previous literature viewed that there are numerous studies on exploring the mediating effects of trust (Aryee, Budhwar & Chen, 2002; Chan, Huang & Ng, 2008; Sahoo & Sahoo, 2019; More & Tzafirir, 2009; Agarwal, 2014; Katou, 2013; Gaudencio, Coelho & Ribeiro, 2017). However, no studies have examined the role of Trust in Evaluating Performance as a mediator in between the association of organizational justice and job embeddedness. This research tries to bridge the gap by testing the underlying action mechanism between the relationships. Therefore, the following hypotheses are proposed:

-H4a: employees' trust in evaluating performance mediates the relationship between Procedural justice and Job Embeddedness.

- H4b: employees' trust in evaluating performance mediates the relationship between Distributive Justice and Job Embeddedness.

- H4c: employees' trust in evaluating performance mediates the relationship between Interpersonal justice and Job Embeddedness.

- H4d: employees' trust in evaluating performance mediates the relationship between Informational justice and Job Embeddedness.

#### Methodology Sample and data collection:

To test the research hypotheses, a field survey is used as a research approach to collect data from faculty staff of Imam Abdul Rahman Bin Faisal University through a questionnaire. In the following sections, we discuss the data collection process used for this study and measures. Stratified random sampling was used. The setting for the study was four colleges. College of Nursing represents of Health colleges, College of Design represents of Engineering colleges, College of Applied Studies and Community Service represents of Sciences and Management colleges, and College of Education – Dammam represents of Arts and Education Colleges), the population size of whole faculty staff of Imam Abdul Rahman Bin Faisal University were less than 10000, and we chose a margin of error of 5% and a confidence level of 95%, the sample size were 370 faculty staff, the respondent rate was 75.6%.

The respondent sample was drawn from faculty staff of four colleges from Imam Abdul Rahman Bin Faisal University (College of Nursing - College of Design- College of Applied Studies and Community Service - College of Education); we can displayed Sample distribution for the selected college in Table I.

**Table I. Sample distribution for the selected college**

	Faculty	percentage	Faculty sample
College of Applied Studies and Community Service	217	31%	115
College of Nursing	127	18%	66
College of Design	107	15%	56
College of Education	246	36%	133
total	697	100%	370

Authors translate all questions and questions were back translated from Arabic to English to avoid language related errors in the analysis.

A pilot sample of 30 faculty staff from College of Applied Studies and Community Service was used to assure that the wording of the questionnaire was obvious, and to evaluate the quality of content and measures reliability. So, a few minor modifications were made to develop our instrument.

#### Measures:

This study includes five constructs have been measured during this study: organizational justice, Trust in Evaluating Performance and Job Embeddedness. A five-point Likert scale has been used (from 1 to 5) where one reflects the highest disagreement and five reflects the highest agreement. A set of items were elected to measure the concept, about which popularization were made, and it was adapted relating to literature ensuring the content validity of the research measurements. organizational

justice was measured through five items adapted from (Colquitt, 2001 & Rupp et al., 2017), Many studies have used this scale and ensured its reliability, where alpha correlation coefficients exceed 0.90 in all of these studies (Oosthuizen et al., 2018; Colquitt, 2001; Rupp et al., 2017, Rupp & Cropanzano, 2002) The respondents were asked to distinct their views in terms of the degree of agreement with each item concerning organizational justice.

Trust in Evaluating Performance was measured using four items adapted from (Verburg et al., 2018). Job embeddedness was also measured based on the job embeddedness global measure proposed by (Crossley, Bennett, Jex & Burnfield, 2007; Shehawy, Elbaz & Agag, 2019).

#### Data analysis and results:

To establish the nomological validity of the research model, The statistical package Warp PLS 5 was used. We analyzed the survey data using partial least squares (PLS) with a two-step analytic approach. Firstly, the measurement model was evaluated to assess the validity and reliability of the measures. Secondly, the structural model was evaluated to assess the strength of the hypothesized links among the variables. The psychometric properties of all scales were assessed within the context of the structural model through an assessment of discriminant validity

and reliability. Shehawy, Elbaz & Agag, 2019; Gefen & Straub, 2005), mentioned that the PLS has a set of advantages including the following.

- the ability to deal with the very complicated models.
- producing loadings, coefficients of standardized regression and  $R^2$  for all endogenous constructs; and
- Providing relaxed assumptions concerning the distribution of the research data.

