

The Impact of Organizational Justice on Organizational Citizenship Behavior Using Organizational Politics as Moderator (A Case of Public Sector Universities in Khyber Pakhtunkhwa)

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| Article History: | ABSTRACT |
| Received: 4 Feb, 2019 | Purpose: This study was conducted to explore the impact of organizational justice (distributive justice (DSJ), procedural justice (POJ) and interactional justice (INTJ)) on organizational citizenship behavior with moderating effect of organizational politics (ORP) on the relationship between organizational justice (ORJ) and organizational citizenship behavior (ORCB). |
| Revised: 6 Apr, 2019 | Design/ Methodology: The data was collected from 200 employees working in different capacities at public sector universities of Khyber Pakhtunkhwa through self-administrated questionnaires using random sampling technique. The statistical tools (i.e. reliability, correlation and regression) were used to test the hypothesis. |
| Accepted: 17 Apr, 2019 | Findings: The result of the regression analysis showed that ORP has a negative moderating impact on the relationship between ORJ (distributive justice(DSJ), procedural justice (POJ) and interactional justice (INTJ)) and ORCB. This study analyzed that in a political situation only prevailing group can relish the rewards and rest of the employees suffer which causes disassociation and low levels of citizenship behavior. |
| | Implications: This research study contributes to the literature of management sciences by identifying and applying theoretical concepts unto a different sample and in organizational settings. |
| | Keywords: Organizational Justice, Organizational Citizenship Behavior, Organizational Politics |

1. Introduction

The perception of ORJ refers to the employee's sensitivities of equality and has developed a general thought in consideration of workplace insurances and behaviour (Ambrose, 2007). According to Cropanzano et al. (2003), the ORJ is studied generally in relation to employee's observations about equality in issues pertaining to human resource management such as selection, rewards and working environment (Folger & Cropanzano, 1998). Similarly Roberson and Stevens

(2006) studies the relationship of ORJ and organizational citizenship behaviour. Literature regarding ORJ enlists three of its primary types, specifically, DSJ was investigated by Adams, (1965) and Homans, (1961), POJ were examined by Leventhal et al. (1980), Thibaut and Walker (1975), and INTJ was studied by (Adams, 1965; Bies & Moag, 1986; Homans, 1961).

The DSJ signify the perception of employees about fairness in the distribution and allocation of resources in the organization. The resources can be financial (tangible, such as salary) as well as non-financial (intangible, such as praise). DSJ also relates Human resource issues pertaining to gender equality by giving equal rights to men and women in the work setting (Roberson and Stevens, 2006).

POJ refers to the perception of employee about the procedure or process through which the resources are allocated among the employees of the organization (Leventhal, 1980). These procedures include the methods, mechanisms or the policies that ensures the fair distribution of resources among the employees (Thibaut and Walker, 1975). The procedural fairness shall be achieved if the procedure adopted for distribution of resources is unbiased, based on accurate information, true representations of all the concerns of all the recipients and are based on the moral and ethical standards.

INTJ refers to the perception of employee about treatment they receive through the managerial decisions (Colquitt, 2001). This can be achieved if the management explains the logic and rational of the decision the management has made. According to Colquitt (2001), INTJ includes has two elements i.e. interpersonal justice and informational justice. Interpersonal justice means the employee's perception about the level of respect and courtesy they receive during interaction with the management of the organization. While informational justice refers to the perception of employees about the timely, accurate and adequate provision of information and explanation by the management.

Similarly, some organizations face ORP, which may have adverse effects on employees and by extension on the organization itself. It is one of the sources of stress and has a negative impact on job outcomes (Ferris et al., 1991). Previous studies have reported that ORP decreases employee's commitment, ORJ, employee's performance, ORCB (Aryee et al., 2002). Theoretical discussion suggests that ORP interrupts the organizational process and decreases citizenship behavior and productivity on both organizational and individual level. Most of the employees perceive ORP in a negative light as it is perceived in helping in the enhancement and protection of self-interest of individuals. The significance of ORP lies in its consequences and its effect on Job attitudes (Ferris et al., 1991).

