



ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND ORGANIZATIONAL JUSTICE AMONG CORPORATE MANAGERS

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Abstract: *The present study was designed to investigate the organizational citizenship behaviour and organizational justice among corporate managers. The study was conducted on 50 executives (males, females) of private sector organization. The organizational citizenship behaviour scale (Sangeeta Jain & Dr. Vivek Sharma) and Organizational Justice (Leventhal et, al. 1976) were used to collect the data. The results of the study reveal that there exists a positive correlation between organizational citizenship behaviour & organizational justice and a significant difference between male & female managers on the dimensions of organizational citizenship behaviour. The factors of OCB namely organizational compliance, sportsmanship, loyalty differ significantly for male and female managers as well as the dimension of organizational justice this comparison was evident.*

Keywords: *Organizational citizenship behaviour, Organizational justice, Altruism, Compliance, Loyalty, Sportsmanship.*

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INTRODUCTION

It is very well known that organizational behaviour is the study and application of knowledge about how people, individuals, and groups act in organizations. Its purpose is to build better relationship by achieving human objectives, organizational objectives & social objectives.

A major part of our waking life is working. People work not only for money but also for self-realization about themselves. By working people can feel satisfaction about themselves. This is because by working people can apply what they have learned before in reality. They can feel they are good and useful to their society.

Organizational citizenship Behaviour is type of organizational Behaviour, that goes beyond existing role expectations (Organ et, al., 2006). Organizational Citizenship Behaviour has a strong link to psychology, the most interesting fields of science as it deals with something behind the visible. Organizational Citizenship Behaviour is an individual Behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization (Organ, 1988). Usually a single occurrence of OCB is a small gesture of one person towards another one, such as helping a colleague, which is likely to remain unrecognized by others, especially by supervisors who may take it for granted. The triviality of a single occurrence is most probably the reason why it cannot be recognized by formal reward systems (Organ, Podsakoff 2006). OCB can be fruitful for management if recognized as also supported by a study by George & Bettenhausen (1990) that Organization citizenship behavior corresponds to cooperation among employees which are positively related to team cohesion and cohesion is inversely related to turnover.

Organizational Citizenship Behaviour (OCB) is referred as set of discretionary workplace behavior that exceed ones job requirements. They are often described as behavior that goes beyond the call of duty. The relevance of OCB in organizational practice is obvious as OCB positively affects an organization's effectivity and efficiency. The totality of individual OCB leads to increased performance of an organization, as proved by several studies. Podsakoff and Mackenzie (1997) found strong support for the hypothesis that OCB is related to organizational performance. The first research on OCB was conducted by Organ in 1980's, influenced by theories and research in Social psychology and prosocial behaviour as



reviewed by Bateman and Organ (1983) that satisfaction reflects a positive affective mood, therefore it is likely that a person, who is more satisfied, engage in more prosocial behaviour, thus performing better (as prosocial Behaviour is seen as one of the components of performance).

The term “citizenship” Behaviour was given by Bateman which includes Behaviour like helping colleagues with job related problems, communicating a positive image of the organization to outsiders, avoiding interpersonal conflicts, and protecting organizational resources. The Dimensions of OCB as given by Podsakoff, Mackenzie, Paine (2000) in a meta-analysis study was grouped into 7 dimensions: Helping Behaviour, Sportsmanship, Organizational loyalty, Organizational compliance, Individual initiative, Civic virtue, and Self development. Moorman (1991) and Organ (1988) identified five dimensions of OCB: Altruism, Courtesy, Sportsmanship, Conscientiousness, and Civic virtue.

ORGANIZATIONAL JUSTICE

Fairness or justice is one of our daily preoccupations in many aspects of life, including our home and work lives. Justice aspects have a very important role in the organizational life, because if it is absent then it has some negative impact. For instance, if the organization is perceived unjust (unfair) by its members, the employees commitment & OCB tends to be low as well as there will be increase of crimes & intention to protest (Bravo, 2006). A study conducted by Organ (1988) on two medium sized companies of United States supports that the decision to behave as an organizational citizen may be a function of the degree to which an employee believes that he or she has been treated fairly by the organization.

