



Research Article

THE EFFECT OF PERCEPTION OF ORGANISATIONAL JUSTICE ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR AMONG FACULTY TEACHING IN COLLEGES AT THE UNDERGRADUATE LEVEL IN MUMBAI METROPOLITAN

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ABSTRACT

The associations between organizational justice and various work outcomes are well established in western literature and within the corporate sector but very few studies have examined the relationship of justice perceptions with work attitude and work behaviour in the educational setting, especially among teaching faculty at the undergraduate/post graduate level. This study explored the relationship and examined the influence of perception of organisational justice on organizational citizenship behaviour among faculty teaching in colleges at the undergraduate level in Mumbai metropolitan.

Organizational justice was measured using a 20-item instrument designed and developed by Colquitt (2001). Williams'(1988) Organizational Citizenship Behaviour-Organization scale was used to collect data for organizational citizenship behavior. The target population for this study were the faculty teaching in colleges at the undergraduate level in Mumbai metropolitan city. The data was analysed using SPSS. The findings revealed a positive association between organizational justice and organizational citizenship behavior and further endorsed the fact that organizational justice can be an antecedent to organizational citizenship behaviour. The results lend support to the notion that one can predict organizational citizenship behavior by investigating perceptions of organizational justice.

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INTRODUCTION

In recent years, there has been an increase in the research interest in the concepts of organisational justice and organizational citizenship behaviour. Empirical research proved that organisational justice and organizational citizenship behaviour respectively improve overall organizational effectiveness and efficiency. Researchers who support this value of organizational justice propound that, if employees believe they are treated fairly, they will be more likely to hold positive attitudes about their work, their work outcomes, their supervisors and may also exhibit extra-role behaviours.

Organisational justice refers to an individual's perceptions about the fairness of decisions and decision-making processes within organisations and the influences of those perceptions on behaviour (Clayton, Opatow, 2003; Tyler, Blader, 2003). Organizational citizenship behaviour on the other hand comprises of organisational-related acts such as working overtime without any expectation of remuneration, offering

help to newcomers, becoming familiar with his/her role in the office, helping a colleague who may be struggling with deadlines, or volunteering to change shifts or standing in for a colleague who has reported sick and so on. It extends beyond the performance indicators required by an organisation in a formal job description (Podsakoff, Ahearne, Mackenzie, 1997). Organ through his research has suggested that OCB should be considered as an important component of job performance because citizenship behaviours are part of the spontaneous and innovative behaviours noted by Katz and Kahn (1966) as being instrumental for effective organizations. And therefore the purpose of this research was to test for relationships between organizational justice and organizational citizenship behaviour within the educational sector.

LITERATURE REVIEW

Jehad Mohammad *et al* (2010), in their study of organizational citizenship behaviour on non-academic respondents discovered that overall organizational justice was significantly and positively associated with OCB. Similarly Elanain, (2010) through the study found that perception of organisational justice brought about higher performance and an increase in organisational citizenship behaviour among 500 UAE national employees who were randomly selected from

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five different service and industrial product organizations in Dubai. The study also reaffirmed the view that justice perceptions have functional effects on work outcomes. Moving from the realm of an organization into an educational institute Kursad Yilmaz *et al.* (2008), through their research on state primary school teachers in Ankara, the capital of Turkey found that teachers at Turkish primary schools had a moderately positive perception about organizational citizenship and organizational justice. Taking the study further Yilmaz and Altinkurt (2012) using 466 secondary school teachers in Kutahya, a city in western Turkey, found a positive and moderate level relationship between organisational citizenship behaviour on one hand, and organisational justice, trust in the Principal, trust in colleagues, and trust in stakeholders on the other. Their study concluded that organisational justice is a significant predictor of organisational citizenship behavior. W. R. Travis Burns *et al.* (2013) through their study revealed a strong positive correlation between organizational justice and organizational citizenship behaviour and student achievement in high schools. Their results clearly indicated that in an environment of justice in a school there is higher tendency for teacher to show high extra-role behaviour towards students. Moving higher to the University level, Mohammad Roohiet *al.* (2013), studied the relationship between organizational justice perceptions and organizational citizenship behaviour amongst academy members in Islamic Azad University Branches of Ardebil province.