In Asian context, the study of ORP as a moderator with association among ORJ and ORCB is a novel concept. It is because most of the research on ORP and ORCB has been carried in Western countries (Indartono, 2009). Moreover, Bangun et al. (2011) described that study on ORP is need to be carried out in Asian countries with different variables. Therefore, the objective of this research study is to investigate the impact of ORJ on ORCB of employees working in the public sector

universities of Khyber Pakhtunkhwa, also to determine the moderating effect of ORP on the relationship between ORJ and ORCB.

2. Literature Review

2.1 Organizational Justice (ORJ)

ORJ concerns employee's perceptions of fairness in workplaces and has become a general theory in consideration of workplace attitudes and behaviour (Ambrose, 2007). Cropanzano and Rupp (2003) argued that it has been studied generally in relation to employee's justice opinions of human resource management issues such as downsizing which is from the study of Paterson and Cary (2002), recruitment and selection examined by Folger and Cropanzano (1998). While, employee's voice were discussed by Brockner et al. (2001). Similarly, layoffs were from Brockner, (1990), and stress was eliminated by Judge and Colquitt (2004). However, some of the social science researcher has examined ORJ in relatively working with organizational citizenship behaviour (Roberson and Stevens, 2006).

Similarly, justice in organizations indicates those employees who usually collect details regarding the righteousness of ability and the evenhandedness of previous activities by interchanging opinions and collecting information amongst co-workers who are nearby to them and those having equal justice opinions about previously performed activities (Brass et al., 2004).

That's why ORJ also indicates that employee' opinions of step-by-step justice produce more package referent to organizational outcomes, such as larger business loyalty and citizenship movements valued to the organization (Lind and Tyler, 1988). They also suggest that people use their observations of the equity of strategies to figure out the equality of the organizations that produce persons strategies. These optimal, in short, point out whether employees will want to connect with other employee's later on (Cropanzano et al., 2003). The ORJ literature defines three main types of justice specifically, DSJ as examine by Adams (1965) and Homans (1961), while, POJ was investigated by Thibant and Walker (1975) in their research study. Similarly, Leventhal et al. (1980) also examine POJ in their studies, and Bies and Moag (1986) introduce INTJ in their studies.

2.2 Distributive Justice (DSJ)

According to Adams (1965) and Homans (1961) DSJ represents staff's recognized equity about perform results (e.g. pay, efficiency ranking, marketing and termination). results and elegance statements continuously represented that, compare to associates of common groups, community group associates bear more elegance by companies in regards to reasonable perform results such as choosing and marketing, Equal Opportunity Commission and Human Rights, women and national

lowly lean to earn less than the main flow of employees at all stages, even when having similar job credentials.

In context of ORCB is distributive activities that integrate distributive rights requirements will lead to higher stages of variety referent results with regards to fulfillment in job efficiency, knowledge and problem-solving skills than diversity-oriented distributive activities that do not integrate DSJ requirements.

2.3 Procedural Justice (POJ)

According to Leventhal (1980) and Thibant and Walker (1975) POJ represents staff's recognized equally about the influenced decisions making procedures, and human resource guidelines/ methods that consequently affect employees work environment and performance results, such as pay, support marking and performance evaluation scores (Lind and Tyler, 1988).

As oriented in ORCB it is step by step activities that integrate POJ requirements that motivate to direct advanced levels of assortment which referent outcomes relating to employee's commitment, trust and ORCB actions than multiplicity slanting procedural activities that did not integrate the requirements of POJ.

2.4 Interactional Justice (INTJ)

According to Bies and Moag, (1986), INTJ represents staff's recognized equality in regards to the high company's social interaction with which workers are handled by power. Such as, Colquitt (2001) argued that INTJ is often further divided into social and informative rights. Tyler and Lind (1992) examine interaction nal justice represents staff's recognized equity about the high top quality of social treatment that workers receive from power INTJ is further divided into social rights and informative rights. Furthermore, Colquitt (2001) argued that INTJ is the degree to which individuals are handled with respect, pride and deference by powers that be (managers or supervisors) or third party like human resources managers are involved in performing techniques or determining results, and informative rights represents the details provided to individuals that convey information about why certain techniques were used or why results were distributed in a certain way.

ORCB is oriented interactional activities that integrate requirements of ORJ will lead to advanced levels of multiplicity referent results relating to commitment to the manager and more business citizenship actions than diversity-oriented interactional activities that do not integrate the requirements of INTJ.

