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Impact of Procedural Justice and Its Association with Citizenship Behaviour

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Abstract – Procedural justice may be connected to organizational citizenship behaviour because observations of procedural justice affects an employee's general observation that an organization values him or her, and this sensitivity of support may prompt the employee to interchange with better citizenship performance. This paper discusses about procedural and its contribution to the development of perceived justice behaviour, and organizational citizenship behaviour mediated their effects on organizational assurance.

Keywords: Procedural Justice, Organizational Citizenship Behaviour, Company Employee

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1. INTRODUCTION

As quoted by [Koopmann] Perceived organizational justice and OCBs have commonly been studied distinctly [Allen & Rush, 1998], as well as in conjunction with each other. The current review of the literature abbreviates the findings of these and other studies, working first with supposed justice, then with citizenship performance, and ending on the connection flanked by the two areas.

It is indicated that the association flanked by procedural justice and OCB was important and the association flanked by interactional justice and supervisory trust was positive and important too. [Moorman et al, 1998] concluded that procedural justice is an predecessor to OCB which in turn fully facilitates its association to OCB. Previously research has attempted to explain mediated association of organizational justice and OCB and not the organizational justice intervening the association flanked by OCB. When team supervisors and team members' observations of organizational support were high and in agreement, outcomes were maximized.

[Bashshur et al., 2011] The negative effects of difference were most augmented when managers supposed that the team supervisor received higher levels of support than did the team itself. Employees with a high conversation ideology showed stronger associations of OCB [Eisenberger et al., 2001], job attendance [Eisenberger et al., 1990], and extra-role performance. Owners of software schemes have significant manage over the possessions of the project. Resources include people and their movement flanked by locations, roles and achieve on the cost and profits of the project. This type of achieve is what is

called the "self-interest model" which is also called the instrumental model [cf. Tyler, 1987], and suggests that people's desire to possess manage over measures increases the probability of favourable outcomes as opposed to persons who own the project. Software developers always want to be part of a best team oars a group recognized across the organization.

2. REVIEW OF LITERATURES:

People perceive the product improvement group, the intellectual property development group, the embedded systems group, and the hardware design and development group to have better recognition than members working for software accessing and facilities groups. Similarly testing, quality assurance and documentation is rated lower as compared to their development partners. Functional team comments lesser value comparing to their peers who are part of development team. In the same way senior supporters are assumed to add higher value compared to junior peers. This type of group identification is called group value model [Tyler, 1987]. Group value model is an attempt to explain justice discernments in group documentation processes. The model's assumption is that personalities value their association in groups, for individuality as well as a mechanism to validate and reinforce the appropriateness of their beliefs and performance. Perceived organizational justice affects OCB because justice judgments attached to the group affect the degree to which an employee suppose s an organization values the person. [Shore and Shore, 1995] wrote that OCB is more likely to be procedural or distributive observations to impact employee's method and performance. In order to test

whether the association flanked by OCB is mediated by perceived organizational justice the following hypothesis was tested.

- Perceived organizational support positively and significantly influences OCB
- Perceived organizational support positively and significantly relates to organizational justice
- Organizational justice mediates the association flanked by perceived organizational support and OCB

As referred by [Ince, (2011)], Organizational justice is between the major issue which is cared most by the employees. This is because the concept is connected with the organizational output and variables such as organizational citizenship, loyalty, motivation, organizational climate, job consummation, absenteeism, productivity and release. According to [Williams et al. (2002)], there are some qualifications and premises of OCBs. The principal condition is the observations of the workers about the result and practices [Aryee et al., 2002]. These observations set the trust of the employees into motion and then harden their citizenship presentation. The more justice sensitivity means more positive state of mind. [Williams, Pitre and Zainuba, 2009] assert that the positive state of the mind increases the opportunity of performing certain OCBs. In this context, the psychological conditions and humours of employees are among the most significant factors determining the suggestions flanked by organizational justice observations and OCBs. As is stated in the studies of Organ, employees perform definitely when they perceive just practices.