Objectives of the Study

The objectives of this study are as follows:

1. To explore the levels of organizational justice as perceived by faculty teaching in colleges at the undergraduate level in Mumbai metropolitan.
2. To study the relationship between faculty teaching in colleges at the undergraduate level perceptions towards organizational justice and organizational citizenship behavior.

RESEARCH QUESTION

This study is conducted to address certain key questions about the perception of organizational justice within the educational sector. The researcher attempted to explain the influence of organizational justice (Distributive Justice, Procedural Justice, informational justice and Interactional Justice) on organizational citizenship behavior. For this the following questions were posed:

1. To what extent is the level of perceived organizational justice among faculty teaching in colleges at the undergraduate level?
2. Is there any relationship between organizational justice and organizational citizenship behavior among faculty teaching in colleges at the undergraduate level?

Hypotheses

To answer the questions posed by the researcher proposed the following hypothesis based on the literature reviewed

Ho: There is no significant relationship between organizational justice and organizational citizenship behavior among faculty teaching in colleges at the undergraduate level.

H1: There is a significant relationship between organizational justice and organizational citizenship behavior among faculty teaching in colleges at the undergraduate level.

RESEARCH METHODOLOGY

Data and Sample

The data were collected from undergraduate faculty teaching at the undergraduate level at the B.Com, B.A and Self-financed courses. The method of convenience sampling was used to collect data by distributing the hard copy of the standardized questionnaire from 100 faculties teaching at the undergraduate level from various colleges affiliated to the University of Mumbai within Mumbai metropolitan city.

Respondents Demographic Profile

Table 1

Demographics		Frequency	Percent
Gender	MALE	43	43
	FEMALE	57	57
	Total	100	100
Age	20-30yrs	24	24
	31-40yrs	42	42
	41-50yrs	22	22
	51-60yrs	12	12
	Total	100	100
Designation	ASST. PROF.	78	78
	ASSOC.PROF	19	19
	PROFESSOR	3	3
	Total	100	100
Nature of service	FULL-TIME	96	96
	PART-TIME	4	4
	Total	100	100
Terms	PERMANENT	84	84
	CONTRACT	16	16
	Total	100	100
Programme	BCOM	51	51
	BSC	13	13
	BA	12	12
	SELF-FINANCED	24	24
	Total	100	100
Experience	1-6YRS	36	36
	7-13YRS	35	35
	14-20YRS	16	16
	MORE THAN 21YRS	13	13
	Total	100	100

Measures used

Organisational Justice

Organizational justice was measured using a 20-item instrument designed and developed by Colquitt (2001). For the purpose of convenience the respondents were asked to rate the items on a 5-point – Likert Scale (instead of a 7- point) where (1= Never and 5= Very frequently) to indicate their perception of justice within the work place.

Organisational Citizenship Behaviour

Williams’ (1988) Organizational Citizenship Behaviour-Organization scale which is a seven-item measure that involves organizational citizenship behaviours was used. However for the sake of convenience the researcher modified the seven-point scale into a five-point scale where (1= Never and 5= Very frequently) indicated how often the respondent engaged in these behaviours.

ANALYSIS AND RESULTS

Descriptive statistics of employee’s perceptions of organizational justice(OJ) and Organisational citizenship behaviour(OCB)

Table 2

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Justice	100	1.73	5.00	3.6578	.71612
Organisational citizenship behaviour	100	2.15	5.00	3.6081	.50442

Table 2 reflects the overall mean score of organisational justice which is 3.6578, which indicates that the employees perception of organizational justice was positive thereby implying that the employees were aware and appreciated the fairness within their workplace.

Further with regards to OCB, the overall mean score is 3.6081. Accordingly it can be said that the employees “frequently” tend to perform OCB toward their organization, towards their co-worker and their supervisor that are beyond their job requirement.

Correlation Analysis: Between organizational justice and organizational citizenship behavior

The correlation analysis was done between organizational justice variables (Independent Variables) and organizational citizenship behavior variables (Dependent Variable). Testing the research hypotheses was made based on the significance of the Pearson Correlation Coefficients calculated for pair of variables. Table-3 shows the SPSS output of the Pearson correlation tests of all the variables identified as organizational justice variables and employee behaviors identified as OCB.