2.5 Organizational Politics (ORP)

Organizations face personal conflicts and many influences exerted by individuals and teams to achieve their goals and to obtain benefits. ORP is considered as a negative process which

lowers the level of fairness, equity and justice in the organization (Ferris et al., 1991). This negative process may affect job attitudes, i.e., organizational commitment, intention to leave and ORCB of employees. When political behavior arises in the organization employee feel that they will be treated unfairly that reduces their employee's commitment with the organization and their ORCB (Indartono, 2009). Which, ultimately forces employees to leave the organization. High level of ORP represents a high level of injustice within the organization and high level of inequality in the distribution of resources among employees (Ingraham & Thompson, 1996).

2.6 Organizational Citizenship Behavior (ORCB)

Organ (1997) indicates that reasonable understanding performs a gigantic position in developing citizenship behavior in an organization. The theories about this idea is that if workers understand that they are being handled very well, they will give the fire treatment that what organization basic need. Equality is one of the most main thing for developing ORCB. If workers are handled as well they will show positive attitude at perform and their inspiration to keep working more complicated and handling greater than when workers are handled poorly.

According to Wang et al. (2005) argued that the transformational leadership in ORCB is describes there changing management as: "Articulating a powerful perspective of the future of an organization; providing a reliable model with that vision; promoting the approval of group goals; and providing personalized support, perceptive activation, and expectations of good performance in their organization as well (Wang et al., 2005). In the ORCB the chin was define a beneficial relationship between transformational systems which is called transformational leadership. Motivates of the organizational workers is to achieve the collective long term goal of the organization. They would also encourage them to try to accomplish those objectives by going above what is predicted of them. This shows that since life changing management highlight the significance of unify the perspective (vision) for the organization and to connect the followers' self-concept to this perspective (vision), the workers are good demonstrate. Which are high-quality performed in example of ORCB.

The employees are too much motivated whenever we using the transformational leadership and their good supervision it could be improve performance for the organization by the helping inspire the top class management as well as which are creates good impact to developing ORCB within an organization and fairly work together, avoiding their organizational conflict as well for the success of organization. Therefore, we recommend that recognized step-by-step justice mediates the connection between community staff's variety focused step-by-step activities and referent system of organizational results, same like organizational commitment and citizenship behavior (Masterson et al., 2000). The query of ORJ in handling varieties of particular important as variety control in organizations is most effective if managers can deal with the resources of unfairness amongst diverse employees (DiTomaso et al., 2007). Similarly, Linnehan and Konrad (1999)

argued that ORJ in conduct variety of important activities as assortment control in organizations it is most efficient if managers may covenant with the assets of injustice amongst different employees.

In order to evaluate the potency of handling variety for “actual” ORJ, we categorize variety focused perform activities into diversity-oriented distributive activities, diversity-oriented step-by-step activities, and diversity-oriented interactional activities. These activities make reference to staff’s heuristic encounters of diversity-oriented perform occurrences, which usually set up their equity verdict about their companies and the standing of their managers and managers (Lind, 2001).

Organization justice have indicated that people's views of step-by-step justice generate more program referent (organizational) results such as greater business dedication and citizenship actions valuable to the business (Lind and Tyler, 1988) suggest that people use their views of the equity of guidelines to figure out the fairness of the companies that generate those guidelines. These choice, in turn, figure out whether employees want to communicate with a company later on (Cropanzano et al., 2003). Such as, the proof is stuffed with undecided human resource management and multiplicity guidelines, methods and programs in companies, possibly leading to staff’s recognized disfavor in the direction of the organization which use those strategies (Roberson and Stevens, 2006). While Cropanzano and Wright (2003) argued that the recent research has investigated that proper definition of citizenship behavior is the committed work environment as the context of strategy implementation and fair strategies for human resource management and specific social mergers employees.

Similarly, a general inquiry is which is usually studied that what does contradictory level of ORCB and work environment in an organization is seems to be adopted (Hyde and Hopkins, 2004). According to Wise and Tschirhart (2000) the ORCB is important aspect of working environment which is integrated as overall organization from top to lower level management. ORCB is referring as psychological and social psychological consideration and their impact of unusual category of dissimilarity in performance.