According to Greenberg (2001) everyone believes that being fair or unjust; depend on shared consensus about the way to distribute organizational results and the way of treating somebody else. The term Organizational Justice was coined by Greenberg (1987) and is defined as an individual’s perception of and reactions to fairness in an organization. Justice or fairness refer to the idea that an action or decision is morally right, which may be defined according to ethics, religion, fairness, equity or law.

The idea of Organizational Justice stems from Equity theory (Adams, 1963) which states that judgments of equity and inequity are derived from comparisons between oneself and others based on inputs and outputs. Inputs refers to what a person perceives to contribute (eg. Effort & knowledge) while outcomes are what an individual perceives to get out of an



exchange relationship (eg. Pay & Recognition). Comparison points against which these inputs and outcomes are judged may be internal (one's self at an earlier time) or external (other individuals).

Organizational justice is of 3 types namely distributive, procedural, and interactional justice. Distributive justice is conceptualized as the fairness associated with decision outcomes and distribution of resources. The outcomes or resources distributed may be tangible (eg, pay) or intangible (eg, praise). Perceptions of distributive justice can be fostered when outcomes are perceived to be equally applied (Adams, 1965). Procedural justice is defined as the fairness of the processes that lead to outcomes. When individuals feel that they have a voice in the process or that the process involves characteristics such as consistency, accuracy, ethicality, and lack of bias then procedural justice is enhanced (Leventhal, 1980). It is the perceived fairness of the procedures used to make decisions. As reviewed by Lind and Tyler (1988) Procedural and Distributive justices were found to predict different attitudes. Distributive justice predicted attitudes that related directly to the outcome such as pay satisfaction, whereas procedural justice was related to evaluations of organizational systems, authorities. Distributive justice was related to evaluations of specific outcomes, and procedural justice related to general evaluations. The interactional justice refers to the treatment that an individual receives as decisions are made & can be promoted by providing explanations for decisions & delivering the news with sensitivity and respect. Interactional Justice involves two components: Interpersonal and Informational justice. Interpersonal Justice refers to perceptions of respect and propriety in one's treatment; while Informational Justice related to adequacy of the explanations given in terms of their timeliness, specificity, and truthfulness.

Therefore, the principles of Organizational Justice are not, on the whole, complex to apply and may be considered more in the vein of 'sound managerial practice' than 'social technology'. While some interventions may be less successful on some occasions or in particular contexts, none is likely to be harmful, and at the very least they will promote a sense that the organization is concerned about fairness. When implemented well, they can make a significant contribution to improving performance, enhancing commitment, and preserving dignity and humaneness.



METHOD

SAMPLE

The present study has been conducted on the executives of private sector organization. The sample consisted of 25 male managers & 25 female managers from the age group between 30-40 years. A minimum qualification of managers considered was MBA. Only managers between 30 to 40 years of age were included. Managers above or below this age group were excluded and both males and females were used as a sample.

TOOLS

Organizational Citizenship Behaviour scale developed by Dr. Sangeeta Jain & Dr. Vivek Sharma was used to measure the four factors of OCB like altruism, organizational compliance, sportsmanship and loyalty in executives.

Organizational Justice Scale (1976) developed by Leventhal et, al. was used to measure level of organizational justice in executives.

RESULTS

TABLE-1:

| OCB | MEAN | SD | T |
|--------|--------|-------|---------|
| MALE | 147.84 | 9.93 | 4.062** |
| FEMALE | 134.60 | 12.92 | |

**significant at 0.01 level

The table 1 shows that there exists difference between male and female managers in the expression of organizational citizenship behaviour.

TABLE-2:

| ALTRUISM | MEAN | SD | T |
|----------|-------|-------|-------|
| MALE | 89.16 | 11.58 | 1.384 |
| FEMALE | 92.72 | 5.59 | |

The statistics in the table 2 shows that the first factor of OCB i.e. altruism does not really differs for male and female managers.

TABLE-3:

| OC | MEAN | SD | T |
|---------|-------|------|--------|
| MALES | 22.04 | 1.27 | 4.56** |
| FEMALES | 19.44 | 2.55 | |

**significant at 0.01 level



The score in the table 3 reveals that organizational compliance which is the second factor of OCB differs in its expression among male and female managers.

