

Impact of Organizational Justice on Organizational Citizenship Behavior: An Empirical Evidence from Pakistan

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Abstract: This study aims to investigate the impact of organizational justice on organizational citizenship behavior in education sector of Pakistan. Questionnaire survey was used to collect the data from randomly selected universities of Punjab. A sample of 200 respondents was received within a period of two months. Results depicted that the procedural justice has positive and strong influence on organizational citizenship behavior, whereas distributive justice has positive but weak influence in predicting the employee extra-role behavior in the educational institutions of Pakistan. Moreover, this research provides the insight to the management of educational institutions that by providing fairness and justice perceptions to the lecturers and professors, they can enhance the overall effectiveness of their institutions in Pakistan.

Key words: Organizational Citizenship Behavior • Organizational Justice • Procedural Justice • Distributive justice

INTRODUCTION

At present world is seeking high performance organizations and institutions for boosting up the economy of the entire globe. It can only be possible when organizations and institutions provide their employees with satisfied workplace, fair treatment and appraisal for their effective work. These all factors help in developing the organizational citizenship behavior in the organizations, institutions and other such kind of work places. For increasing the overall effectiveness of the organizations and institutions OCB is one of the important factors. Organ [1] described OCB as the employee voluntarily behavior toward the well being of organization without any remuneration, reward or compensation. In addition, Cohen and Vigoda [2] identified the importance of OCB for all nature of organizations and try to elaborate the view that it improves the over all firm's performance in variety of ways. If employees are happy with their work, environment and responsibilities then they naturally feel constructive for the organization and give optimistic response. Researchers have identified OCB's importance and tried to dedicate their attention toward this aspect of employee behavior for the success and better performance of the organizations [3-6]. Moreover, Organ *et al.* [7] have identified organizational citizenship behavior as one of the most influential factors that affect organizational effectiveness and success.

Organizational justice (OJ) was found as significant construct in the prediction of organizational citizenship behavior (OCB) in different researches [8, 9]. This factor (OJ) was extracted from the literature of equity theories and found as the essential aspect that has an influence on OCB [10-14]. Organizational justice is important in organizations and institutions because it discloses the fact that equitable treatment with all employees and workers exist which enhances the perception of employees regarding justice [15]. Thus, it is evident from numerous studies that OCB plays a vital role in the efficacy, output and success of the organizations and institutions but inadequate facts are available that organizational justice influence the OCB in the educational institutions of Pakistan. Therefore, the main purpose of this study is to explore the impact of organizational justice on organizational citizenship behavior in education sector of Punjab, the biggest province of Pakistan. Section two will portray the brief overview of literature and hypotheses development. Section three and four will explain the research methodology and results of the study respectively. Section five will reveal the conclusion and limitations of the research with some future research suggestions.

Literature Review

Organizational Citizenship Behavior: Numerous researchers of organizational behavior have emphasized

to study the OCB in the context of organizations and found it as an important component in the success of businesses [16-18]. Furthermore, empirical evidences demonstrated that it has positive affect on the performance and efficacy of organizations [4]. Since, Organ [19] defines OCB comprehensively as a group of positive behavior and gestures of employees and workers toward the welfare of their organization or institution without any reward. It involves that extra role-behavior which is not formally rewarded by the organizations and against this behavior have no compensation [20]. OCB showed behavior which is performed by employees with their own consent and will for the well being of their organizations, it at last positively affects the performance of the organizations [21]. In addition, Podsakoff *et al.* [4] in their study find the antecedents of organizational citizenship behavior which are comprised of four factors namely leadership behaviors, individual characteristics, organizational characteristics and task characteristics. Likewise, Bateman and Organ [22] and Smith *et al.* [23] has studied the different morale factors of employee behavior that affects OCB, in which they found the perceptions of employees about their supervisor support, job satisfaction, organizational commitment and perceptions of fairness that have strong influence on employee's attitude.