2.6 Theoretical Framework

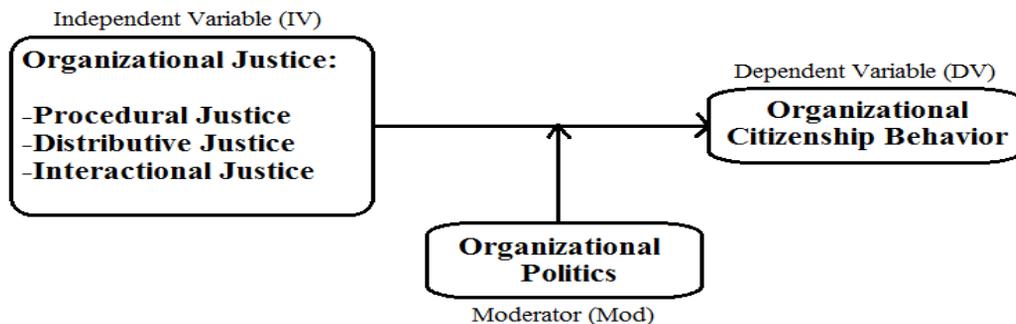


Figure 1: Theoretical Framework

3. Research Methodology

The methodology of a study is a systematic way to recommend and propose the methodological design which helps the researcher to investigate different solutions for the research questions (Mason, 2017). Similarly, Armenakis & Bedeian (1999) argued that research methodology is an efficient and organized way to use for data collection.

The study relied on the data collected through questionnaires which have been adopted from previous researchers. Different statistical techniques have been used like reliability analysis, factor analysis, descriptive statistics, and correlation and regression analysis. The data has been collected from respondents working in public sector universities of KP. In this study the items were measured on 5 point Likert scale arrange as strongly disagree (1) to strongly agreed (5).

Sample Size: The study was conducted in public Sector Universities of Khyber Pakhtunkhwa. The data was collected through self-administrated questioner distributed among 200 employees having at least 3years working experience in a public sector university. Random sampling technique was used for sample selection. All the questionnaires were collected and no missing items were recorded.

Measurements: The study included five variables. ORJ with three basic types' POJ, DSJ and INTJ are used as independent variables in this study while ORCB is used as dependent variable while ORP is used as a moderating variable. ORJ was distributed in three major types. The perception of DSJ was measured with a 5-item scale introduced by NiehoV and Moorman (1993). While the perception of POJ was measured by a 6-item scale evaluated by NiehoV and Moorman (1993). Furthermore perception of interactional was measured with 11-items scale prepared by NiehoV and Moorman (1993). Organizational citizenship behaviour was measured by the scale used by Lee and Allen, (2002). While ORP was measured by 12 items scale developed by Ferris et al. (1991).

4. Data Analysis

The Cronbach's alpha was intended to check the reliability of the data. Multiple regression was used to check the goodness of fit and test hypothesis. The Person correlation between variable was generated to check the relationship between variables.

4.1 Statistical Analysis

The data analysis was conducted through SPSS 20.

4.1.1 Demographics

Table 1.1: Demographics-Gender, Marital Status

| Items | Gender | | Items | Marital Status | |
|--------|-----------|------------|---------|----------------|------------|
| | Frequency | Percentage | | Frequency | Percentage |
| Male | 147 | 73.50 | Married | 136 | 68.00 |
| Female | 53 | 26.50 | Single | 64 | 32.00 |
| Total | 200 | 100 | Total | 200 | 100 |

Table 1.2: Demographics-Age, Experience

| Items | Age | | Items | Experience | |
|----------------|-----------|------------|------------------|------------|------------|
| | Frequency | Percentage | | Frequency | Percentage |
| below 30 years | 18 | 09.00 | At least 3 years | 73 | 36.50 |
| 31-40 years | 98 | 49.00 | 3-6 years | 106 | 53.00 |
| 41-50 | 53 | 26.50 | 6-10 years | 13 | 06.50 |
| 50+ years | 31 | 15.50 | 10+ years | 8 | 04.00 |
| Total | 200 | 100 | Total | 200 | 100 |

Table 1.1 shows the demographic result. The majority respondents were male at 147 which is 73.50% of the total respondent along with 53 females which is 26.50% of the sample. 136 of the 200 respondents are married which is 68.00% of the total sample while 64 respondents were single which shows 32.00% contribution in the total respondents. Table 1.2 shows that majority of the respondent fall in the age bracket of 31-40 years compressing 98 respondents which is 49.00% of the total number of respondents. Lastly, 106 respondent have an experience of 3-6 years which is 53.00% of the total respondents.