Table 3

		OJ	OCB
OJ	r	1	.455**
	P value		.000
	N	100	100
OCB	r	.455**	1
	P value	.000	
	N	100	100

When interpreting the results of the SPSS output, it has been taken note that correlation coefficients gives no indication of the direction of causality. In any bivariate correlation, causality between two variables cannot be assumed because there may be other measured or unmeasured variables affecting the results, known as the third variable problem (Field, 2000).

The bivariate correlation has been undertaken to test hypotheses.

From table it is observed that all Pearson coefficient values are positive and also significant (p < 0.05). This indicates that there exists significant positive correlation between organizational justice and organizational citizenship behavior. From above table it is seen that Pearson coefficient of correlation between organizational justice and organizational citizenship behaviour is 0.455** (p = 0.00 < 0.05). This is moderate degree significant positive correlation. Hence the movement of both the variables is in the same direction. It means if perceived organizational justice is high then organizational citizenship behaviour is also high. Hence we retain the first hypothesis that higher perceived organizational

justice would result in higher organizational citizenship behaviour amongst teachers.

Multiple Regression Analysis

Organisational citizenship behaviour (OCB)

The model summary table 4 contains the coefficient of determination (R²), which measure the independent variables ability in explaining the variance in the dependent variable (R²= 0.207). This showed that the independent variable (overall organizational justice) explained 20.7% of the variance in the dependent variable (OCB).

The adjusted R² gives us some idea of how well our model generalizes and ideally we would like its value to be the same, or very close to, the value of R². This value of adjusted R² is 0.199 which is very close to R².

ANOVA table indicates significance of regression analysis. It shows if dependent variable significantly depends on independent variable or not. Table 5 of ANOVA shows that this is significant regression (F= 25.540, df1=1, df2=98, p=0.00<0.05). Hence dependent variable organizational citizenship behavior (OCB) significantly depends on independent variable Organizational Justice (OJ).

The Unstandardized Coefficients B value indicates for the influence of independent variables toward the dependent variable. From Table-6B value is 0.320, this predictive factor was significant with p value less than 0.01 (P=0.00 < 0.01).

Regression model

$$\text{Organisational citizenship behaviour} = B_0 + B_1(\text{Organizational Justice}) = 2.437 + 0.320 (\text{Organizational Justice})$$

The b-values tell us about the relationship between Organisational citizenship behavior and each predictor. If the value is positive we can tell that there is a positive relationship between the predictor (OJ) and the outcome (OCB). Therefore as value of Organizational Justice increases, the value of Organisational citizenship behaviour will increase.

B value also tells us to what degree each predictor affects the outcome *if the effects of all other predictors (independent variables) are held constant*.

In fact B value for predictor (OJ) 0.320 indicates that as Organizational Justice increases by one unit, value of Organisational citizenship behaviour (OCB) increase by 0.320 units *if the effects of all other predictors (independent variables) are held constant*.

Table 4

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Durbin-Watson	
						F	Change	Sig.		
1	.455 ^a	0.207	0.199	.45155	.207	25.540	1	98	.000	1.986

a. Predictors: (Constant), Organizational Justice
b. Dependent Variable: Organisational citizenship behavior

Table 5

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.208	1	5.208	25.540	.000 ^b
	Residual	19.982	98	.204		
	Total	25.189	99			

a. Dependent Variable: Organisational citizenship behavior
b. Predictors: (Constant), Organizational Justice

Table 6 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	2.437	.236		10.318	.000			
1 Organizational Justice	0.320	.063	.455	5.054	.000	.455	.455	.455

a. Dependent Variable: Organisational citizenship behaviour

DISCUSSION AND CONCLUSION

The importance of this four-justice model developed by Colquitt (2001) allows for future research for the advancements in the theory and practical application of justice in real life situations. The purpose of this study was mainly to examine the influence of Organization justice on work related attitudes within educational institutions namely Organizational Citizenship Behaviour.

In demonstrating the overall predictive relationship between organization justice and work related attitudes, this study found that justice played the largest role on work related attitudes of the lecturers, especially those lecturers exhibiting organizational citizenship behaviour towards the college and other colleagues. This study discovered that among academic respondents overall organizational justice was significantly and positively associated with OCB. This implies that when a Principal is looking to increase extra-role behaviour amongst lectures, the Principal should focus on proper implementation of procedures and provide adequate information to lecturers. Without proper polices and procedures in place or adequate information to lectures, it is less likely that lecturers would go an extra mile.

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