3. IMPACT OF PROCEDURAL JUSTICE AND ITS INVOLVEMENT WITH CITIZENSHIP BEHAVIOUR:

According to [Ince, (2011)], organizational justice is about the organizational performance. The estimation of the workers by their rulers and their perceptions toward its fairness control their organizational performance. Morman's theory points out the fair behaviours of managers are more significant than the just evaluations about the overall techniques. The procedural justice, who is about the official procedures related to the organization as whole, motivations on the organization commonly, on the other hand, interpersonal justice enables the workers see themselves as valuable and significant individuals. The study of [Moorman 1991] shows that the workers observing fair practices of executives provide more OCBs. According to Ortiz, the consciousness of OCB depends principally on the organizational justice observation. First and last, you can talk about organizational justice where there are OCBs. It has conclude that the trust toward managers strengthen the connotation flanked by procedural justice and

OCB. So the studies in this field point s out a common confidence toward a positive association flanked by organizational justice and OCB. According to the literature, OCBs follow the just practices of managers. It is found out a relation flanked by the perceptions of job and pay equality and their extra role performance. It has proofs showing strong relations flanked by the helpfulness dimension of organizational performance and procedural justice. [Robert H. Moorman 1991] emphasizes especially that the interactional justice perception is an important tool to forecast the practices of citizenship performance It is stated that justice perceptions have significant roles to develop OCBs. Organ defines the OCBs as "the voluntary different action which is not defined obviously in the formal reward and punishment system of the organization but supporting the effectiveness and productivity of the organization as a whole". By the help of distributive and procedural justice, it is easy to develop the OCB among the employees who will feel the organization more supportive. Employees tend to show less desire for organizational performance in case of unfair practices. Because such performance goes out of their official roles the generally emphasized perceptive factor which stimulates the OCB is the justice reflection of employees. If their justice observation is positive, the reliability to the organization will growth and their performance will rise and so the effectiveness of the organization. The negative organizational justice observations reduce the dependability and performance along with negative performance towards their connections and managers. Workers get behaviours through their explanations and transform these behaviours to achieve. The individual observing the organizational justice gives up OCB because of the confidence that he can be deprived of the official rewards as the result of his proper job description. The negative emotions of organizational members toward technical justice and distributive impartiality will give rise to absenteeism, low performance, deviance, low fidelity and citizenship performance.

As quoted by [Koopmann,] the effects of perceived unjust punishment on OCB. They used 89 supervisor-subordinate dyads, with only one supervisor to a subordinate. There was a requirement that the pair had experienced at least one example of undesired performance with punishment, preferably within the previous six months. If there was more than one instance of penalty, they were both asked to consider only one. It has found that when the secondary had high POJ (i.e., manage over punishment procedures and imposed punishment), they tended to engage in OCB. What's more, Ball and associates found that the subjects avoided ACB. Many researched the revenge area of ACB, which they coined as Organizational Retaliation Performance (ORB). They found important harmful correlations flanked by ORB and organizational justice (distributive [$r=-0.44$] and procedural [$r=-0.53$] types). They also found an important helpful correlation ($r = 0.69$) flanked by procedural justice and what they call interactional

justice (referred to as the class of interpersonal justice in the current review). This significant positive correlation suggests that procedural and interactional justices can, and do, recompense for each other. When a condition is lacking in one, a higher degree of the other may make the condition more tolerable to the employee. Therefore, they concluded that “when supervisors show satisfactory sensitivity and concern toward employees, treating them with formality and respect, those employees seem somewhat willing to tolerate the permutation of an unfair pay distribution and unfair techniques that would otherwise excellently contribute to retaliatory propensities” [Moorman’s 1991] research on POJ and OCB originally found a causal association flanked by the two. But upon further analysis, the causal association was limited to interactional justice and OCB. This finding is supported by findings.