Consequently, Podsakoff *et al.* [4] has summed up the some influencing variables of organizational citizenship behavior (OCB) namely trust in leader, job satisfaction and organizational commitment. All these have significant and positive impact on OCB. Moreover, if employees are happy and satisfied with their job and organizations then they will surely perform such a behavior which is in favor of organization and without any force. Similarly, Dickinson [24] showed negative and positive results of different factors on organizational citizenship behavior with his empirical research. On the one hand, he found the positive effect of supervisor's relations, organizational commitment and job stress on organizational citizenship behavior, on the other hand he found the negative impact of job satisfaction, stress that come from outside the organization and employee perception of fairness on organizational citizenship behavior. Thus, mixed results found about the most influencing factors of OCB.

Organizational Justice: The justice is a concept that has many dimensions which encompasses the range of questions, all from compensation that you get to behavior treatment with you by your superior. The function of fairness related to the place of work is referred to as

organizational justice (OJ); it includes the ways that decide the fair treatment with employees during performing their jobs and as a result this influence employee's behavior at work [25]. As mentioned by Greenberg [26], organizational justice is linked with the perceptions of staff related to the fairness of work. Actually, he put into use this expression to give explanation and to examine the part that fairness play in place of work. Unfairness or biasness is the base that leads the organization to troubles and offenses. Therefore, Organizational justice (OJ) has of immense importance in the context of employees behavior, because unjust treatment with employees leads towards the low performance and decline in OCB [27].

Previous studies demonstrated that distributive justice represents the fairness of results and it is more strongly correlated with reactions to peculiar results, but it is less correlated to the reactions of the organizations [28, 29]. Procedural justice means that how much the process is fair by the means of which a decision is taken [30], it shows the tendency that it better predicts the reactions of the organization completely and top management [28]. Likewise, Martin *et al.* [31] describes the types of justice as follows: Distributive justice is the type of organizational justice that put emphasis on the perceptions of the people that the amount they received fairly related to the outcomes of the value added work and Procedural justice is referred to as people's beliefs of the fairness of the procedures that decide the outcomes they have, unfair procedures lead to the rejection of entire system [31]. According to Williams *et al.* [35] and Moorman [25] interactional justice is a significant part of procedural justice because it has been found that when managers take actions within their organization, if procedural justice exists the mode of performing and giving explanations about their decisions plays an important part in determining it.

Organizational Justice and OCB: Organ [19] proposes that in creation of organizational citizenship behaviors, perceptions about fairness perform a significant role. Moreover, he also gives more explanation about why perceptions about fairness can be linked and correlated to organizational citizenship behaviors. He draws attention to that employees will most probably change their organizational citizenship behavior if they feel and perceive anything unfair happening in place of work, this is due to its safe side than altering the behavior of their job officially what they require [1]. In addition, Moorman [25] came across by making use of employees or human resources from two dissimilar organizations that the

beliefs of societal facets of procedural justice had positive correlation with OCB. However, no correlation of perceptions of distributive justice to OCB was found. Various researches have been conducted on the antecedents of OCB, mostly studies of OCB antecedents have incorporated procedural justice and the evidence proposes a vigorous and dependable positive association between procedural justice and OCB [33].

In a prior study the correlation between justice perceptions and organizational citizenship behavior was investigated [25] and evidences support that justice perceptions lead towards the organizational citizenship behavior. In the same way, Masterson [34] has formed and experienced a drop-down model that provides a base for theory for finding the correlation among assigners' and targets' fairness perceptions and OCB. Organ and Ryan [16] found that justice perception is the only antecedent that correlates strongly to OCB amongst various other antecedents. In addition, in another study, Williams *et al.* [35] found components of organizational justice have strong and positive influence on OCB. As a result, researchers can pose following hypotheses.

H1: Distributive justice has an influence on OCB and significantly associated with it.

H2: Procedural justice has an influence on OCB and significantly associated with it.

Hypothetical Model: The literature and previously posed hypotheses lead researchers to construct Figure 2.1 which illustrated the relationship between organizational justice and organizational citizenship behavior.

Research Methodology

Research Instrument and Sample: To attain the research aim of this study questionnaire survey was used. Questionnaire had two major sections. First section included the personnel profile of the respondents namely gender, age and sector, marital status, teaching department and work experience by using nominal scale. Second section included the questions related study variables namely organizational justice and organizational citizenship behavior by using 5-Point Likert scale.