#### Measurement model:

On the basis of (Duarte & Raposo's, 2010) study, the present research checked the individual item reliability, internal consistency and discriminate validity so that the measurement model for the research constructs can be evaluated. The results have revealed that there were 25 items had loading rates above 0.70 reflecting the acceptable levels of reliability, while only five items were found to have a loading rate blow 0.70. Concerning examining the cross-loadings, the loadings of all items were found higher for their related construct than for other research constructs. Tests of Descriptive statistics, normality, namely, skewness, kurtosis (Bagozzi & Yi, 1988), have been conducted also in Table 2.

Table 2: Measurement statistics of construct scales

Construct/Indicators	Indicator loading	Mean	SD	Skewness	Kurtosis	CR	Cronbach's a	VIF	AVE
<b>employees' trust in evaluating performance</b> Supporting literature (Verburg et al., 2018 )		3.6	.709	-1.516-	3.652	0.954	0.938	12.98	0.75
I think the department /management I work in, capable of fulfilling its responsibilities	0.958***	4.2	.880	-1.550-	3.271				
The department / management I work in, known for success in the work done.	0.859***	4.2	.924	-1.521-	2.783				
The department /management I work in, performs its work comprehensively	0.952***	4.2	.881	-1.561-	3.274				
The Department / Management cares about the welfare of its employees	0.408***	4.0	.933	-.768-	.030				
The Department / management is interested in the needs and wishes of its employees	0.958***	4.2	.880	-1.550-	3.271				
My department / management is doing its utmost to help its employees	0.859***	4.2	.924	-1.521-	2.783				
My department / management is guided by sound ethical principles and rules of behavior	0.957***	4.2	.879	-1.553-	3.280				
<b>Procedural Justice</b> Supporting literature (Colquitt, 2001 & Rupp et al., 2017		4.1	.714	-1.112-	2.313	0.901	0.865	12.01	0.60
The procedures in the department / department enable me to express my opinion and express my feelings.	0.848***	4.2	.891	-1.457-	2.831				
I can influence the results of the actions taken in the department / department.	0.844***	4.2	.932	-1.529-	2.709				
I think that the work procedures are constantly applied to all the work of the department / department.	0.820***	4.1	.953	-1.357-	2.034				
I believe that the management / department work procedures are unbiased.	0.562***	3.9	.968	-.698-	-.119-				
I believe that the procedures in the department	0.815***	4.1	.928	-1.205-	1.760				

/ department are based on accurate information.									
I believe that the management / department work supports ethical standards	0.741***	4.1	.880	-1.332-	2.454				
<b>Distributive justice</b> Supporting literature (Colquitt, 2001 & Rupp et al., 2017)		4.1	.692	-.949-	1.265	0.809	0.645	30.75	0.58
I think the outcome of the department / department reflect the effort I make in the work.	0.819***	4.0	.949	-1.138-	1.411				
The results are consistent with the work I do in the department / department.	0.722***	4.2	.885	-1.423-	2.637				
I see that the outcome of the work reflect my contributions to the performance of the department / department	0.752***	4.0	.878	-.961-	.759				
<b>Interpersonal justice</b> Supporting literature (Colquitt, 2001 & Rupp et al., 2017)		4.1	.696	-.921-	1.145	0.802	0.629	29.26	0.57
Direct supervisor in the management / department treats me in a polite manner.	0.832***	4.0	.972	-1.114-	1.156				
My direct supervisor in the management / department refrained from inappropriate comments.	0.709***	4.2	.876	-1.420-	2.744				
The direct supervisor in the management / department gives me an opportunity to evaluate my performance	0.731***	4.0	.902	-.914-	.479				
<b>Informational justice</b> Supporting literature (Colquitt, 2001 & Rupp et al., 2017)		4.1	.622	-1.095-	2.281	0.834	0.741	13.32	0.52
I think that the direct supervisor communication in the management / department is clear.	0.932***	4.2	.879	-1.553-	3.280				
I see that the supervisor directly in the management / department explains the procedures accurately.	0.555***	4.0	.962	-1.142-	1.302				
From my point of view, the explanations of the direct supervisor in the management / Department of the proceedings are convincing.	0.907***	4.2	.874	-1.412-	2.755				
I think the direct supervisor in the management / department provides details of the work in a timely manner.	0.741***	4.1	.850	-.939-	.674				
The direct supervisor in the management / department responds by diversifying the means of communication according to employees' specific needs	0.304***	4.0	.895	-1.051-	1.176				
<b>Job embeddedness</b> Supporting literature (Crossley et al., 2007; Shehawy et al., 2019)		4.1	.682	-1.228-	3.063	0.875	0.828	17.82	0.54
I feel attached to the department /management I work in	0.847***	4.2	.879	-1.553-	3.280				
It would be difficult for me to leave this department /management I work in	0.727***	4.0	.962	-1.142-	1.302				
I feel tied to the department /management I work in	0.837***	4.2	.874	-1.412-	2.755				
simply I can't leave work in my department / department	0.563***	4.1	.890	-.965-	.662				
It would be easy for me to leave the department /management I work in	0.715***	4.0	1.00	-1.130-	1.075				
I am closely connected to department /management I work in	0.698***	4.1	.983	-1.256-	1.507				