TABLE-4:

| SPORTSMANSHIP | MEAN | SD | T |
|---------------|-------|------|--------|
| MALES | 24.44 | 1.83 | 3.25** |
| FEMALES | 22.60 | 2.16 | |

**significant at 0.01 level

The score in the table 4 depicts that the third factor of organizational citizenship behaviour that is sportsmanship was significantly different for male and female managers.

TABLE-5-:

| LOYALTY | MEAN | SD | T |
|---------|-------|------|--------|
| MALES | 12.5 | 1.00 | 3.27** |
| FEMALES | 11.16 | 1.89 | |

**significant at 0.01

The score in the table 5 reflects that the expression of the fourth factor of OCB that is loyalty was different for male and female managers.

TABLE-6-:

| OJ | MEAN | SD | T |
|---------|-------|-------|--------|
| MALES | 68.44 | 16.07 | 3.47** |
| FEMALES | 55.4 | 9.70 | |

**significant at 0.01 level

The scores in the table 6 reflect that the level of organizational justice on a sample of 50 managers was significantly different for male and female managers.

TABLE- 7:

| | OJ |
|-----|--------|
| OCB | 0.348* |

*significant at 0.05 level

The table 7 shows the Pearson correlation between organizational citizenship behaviour and organizational justice which shows that there is correlation between the above mentioned variables of the study.

DISCUSSION

The results show that there exists significant positive correlation between organizational citizenship behaviour and organizational justice. The findings of the study show that there is a positive correlation between organizational citizenship behaviour and organizational



justice which signifies that OCB has a relationship with OJ and can enhance job performance. The reason for this finding could be that employee job performance may increase or decrease in relation to perceptions of inequitable outcomes (Greenberg 1990).

The results also reveal that there is a significant difference in male & female managers on the dimension of OCB. The gender difference in expression of OCB may be because of task performance as Hartman et, al. (1988) claimed that there is significant difference between men & women in task performance as gender is a strong predictor of task performance. Another reason could be that men may receive benefits from engaging in citizenship behaviours that are not awarded to women & women may be penalized under circumstances that men are not, this reflects prevalence of glass ceiling.

Results further revealed that executives (males & females) did not show much significant difference with respect to the first sub factor of OCB i.e. Altruism. This illustrates that there is no difference in the expression of this component among both genders. Gender does not really bring in the difference in helping others, preventing work related problems, solving their problems.

The results reflected significant difference between male and female managers on the second variable of OCB namely Organizational compliance. This signifies that there lies a difference in male & female managers in appearance of compliance. One reason for obtaining this trend might be due to gender specific qualities which this dimension explores like behaviours that include being punctual in meetings, or at work, very low absenteeism and refraining from unnecessary breaks & idle conversations.

Analysis of results of the third dimension of OCB i.e. Sportsmanship reveal that there is a significant difference in gender for this factor concludes that that expression of sportsmanship is different in males and females. The above finding can be supported by a research by Podsakoff (2000) that there is difference in level of sportsmanship expressed by the employees as it includes people who only do not complain when they are inconvenienced by others, but also maintain a positive attitude even when things do not go their way.

Further research revealed that the fourth variable of OCB that is Loyalty differs significantly for male and female managers which mean that the component Loyalty is different in intensity as expressed by males and females. As far as this measure is concerned it is related



to promoting the organization to outsiders, protecting and defending it against external threats, and remaining committed to it even in adverse conditions. This could be supported by study by O'Reilly & Chatman (1986) that there is a strong correlation between commitment that is based on internalization and identification, and OCB as well as people who form psychological attachment to their organization, will be positively related to OCB.

The present study explores that there is significant difference in Organizational justice in relation to gender. This suggests that in a way there is prevalence of glass ceiling or in other words there is difference in perception of justice among male and female managers. Brockner & Adsit (1986) supported the finding which shows that women tend to value interactional and procedural justice more than men and men value distributive justice more than women. Crain (1994) also stated that men and women may differ in their value placed on justice dimensions.

Therefore, this research attempted to show that perceptions of fairness influence employee's decision to behave as organizational citizens. The results indicate that there are gender differences in OCB and majorly all factors of OCB, and OJ. Therefore, managers should be aware of the benefits of behaving toward subordinates in a manner perceived as fair. Managers should be concerned with how they treat their employees because employees' perceptions of that treatment could affect the occurrence of citizenship behaviours.

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