A list of Higher Education Commission (HEC) recognized educational institutions were selected as the total sampling frame of the study, from which by adopting stratified sampling sample was distributed into two strata's of public and private sector universities. 200 questionnaires were sent to all the randomly selected different educational institutions of (Punjab) Pakistan.

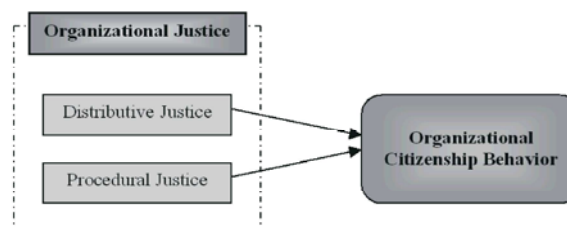


Fig. 2.1:

Source: Made by Researchers on the basis of proposed hypotheses

Demographics: From 200 survey respondents male and female were 108 and 92 respectively, comprising of 54% male and 46% female. Mostly respondents were of age 21 to 30 years old representing 46.5% of the total sample. Following to this 26.5% were of age 31 to 40, 14.5% were the age group of 41 to 50 and 6.5 percent of less than 20 years of age. Only 6% respondents were of age over 50. Among these respondents 48% were married and remaining 52% were single. In addition, respondents were 38%, 53% and 9% belonged to the public, private and semi-private institutions respectively, from which 27.5% were related to the faculty of arts and science, 13.5% were related to faculty of business administration, 9% were from faculty of information technology and remaining were from other departments namely engineering, health sciences, textile designing etc.

Last question of the first section (Personnel Profile) was related to the work experience of the respondents in their respective institutions. From 200 respondents, 67 respondents have the work experience within 1 to 2 years representing 33.5% of the sample. Next to this were the 47 respondents (23.5%) with work experience less than 1 year, 37 respondents (18.5%) with work experience of 2 to 3 years and 38 respondents (18%) with work experience of 3 to 5 years. Only 5% and 1.5% respondents have the work experience of 5 to 10 years and more than 10 years respectively.

Analysis, Findings and Discussion of Results: To examine the impact of organizational justice on organizational citizenship behavior the multiple regression analysis is used and Pearson Correlation has been applied to check the connection between study variables. In Descriptive statistics, mean and standard deviation was calculated to check the inclination of study respondents and Cronbach's alpha was computed to analyze the overall reliability of survey instrument.

Table 4-1: Pearson's Moment Correlation N= 200

Variables	Mean	SD	DJ	PJ	OCB
Distributive Justice	3.09	.724	1		
Procedural Justice	3.36	.577	.488**	1	
Organizational Citizenship Behavior	3.27	.445	.189**	.257**	1

** . Correlation is significant at the 0.01 level (2-tailed). Alpha = .844

Table 4-2:

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.267 ^a	.071	.062	6.033	1.469

a. Predictors: (Constant), PJ, DJ

b. Dependent Variable: OCB

Table 4-3:

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	550.730	2	275.365	7.565	.001 ^a
	Residual	7170.770	197	36.400		
	Total	7721.500	199			

a. Predictors: (Constant), PJ, DJ

b. Dependent Variable: OCB

Table 4-4:

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
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Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	35.697	2.619		13.628	.000		
	DJ	.143	.135	.083	1.056	.292	.762	1.312
	PJ	.156	.057	.217	2.753	.006	.762	1.312

a. Dependent Variable: OCB

Table 4-1 illustrated the mean value of the distributive justice is 3.09 which is near to 3, it means that mostly respondents were reluctant to show their responses in support of distributive justice at 5 point likert scale and these responses can deviate. 724 from the average responses of the respondents. In addition, distributive justice is positively related to the organizational citizenship behavior with a value of .189 which is significant at 1%. Procedural justice is also positively related to the organizational citizenship behavior with a value of .257 which is significant at 1% and in comparison with distributive justice; strong correlation exist between procedural justice and organizational citizenship behavior. Moreover, mean values of procedural justice and organizational citizenship behavior are 3.36 and 3.27 respectively which is near to 4, it shows that mostly people are agree in their institutions procedural justice reside that resulted in extra role behavior (OCB). These responses can deviate .577 for procedural justice and .445 for organizational citizenship behavior at 5 point scale from strongly disagree to strongly agree.