Notice that \*\*\*p<0.001

The measurement model's internal consistency is investigated through the composite reliability index and average variance extracted (AVE) (Fornell and Larcker, 1981). It has been found that the composite

reliabilities for all of the research constructs exceeding the acceptable level of 0.70 (Nunnally & Bernstein, 1994), and the average variance extracted for each construct measure were above the minimum

acceptable level of 0.50 (Bagozzi & Yi, 1988). Consequently, it concluded that the internal consistency of the research measurement model is valid.

**Structural model**

After examining the measurement validity, we used Warp PLS 5 to test the structural model. The significance of the paths was determined using the T-statistic calculated with the bootstrapping technique. The results reveal that the SEM fits well the research data: R-squared coefficients for employees’ trust in evaluating performance, = 1.423 and for job embeddedness, = 1.093. Indicators of the global fit is found to be acceptable, in which average path coefficient (APC) = 0.305 (p-value < 0.001), Simpson’s paradox ratio (SPR)=0.923, R-squared contribution ratio (RSCR)=0.894, Statistical suppression ratio (SSR)=1.000, Nonlinear bivariate causality direction ratio (NLBCDR)=0.692 and goodness of fit Tenenhaus Go F ((GOF) = 0.851. The results indicate that all hypotheses significantly supported except the hypothesis number four (Figure 2).

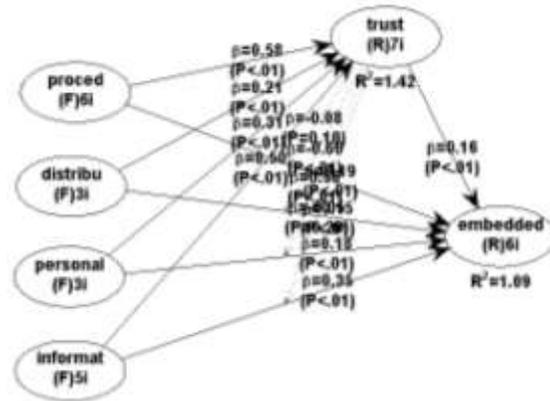


Figure 2. PLS analysis results

The discriminant validity of the measurement model was defined as the degree of difference between a specific construct with other constructs, and examined by comparing the square root of the average variance extracted with the correlations among the research constructs (Fornell & Larcker, 1981; Gefen & Straub, 2005). The correlation between each construct and its own measure found to be stronger than that exists between a construct and any other construct, which ensures the discriminant validity for all of the research constructs. Furthermore, the AVE square root for all variables was greater than its correlations with any other variable in all cases, which supports the discriminant validity of the study constructs (Klärner, Sarstedt, Hoeck, Ringle, 2013; see Table 3). Discriminant validity of the correlations between constructs.

Table 3: Correlations and square roots of AVE between Constructs

Construct	Correlations and square roots of AVE					
	Procedural Justice	Distributive justice	Interpersonal justice	Informational justice	employees’ trust in evaluating performance	Job embeddedness
Procedural Justice	0.921					
Distributive justice	0.870	0.976				
Interpersonal justice	0.884	0.765	0.909			
Informational justice	0.871	0.855	0.827	0.931		
employees’ trust in evaluating performance	0.778	0.834	0.818	0.926	0.917	
Job embeddedness	0.920	0.919	0.759	0.727	0.870	0.737

Tests of Descriptive statistics, normality, namely, skewness, kurtosis (Bagozzi & Yi, 1988), have been conducted (Table 4) provides the results of mediation analysis for employees’ trust in evaluating

performance mediating the organizational justice – job embeddedness relationship for testing of hypotheses 4, Table 4 shows the standardized estimate of a path analysis testing for the hypothesized mediation.

Table 4. Mediation model estimates using bootstrapping method for standardized coefficients for Model 1 (N = 280).