4.1.2 Reliability Analysis

The reliability of the variables was checked through Cronbach's alpha.

Table 2: Reliability of Scales

| Variable | No of Items | Reliability |
|-------------------------------------|-------------|-------------|
| Distributive Justice | 05 | .802 |
| Procedural Justice | 06 | .780 |
| Interactional Justice | 11 | .810 |
| Organizational Citizenship Behavior | 15 | .770 |
| Organizational Politics | 12 | .790 |

The above table 2 shows the reliability analysis of the data. The result shows the values of Cronbach’s alpha being more than 0.70 deeming the variables reliable enough to proceed for further analysis.

4.1.3 Correlation Analysis

The strength of association between two variables are dignified with the statistical measure of Person correlation. The value of correlation ranges from -1 to +1. The table 3 shows that there is moderate positive correlation among DSJ and organizational citizenship behavior. The result show that ($r = .360, p < 0.01$) which submitted that there is moderate positive significant correlation between DJ and OCB. Likewise, it is shown that there is positive correlation among POJ and ORCB. The result show that ($r = .311, p < 0.01$) which denoted that there is positive significant correlation between PJ and OCB.

There is a frail positive correlation among INTJ and ORCB. The result described that ($r = .231, p < 0.01$) which prompts that there is positive significant correlation between IJ and OCB. While it is shown that there is a negative relationship between ORP and DSJ, POJ and INTJ. It is also reported that ORP has negative relationship with ORCB.

The value reported between job DSJ and ORP ($r = -.320, p < 0.01$), POJ and ORP ($r = -.632, p < 0.01$), INTJ and ORP ($r = -.213, p < 0.01$), and ORCB and ORP ($r = -.721, p < 0.01$). These results show that there is moderate negative significant correlation between DSJ and ORP. While it is noted that ORP is strongly negative significant correlated with POJ and ORCB. Similarly ORP and INTJ are weakly correlated.

Table 3: Correlation Analysis

| | DJ | PJ | IJ | OCB | OP |
|-----|--------|--------|---------|--------|----|
| DJ | 1 | | | | |
| PJ | .190** | 1 | | | |
| IJ | .293** | .198** | 1 | | |
| OCB | .360** | .311** | .231** | 1 | |
| OP | -.320 | -.632 | -.213** | -.721* | 1 |

** . Correlation is significant at the 0.01 level. * . Correlation is significant at the 0.05 level (2-tailed).

4.1.4 Regression Analysis

Regression analysis is a statistical measure which is used to find the change which occurs in one variable due to the other variable. The table 4 shows the result of regression analysis model 1. The value of R^2 (.231) suggest that the model is fit and able to explain that 23% change incurred in ORCB dependent variable due to ORJ (Distributive Justice, Procedural Justice and INTJ) independent variable. The result of F statistics (19.594) significant at $p < .000$ (< 0.05) examine that model is good predictor of the correlation between dependent and independent variables as

DSJ, POJ, INTJ and ORCB. The T value reported against DJ as 3.861 is significant at $p < 0.000$ POJ as 3.419 significant at $p < .001$ and INTJ as 3.199 significant at $p < .002$ the t value is higher than 2.00 and p value show the significance. The value of β (Beta) indicates that ORCB will cause about 0.524 unit change in 1 unit change incurred in DSJ. While the value of β (Beta) show that ORCB will cause about 0.382 unit change in 1 unit change incurred in POJ. Similarly, the value of β (Beta) specifies that ORCB will cause about 0.228 unit change in 1 unit change incurred in INTJ. The overall model show the goodness and fit of variable and also show that ORJ (distributive justice, POJ and INTJ) inclines to change ORCB in positive direction.