However, to check the reliability of the survey instrument Cronbach's Alpha was calculated which shows the value of alpha .844. According to Hair *et al.* [36], if Cronbach's Alpha exceeds the value .70 then constructed instrument is highly reliable. Thus, it can be seen that the reliability of the survey instrument is highly significant that cross the threshold limit which is mentioned by Hair *et al.* Furthermore, to check the impact of distributive and procedural justice on organizational citizenship behavior multiple regression analysis was applied with Durbin-Watson for examining the nature of correlation.

Table 4-2 depicted the summary of results. R square shows the total variation in the dependent variable (Organizational citizenship behavior) due to the influence of two independent variables namely distributive justice and procedural justice. It shows that both independent variables have 7.1% impact on organizational citizenship behavior. The value of R square (.071) is low but it can be normally seen in the researches of management sciences therefore; such a low value is justifiable. Durbin-Watson

was calculated to examine the type of correlation among the study variables either correlation is positive, negative or zero. Hence, Durbin-Watson is 1.469 which is less than 2, it demonstrated that positive autocorrelation exist between study variables.

Table 4-3 shows the level of significance whether it is acceptable or not, as result of ANOVA table shows that significance level is .001 which is less than .05. Thus, it is acceptable and shows strong impact of distributive and procedural justice on organizational citizenship behavior.

Table 4-4 showed the beta values of study variables that depicts the individual influence of independent variables on dependent variable. Results showed that procedural justice has strong influence on organizational citizenship behavior with a beta value .217. It can be explained that 21.7% variation in organizational citizenship behavior cause due to the procedural justice in the institutions which is significant at .006. Thus, H2 is supported. Second influential variable is distributive justice with a beta value of .083. It shows that 8.3% variation can be due to the influence of distributive justice on OCB which is significant at .292. Thus, H1 is partly supported because it has lesser influence on dependent variable. Furthermore, collinearity was also checked whether it exist in the data or not, but the tolerance value .762 (less than 5) and VIF 1.312 (less than 10) figured out in table 4-4 depicted that there is no multi-collinearity present in the data.

On the whole, it can be concluded that the organizational justice (OJ) has strong influencing power to predict organizational citizenship behavior (OCB). Results suggest that procedural justice is strongly related to the OCB and has strong influence in performing of employee's extra role behavior without any reward which is consistent with the prior researches [28, 33]. Moreover, distributive justice is also positively related to the employees extra behavior but it has lesser influence in defining organizational citizenship behavior. This result is same as was found in the study of Sweeney and McFarlin [29] where they found less evidence of stronger influence of distributive justice on OCB.

Conclusion, Limitations and Further Research: This study aims to examine the impact of organizational justice on organizational citizenship behavior in education sector of Pakistan (Punjab). Cross sectional data was gathered through survey questionnaire from randomly selected universities of the Punjab from the list of Higher Education Commission after making strata's of public and private sector universities separately. Findings revealed

that organizational justice has power to influence the citizenship behavior of employees in their respective institutions. For more precise results both types of organizational justice was used to examine their impact on OCB. Multiple regression analysis showed that procedural justice has strong influence whereas the distributive justice has positive but weak influence on OCB. From these results it can be said that when fair and justice procedures are followed in the organizations and institutions then employees (Lecturers, Professors etc.) are more satisfied which lead them in performing behavior that is beyond the job description, remuneration and formal reward system, which results in existence of OCB in the institutions.

In addition, more universities can be included in the study sample for more accurate and precise results with larger sample size. As this study was financially constrained which is only limited to the Punjab, other provinces of Pakistan will also be studied in near future.

Practical Implications: This research provides the insight to the management of educational institutions in Pakistan that by providing fairness and justice perceptions to the lecturers and professors, they can enhance the overall effectiveness of their institutions. It will not only increase the overall effectiveness of the institutions but also affects the employees' perception regarding their workplace and behavior in positive way.

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