Coefficient	(partial mediation): Organizational justice → employees' trust in evaluating performance → Job embeddedness	
	Estimate	P value
Total effect (Procedural Justice → Job embeddedness)	0.284	<0.001
Total effect (Distributive justice → Job embeddedness)	0.181	<0.001
Total effect (Interpersonal justice → Job embeddedness)	0.229	<0.001
Total effect (Informational justice → Job embeddedness)	0.428	<0.001
Total effect (employees' trust in evaluating performance → Job embeddedness)	0.156	0.004
Total effect (Procedural Justice → employees' trust in evaluating performance)	0.580	<0.001
Total effect (Distributive justice → employees' trust in evaluating performance)	0.205	<0.001
Total effect (Interpersonal justice → employees' trust in evaluating performance)	0.306	<0.001
Total effect (Informational justice → employees' trust in evaluating performance)	0.500	<0.001
Direct effect (Procedural Justice → Job embeddedness)	0.193	<0.001
Direct effect (Distributive justice → Job embeddedness)	0.149	0.006
Direct effect (Interpersonal justice → Job embeddedness)	0.181	<0.001
Direct effect (Informational justice → Job embeddedness)	0.350	<0.001
Direct effect (employees' trust in evaluating performance → Job embeddedness)	0.156	0.004
Direct effect effect (Procedural Justice → employees' trust in evaluating performance)	0.580	<0.001
Direct effect (Distributive justice → employees' trust in evaluating performance)	0.205	<0.001
Direct effect (Interpersonal justice → employees' trust in evaluating performance)	0.306	<0.001
Direct effect (Informational justice → employees' trust in evaluating performance)	0.500	<0.001
Indirect effect (Procedural Justice → Job embeddedness via employees' trust in evaluating performance)	0.090	0.015
Indirect effect (Distributive justice → Job embeddedness via employees' trust in evaluating performance)	0.032	0.223
Indirect effect (Interpersonal justice → Job embeddedness via employees' trust in evaluating performance)	0.048	0.128
Indirect effect (Informational justice → Job embeddedness via employees' trust in evaluating performance)	0.078	0.031

The total effect of Procedural Justice to Job embeddedness was significant ( $\beta = 0.284$ ,  $p < .001$ ). The direct effect of Procedural Justice to Job embeddedness was significant ( $\beta = 0.193$ ,  $p < .001$ ) providing support for hypothesis 2a, as well as the indirect effect of Procedural Justice to Job embeddedness via employees' trust in evaluating performance was significant ( $\beta = 0.090$ ,  $p < .05$ ) providing support for hypothesis 4a.

The direct effect of Procedural Justice to employees' trust in evaluating performance was significant ( $\beta = 0.580$ ,  $p < .001$ ) providing support for hypothesis 1a. When trust was entered, the indirect effect of Procedural Justice to Job embeddedness dropped to 0.090 but remained significant, providing support for partial mediation. Thus, hypothesis 4a was supported.

The total effect of Distributive justice to Job embeddedness was significant ( $\beta = 0.181$ ,  $p < .001$ ).

The direct effect of Distributive justice to Job embeddedness was significant ( $\beta = 0.149$ ,  $p < .05$ ) providing support for hypothesis 2b, as well as the indirect effect of Distributive justice to Job embeddedness via employees' trust in evaluating performance was insignificant ( $\beta = 0.032$ ,  $p < 0.223$ ) providing reject for hypothesis 4b.

The direct effect of Distributive justice to employees' trust in evaluating performance was significant ( $\beta = 0.205$ ,  $p < .001$ ) providing support for hypothesis 1b. When trust was entered, the indirect effect of Distributive Justice to Job embeddedness dropped to 0.032 and transformed to be insignificant relationship, providing rejection for partial mediation. Thus, hypothesis 4a was rejected.

The total effect of Interpersonal justice to Job embeddedness was significant ( $\beta = 0.229$ ,  $p < .001$ ). The direct effect of Interpersonal justice to Job embeddedness was significant ( $\beta = 0.181$ ,  $p < .001$ ) providing support for hypothesis 2c, as well as the indirect effect of Interpersonal justice to Job embeddedness via employees' trust in evaluating performance was insignificant ( $\beta = 0.048$ ,  $p < 0.128$ ) providing reject for hypothesis 4c.

The direct effect of Interpersonal justice to employees' trust in evaluating performance was significant ( $\beta = 0.306$ ,  $p < .001$ ) providing support for hypothesis 1c. When trust was entered, the indirect effect of Interpersonal justice to Job embeddedness dropped to 0.048 and transformed to be insignificant relationship, providing rejection for partial mediation. Thus, hypothesis 4c was rejected.