Regression Model 1: Organizational Citizenship Behavior = $\alpha + \beta_1$ (Distributive Justice) + β_2 (Procedural Justice) + β_3 (Interactional Justice) + μ

Table 4: Regression Analysis Model

| R | R ² | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | |
|---------------------|----------------|-------------------|----------------------------|-------------------|----------|---------|
| | | | | R Square Change | F Change | Sig.(P) |
| .480 ^a | .231 | .219 | 5.99218 | .231 | 19.594 | .000 |
| Coefficients | | | | | | |
| | B | Std. Error | t | Sig. | | |
| (Constant) | 1.900 | 2.648 | .718 | .474 | | |
| DJ | .524 | .136 | 3.861 | .000 | | |
| PJ | .382 | .112 | 3.419 | .001 | | |
| IJ | .228 | .071 | 3.199 | .002 | | |

a. Predictors: (Constant), IJ, PJ, DJ b. Dependent Variable: OCB

4.1.5 Moderation Analysis

The results of moderation analysis indicate that the ORP moderate the relationship of ORJ and ORCB negatively. It is suggested that the involvement of ORP contrariwise effect the ORCB and similarly reduce the ORJ. The result showing that ORP has negative moderating effect on the relationship between ORCB and ORJ (POJ, DSJ and INTJ) (i.e. B= -0.053while t = -2.901) significant at the level of $p < 0.010$). While the value of R-square and beta after the moderation of ORP are documented that ORP negatively moderate effect the relationship of ORJ and ORCB. The overall model show that the existence of ORP is negatively affect the ORJ and reduce ORCB.

Moderation Model-1: Organizational citizenship behavior = $\alpha + \beta_1$ {Organizational Justice (Distributive Justice + Procedural Justice + Interactional Justice)} + β_2 (Organizational Politics) + β_3 (Distributive Justice X Organizational Politics) + μ

Table 5.1: Moderation Analysis Model 1 Summary

| R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics R Square Change | F Change | Sig. F Change |
|-------------------|----------|-------------------|----------------------------|--------------------------------------|----------|---------------|
| .488 ^a | .236 | .180 | .75707 | -.186 | 30.398 | .000 |

Table 5.2: Coefficients

| | B | Std. Error | T | Sig. |
|----------------|-------|------------|--------|------|
| (Constant) | 4.722 | 2.356 | 2.005 | .046 |
| ORJ (DJ+PJ+IJ) | .452 | .130 | 3.469 | .021 |
| OP | -.243 | .372 | -3.717 | .034 |
| ORJxOP | -.053 | .203 | -2.901 | .010 |

Dependent Variable: Organizational Citizenship Behavior, Predictor: (a) Organizational Justice (b) Organizational Politics, Interaction point: Organizational Justice x Organizational Politics

5. Conclusion

This study supports the earlier studies worked on the relationship among ORCB, ORJ (POJ, DSJ and INTJ) and ORP (Vigoda, 2000). Similarly, this study contributes to the literature by showing the results of changing negative moderated impact of ORP on the association among ORCB and ORJ (distributive justice, procedural justice and INTJ).

This study has been conducted using random sampling technique for data collection. The statistical techniques such as reliability, correlation and regression were used to test the hypothesis of the study. The result of the tests documented that there is positive significant association among ORCB and ORJ (distributive justice, procedural justice and INTJ) while ORP has negative moderating impact on the association of ORJ and ORCB. Humborstad and Perry (2011) investigated in their study that the perception of ORJ (POJ, DSJ and INTJ) has positively correlated with ORCB. Ferris et al., (1999) argued that ORP has negative impact on the association between ORJ (distributive justice, POJ and INTJ) and ORCB. Similarly, Mintzberg (1983) examine that ORP has negative moderating impact on the relationship of ORCB and ORJ as their dimensions distributive justice, POJ and INTJ.

This study also supports those researchers who view that ORP can negatively affect the perception of ORJ and ORCB. Furthermore, on the basis of the results of this study it is recommended that such kind of political activities in organization should be avoided to get maximum satisfaction of employees through creating best ORCB and avoided injustice in organization.

5.1 Limitations

This study has its own limitations such as;

- The sample of the study was small more data is required to generalize the results.

- The data collected was only of the employees of public sector universities, other organizations have different working practices.
- The self-reported questionnaire used in this study may cause biases in data collection.
- The stereotype attitude of the respondent also affects the result of this study.

5.2 Future Directions

The similar study can be conducted in other business sectors of Pakistan instead of Education having political environment. Job loyalty, task orientation, self-efficiency and working environment can also be tested instead of ORCB and ORJ. The future researcher can include other variables as mediator i.e. organizational commitment, supervisor trust, control management, employees turnover etc. instead of ORP.

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