4. DETERMINE THE ASSOCIATIONAL FEATURES AFFECTING CONSUMER-ORIENTED PRESENTATION

Researchers have so far attempted to determine the associational features affecting consumer-oriented presentation. Researchers proved that a manner like Supposed Supervisory Support (PSS) increases the rate of consumer-oriented performance. Researchers have coined the insight of Perceived Associational Support (POS). Perceived associational support is the employees' common belief regarding whether their connotation does value them and their prosperity or not. Associational support theory states that managers' constructive performance makes the employees to help the association, growths their responsibility, and decreases their propensity to leave the job and confirm that employees participate more to complete associational purposes if they recognize high degrees of associational support. Increase in insight of associational support, on one hand increases the employees' associational responsibility; job satisfaction, concert, as well as their propensity to remain in the connotation while it, on the other hand, reductions the rate of job compressions and resignation presentation (e.g. quit intention) approves those employees tend to regard the representatives' presentation as that of their connotation. Furthermore, employees know that the managers' evaluation of dependents is often being sent to developed levels of the association and will inspiration the top manager's opinion. In other words, association is an abstract insight and the insight of support by an association depends on the same insight by its functionaries and managers. Such insight leads to overview of another type of insight of provision entitled as supposed administrator support (PSS). PSS is defined as the employees' overall insight about the rate manager values the participants and cares for their well-being.

According to the previous researches, personalities in a connotation judge about justice according to the following three general dimensions (Colquitt, Conlon, Wesson, Porter and Ng, 2001):

- Outcomes: distributive justice
- Allocation processes: procedural justice
- Interpersonal encounters: interactional justice

Distributive justice is predicted based on values; it is the professed justice about results or allocations separate obtains in an connotation. All researchers support the notion that distributive justice results in associational productivity. In fact, distributive justice is based on the conversation principle: personalities compare what they do in conversation with what they obtain. More presently, researches have shown that personalities not only consider the possessions distribution but also the procedures. This perception results in another meaning of justice, being completely dissimilar from that of the distributive justice; technical justice is a insight of justice resulting from evaluating procedures by which conclusions related to resource distribution or results are made. In procedural justice, justice is considered in those methods resulting in achievement and is in line with the professed justice in processes and strategies usually used in conclusion-making show that the procedural justice might result in paying more attention to consumers and presenting them improved services; in addition to formal procedures and outcomes, researchers have found out that interpersonal encounters which an individual receives are significant parts of his/her insights of justice. This aspect of justice (i.e. the interactional justice) is the perception of justice about personalities' associations and infrastructures within a connotation. In proportion to distributive and technical justice, it has been more presently identified but is well-structured as a variable in working environment. Researchers have introduced “interactional justice” as the third measurement of justice, being defined as the interactional performance personalities perceive during the measures (e.g. support, correct explanations, etc.) .A case of governmental banks in central Iran has reviewed and found that the population comprised all workers of governmental banks in Isfahan, central Iran, in which 120 samples were arbitrarily selected from amongst all employees of the above-mentioned connotation. Since the research is interpersonal and due to continuance of the four predictor variables (i.e. PSS, distributive justice, procedural justice, and interactional justice), 15 employees was satisfactory as the sample volume for each forecaster variable. Therefore, the obligatory example volume could be 60 employees; nevertheless, with deference to the low number of these personalities and to decrease the risk of

incomplete questionnaire-filling, the sample capacity was lastly considered 120 employees from which 118 questionnaires were filled out absolutely and were thus analyzable. In order to complete the manifold devotions of this research, appropriate descriptive statistics, connotation coefficients, reversion analysis, and path analysis were applied. In the current research, the following tools were used for data-collecting:

- 1). PSS Questionnaire for measuring the PSS: except for queries 10, 27, and 35 (which were modified more), all other questions of the Eisenberg, et al (1986)'s POS questionnaire (36 questions), were used complete and only the word "supervisor" was used instead of "connotation". For instance, one of the questions would look like as follows: "My supervisor actually cares for my calmness", which could be responded on a 5-point Likert scale (1=completely disagree to 5=completely agree). The benefit of this scale was its complete resemblance to the questions of the main scale from the belvedere of type as used by. It should be mentioned that for determining the rationality coefficient in one query, the insight of the scale was interrogated usually: "How much do you think your manager is supportive?"; then the correlation flanked by this and the list groove was considered as the dependability coefficient($r=0.72$).
- 2). Questionnaire of associational justice: justice questionnaire of Nihoof and Moorman (1993) which includes three questionnaires: 1) Distributive justice questionnaire which has 5 questions, such as: "my agenda is fair." 2) Procedural justice questionnaire including 5 questions, such as: "the job conclusions adopted by my manager in an unbiased manner."
- 3). Interactional justice questionnaire including 5 questions which the research contributors should answer on a 5-point Likert scale from "absolutely agree" to "completely disagree". Synchronous dependability of the survey was measured by Colquitt's associational justice scale (2001) including 11 articles in which 4 distributive justice articles measure 7 procedural justice trainings and the reliability coefficient for the scale was 0.78 and hence satisfactory.
- 4). Questionnaire of tending to involve in consumer oriented performance, by Kim et al (2004) which includes 4 questions and the participants should answered on a 5-point Likert scale from "completely agree" to "completely disagree". It should be mentioned that for measuring the validity coefficient in one question, the insight of the scale was questioned generally: "How much do you want