The total effect of Informational justice to Job embeddedness was significant ( $\beta = 0.428$ ,  $p < .001$ ). The direct effect of Informational justice to Job embeddedness was significant ( $\beta = 0.350$ ,  $p < .001$ ) providing support for hypothesis 2d, as well as the indirect effect of Informational justice to Job embeddedness via employees' trust in evaluating performance was significant ( $\beta = 0.078$ ,  $p < .05$ ) providing support for hypothesis 4d.

The direct effect of Informational justice to employees' trust in evaluating performance was significant ( $\beta = 0.500$ ,  $p < .001$ ) providing support for hypothesis 1d. When trust was entered, the indirect effect of Informational justice to Job embeddedness dropped to 0.078 but remained significant, providing support for partial mediation. Thus, hypothesis 4d was supported.

The direct effect of employees' trust in evaluating performance to Job embeddedness was significant ( $\beta = 0.156$ ,  $p < .05$ ) providing support for hypothesis 3.

## Discussion

Building on job embeddedness and organizational justice research streams, this study investigated the role of trust in evaluating performance in the relationship between organizational justice and job embeddedness.

In this study, findings showed that Procedural Justice and Informational justice both significantly influence job embeddedness through trust in evaluating performance, where Distributive justice and Interpersonal justice both insignificantly influence job embeddedness through trust in evaluating performance. The researchers believe that the reason for this is that most of faculty members at Imam Abdul Rahman Al-Faisal University are contractors so The feeling generated by the faculty members towards the fairness of the material and non-physical values they receive from the university were determined in advance through the contracts between the faculty members and Recruitment Department in Imam Abdul Rahman Al-Faisal University as the majority of them are non-Saudi staff members and subject to the rules of contracting with non-Saudis and are uniform rules on all universities within Kingdom of Saudi Arabia in coordination with the Ministries of Higher Education, the Civil Service and Foreign Affairs in addition to Saudi Cultural Attaches abroad findings showed that Informational justice had the largest influence to job embeddedness, and part of this impact can be explained by trust in evaluating performance in parallel, study findings showed that Procedural Justice impacts job embeddedness, and part of this impact can be explained by trust in evaluating performance trust in evaluating performance was significantly related to job embeddedness. Trust was also significantly related to all dimensions of organizational justice (Procedural Justice, Distributive justice, Interpersonal justice and Informational justice).

### Directions for future research

It is important for future research to: (1) identify factors that impact employee perceptions of organizational justice (2) delineate clearly what influences faculty's perceptions of job embeddedness. though transformational leadership behaviors and servant leadership behaviors lead to discrete constructs such as organizational citizenship behaviors, trust in the leader, through trust in evaluating performance and leadership effectiveness, research has largely neglected the role of fit between followers' individual characteristics, core values, skills and knowledge, and transformational leader behaviors. Future research could investigate connections between both transformational leadership, servant leadership and job embeddedness, perceived organizational fit, perceived organizational support, and perceptions of trust in evaluating performance.

Prior research has shown that greater trust is related to higher work engagement (Tabak & Hendy, 2016), job satisfaction, commitment, organizational citizenship behaviors, withdrawal behaviors, and transformational and transactional leadership (Dirks & Ferrin, 2002). This study finds that trust also leads to higher job embeddedness. In addition, when we consider the support for an organizational justice –job embeddedness relationship, understanding the reasons that employees develop trust in their leaders and how they develop this trust becomes very important for organizations. Future research should explore other antecedents and sequences of trust formation that may be pertinent to job embeddedness and job performance and extend the conservation of resources theory (Halbesleben & Wheeler, 2015; Tabak & Hendy, 2016).

### Conclusion

This study found that trust in evaluating performance was an antecedent of job embeddedness and organizational justice were antecedents to trust. Findings further showed that trust was an explanatory mechanism that mediated the relationship between Informational justice and procedural justice and between job embeddedness. These findings are important, as few studies have explored the relationship between organizational justice, trust in evaluation performance and job embeddedness. The study contributes to literature by using four dimensions of organizational justice (procedural, Distributive, Interpersonal and Informational) to show how organizational justice affects to job embeddedness. It is our hope that future research will extend our study and further investigate the relationship between organizational justice and job embeddedness by using the three dimensions of job embeddedness (links – fit – sacrifice).

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