to desirably service your consumers?" then the correlation flanked by this and the list score was considered as the reliability coefficient($r=0.73$).

Variable	mean	SD	1	2	3	4	5
1. perceived supervisory support	36.16	6.39	0.77				
2. Procedural justice	14.26	3.42	0.12	0.76			
3. Distributinal justice	12.80	3.31	0.24	0.48	0.75		
4. Interactional justice	13.76	3.39	0.18	0.42	0.28	0.77	
5. Tending to involve in consumer-oriented performane	12.11	3.10	0.39	0.59	0.13	0.26	0.80

Table 1- Reliability coefficients, descriptive statistics and internal correlation coefficients of the research variables

As seen in Table 2, the least average was that of "tending to involve in consumer-oriented performance" while the most value went to "procedural justice"; in contrast, the most distribution was that of "procedural justice" and the least distribution went to "tending to involve in consumer-oriented performance". Also, the internal correlation coefficients of the research variables are depicted in Table 2. As it can be observed in Table 2, the most correlation was that of "procedural justice" and "tending to involve in consumer-oriented performance". In addition, there was a positive association flanked by "procedural justice", "distributive justice" and "interactional justice". There was also a positive association flanked by "distributive/interactional justice" and "tending to involve in consumer-oriented performance". In addition, there was a positive association flanked by "PSS" and "all the three kinds of justices" and "tending to involve in consumer-oriented performance". The coefficients on the diagonal were Cronbach's coefficient alpha.

Variables	R	R ²	Adjusted R ²	SEM	F	b	SEb	β	t
Procedural justice	0.68	0.47	0.44	11.68	18.74	1.85	0.34	0.45	5.44
Interactional justice						2.43	0.96	0.20	2.52
Perceived supervisor support						2.46	0.99	0.18	2.47

Table 2- Prediction of the tendency to involve in consumer-oriented performance

According to the results of the regression analysis inserted in Table 3, the procedural justice, the interactional justice, and the PSS included 47% of the variance of “tending to involve in consumer-oriented performance”; besides, by adding one unit to the procedural justice, the interactional justice, and the PSS, respectively 0.45, 0.20, and 0.18 was added to “tendency to involve in consumer-oriented performance”.

Variables	R	R ²	Adjusted R ²	SEM	F	b	SEb	β	t
Distributive Justice	0.43	0.19	0.17	3.52	10.14	0.31	0.10	0.27	3.15
Interactional Justice						0.32	0.16	0.18	2.03

Table 3-Prediction of procedural justice

As it is evident in Table 2, “distributive justice” and “interactional justice” included 19% of total variance of “procedural justice”. In addition, it can be seen by adding one unit to “interactional justice”, 0.18 will be added to “procedural justice” and by adding one unit to “distributive justice”, 0.27 will be added to procedural justice.

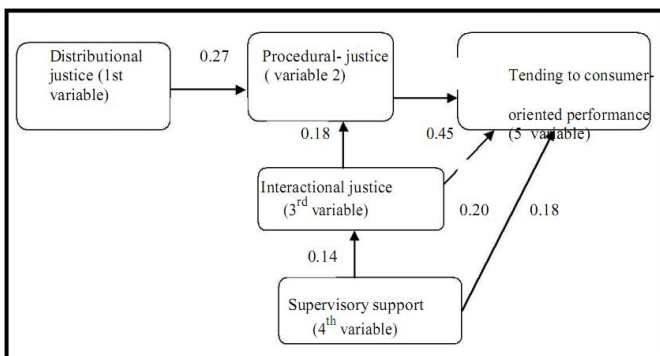


Figure 3-Pattern of path analyzing for the research variables

As seen in Figure 3, the variables of “PSS” (p45-0.20), “interactional justice” (p35-0.20), and “procedural justice” (p25-0/45) had a direct effect on “tending to include in consumer-oriented presentation”, whereas “distributive justice” had an unintended effect on “tending to include in consumer-oriented performance”; in other words, through affecting the “technical justice” (p12 -0.27), this variable circuitously affects the “tending to involve in consumer-oriented performance”. “Interactional justice” has a direct effect on “procedural justice” (p32-0.18) and “PSS”, too, directly affects the “interactional justice”.

In the present research, the effects of PSS and insight of justice on consumer-oriented performance were studied. The results showed that PSS had a direct effect on “attention to include in consumer-oriented performance”. Employees who feel maintained by the company’s organization (supervisors and managers) tend to have higher customer orientation and achieve better. A compassionate staff environment includes appropriate associational standards for service delivery. Associational standards for service delivery are shown to be a key inspiration upon worker performance because they affect definitely the employee’s feelings and job concert. Other sources of support within an connotation namely, co-workers and managers support, have been originate to influence definitely employee’s consumer orientation manners and found to create necessary consumer visions of the overall facility connotation. And there was a optimistic association bordered by them. Apparent managerial support (PSS), that is, the extent to which superiors develop a climate of trust, effectiveness, and friendliness; high PSS implies that significant socio emotional resources are immediately available in the work environment Perceived guiding support is the solitary most powerful forecaster of job satisfaction and worker service exertion. The results also defined a constructive association flanked by “procedural justice” and “inclines to include in consumer - oriented performance” and this kind of justice was verified to have a straight effect on “inclining to include in consumer-oriented performance”. Some academics have used collection value pattern to express the connotation flanked by “technical justice” and “consumer-oriented performance; such a design states that personalities consider “procedural justice” to be significant as long as they want to be a associate of the group and because “procedural justice” is observed by the separate as an significant component for group. According to this pattern, if the collection considers him/her as valuable, the different will find the processes to be “fair”. When an separate feels valued, this is a incentive for educating the group’s rewards and “performing toward the consumers in a necessary way” will be one the ways to achieve such a purpose (Kim et al, 2004). There was a confident association flanked by “interactional justice” and “tending to include in consumer-oriented performance”; this variable straight affects the above-mentioned propensity. Researchers have exploited an approach based on “trust” with the goal to express the connotation bordered by “interactional justice” and “employee’s performance”. According to [Lind (2001)], using the “interactional justice” by administrators will build “trust” bordered by the workers mostly for the reason that this performance eliminates the workers feeling of being browbeaten; in calculation, “interactional justice” shows that the connotation respects the employee’s rights and performs toward them graciously.

CONCLUSION:

The, "trust" motivates the workers to definitely interact toward the connotation. The results also showed optimistic connotation flanked by "distributive justice" and "tending to involve in consumer-oriented performance". The association flanked by "distributive justice" and "positive performance toward association" can be articulated according to the theories of Social Communication and the Norm of Interaction, according to which if association presents a reward more than the association's costs, it will result in interactional trust and attraction and the workforces will accordingly act commonly. According to our findings and in line with the notion just stated, this measurement of justice has an unintended effect on "tending to involve in consumer-oriented performance". This variable, through affecting the "technical justice", can circuitously affect the "tending to involve in consumer-oriented presentation". Our results are in line with. Insight of justice in deliveries by employees results in their gratification and motivation; resultantly, employees will effort more for educating the performance related to their performance (such as behaving toward the consumer more suitability). Previous researches also concluded that insight may affect the "distributive justice" during judgment period about the procedural justice but stated that the reverse is not true; in other words, the employees who feel there is no procedural justice in the connotation will have the same feeling even though there distributive justice. Likewise, the direct effect of "PSS" on "interactional justice" was determined in this pattern. This result may have its roots in associational support theory; as previously mentioned, associational support theory states that the supervisor's beneficial performance makes the employees to help the connotation, to growth their obligation, and to decrease the likelihood of their quit purposes.

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