



Nexus of Organizational Justice and Organizational Citizenship Behavior in Faculty of Public Sector Universities: Mediating Role of Organizational Commitment

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The objective of this study was not only to investigate the impact of organizational justice (Org. Jus.) on organizational citizenship behavior (Org. Citizen. Beh.) but also to test the mediating effect of organizational commitment (Org. Com.) between Org. Jus. and Org. Citizen. Beh.. For this purpose data were collected from 422 faculty members of public sector universities working in Punjab, Khyber Pakhtunkhwa, Baluchistan and Sindh. SPSS and Amos were used for data operation. Confirmatory factor analysis was used to test the hypotheses. The results of correlation showed a significant positive relationship between Org. Jus. and Org. Citizen. Beh.. Org. Jus. was also found to have a positive relationship with Org. Com.. Org. Citizen. Beh. also has a positive correlation with Org. Com.. Structure equation modeling confirmed that Org. Com. partially mediated the relationship of Org. Jus. and Org. Citizen. Beh.



Keywords: *Organizational Justice; Organizational Commitment; organizational citizenship behavior; University; Faculty; Pakistan*

Introduction

Org. Jus. research may be able to explain a variety of organisational behavior factors. Org. Jus., as defined and explained by Colquitt, Conlon, Wesson, Porter, and Ng (2001), is the concept of fairness in the workplace. The phrase "organisational justice" is used to explain how fairness functions in the workplace. Justice is the term used to describe whether a course of action or conclusion is morally right and deemed appropriate given the circumstances (Donglong, Taejun, Julie, & Sanghun, 2020). Distributive justice, procedural justice, and interactional justice are the three main categories of justice (Bies, 1986). Four elements of organisational justice have also been recognized by other researchers: distributive justice, procedural justice, informational justice, and interpersonal justice (Sharma & Kumra, 2020). The equity theory which demonstrates how people evaluate their outputs (rewards) to inputs (knowledge, skills, and talents) comparable to other people, is where the principle of distributive justice originates (Adams, 1965). Additionally, PJ is connected to how fair and appropriate decision-making is perceived by individuals in organisations (Ahmed et al., 2018), as well as the ability to speak up during the process, the use of ethical and impartial decision-making or the absence of prejudice, and correctness (Ahmed, Eatough, & Ford, 2018). The level of proper and courteous treatment of employees in a workplace is known as Interactional justice (Ahmed et al., 2018). Additionally, the International Journal deals with how superiors should treat subordinates with consideration, honesty, and respect (Chan & Lai, 2017).

OCBs are described as work-related behaviors that are optional, unrelated to the official organisational incentive system, and, taken together, support the organization's efficient operation (Organ, 1988). Altruism, courtesies, sportsmanship, conscientiousness, and civic virtue are all part of a five-dimensional model of OCB. Altruism includes impulsive actions taken to help others with their tasks or handle a problem affecting the business. Courtesy refers to politeness, deals with making an effort to avoid confrontations with people over work-related issues. Conscientiousness, the third dimension, is characterized as independent conduct that goes above and beyond what is necessary for the position. The willingness to participate responsibly in the organization's operations is indicated by the fourth component of OCB, civic virtue. The last component of OCB, sportsmanship, refers to a readiness to accept small inconveniences without complaint or protest.

A person's psychological connection to an organisation is typically described as organisational commitment. This attachment may be demonstrated by a variety of behaviors, including loyalty to the company, internalizing its goals, and committing oneself to achieving those goals



(Mowday, Steers, & Porter, 1979). Affective commitment refers to an employee's identification with and engagement in the organisation as well as their emotional relationship. Employees that exhibit great emotional commitment feel strongly about the company and work hard to accomplish the objectives. The expense of quitting the company is referred to as a continuation commitment. Normative commitment is concerned with employees' emotions of duty to continue working for the company, particularly when they feel very dedicated to it.

Org. Citizen. Beh. is influenced by a variety of variables. For example, Org. Citizen. Beh. is influenced by Org. Jus. (Chegini, 2009; Erkutlu, 2011; Eskew, 1993; Goudarzvandchegini, Gilaninia, & Abdesonboli, 2011; Guangling, 2011; Jafari & Bidarian, 2012; Karriker & Williams, 2009; Moorman & Byrne, 2013; Schilpzand, Martins, Kirkman, Lowe, & Chen, 2013), Org. Com. (Bakhshi, Sharma, & Kumar, 2011; Bogler & Somech, 2004; Cetin, Gürbüz, & Sert, 2015; Gautam, Van Dick, Wagner, Upadhyay, & Davis, 2005; Grego-Planer, 2019; Jo & Joo, 2011; Mamman, Kamoche, & Bakuwa, 2012; Rita, Payangan, Rante, Tuhumena, & Erari, 2018), psychological capital (Gupta, Shaheen, & Reddy, 2017; Jung & Yoon, 2015; Pradhan, Jena, & Bhattacharya, 2016; Shahnawaz & Jafri, 2009; Udin & YUNIAWAN, 2020; Yildiz, 2019), job satisfaction (Li, Liang, & Crant, 2010; Mohammad, Quoquab Habib, & Alias, 2011; Murphy, Athanasou, & King, 2002; Musringudin, Akbar, & Karnati, 2017; Nadiri & Tanova, 2010; Zeinabadi, 2010), work engagement (Ariani, 2014; Babcock-Roberson & Strickland, 2010; Farid et al., 2019; Kataria, Garg, & Rastogi, 2012; Mathumbu & Dodd, 2013; Rurkkhum, 2010; Rurkkhum & Bartlett, 2012; Zaabi, Ahmad, & Hossan, 2016), and personality traits. We generate the following hypotheses while keeping in mind the literature mentioned above:

H1: Org. Jus. affects Org. Citizen. Beh.

H2: Org. Jus. affects Org. Com.

H3: Org. Com. affects Org. Citizen. Beh.

H4: Org. Com. mediates the relationship between Org. Jus. and Org. Citizen. Beh.

Research Methodology

Collection of Data

Data were collected from Teachers of public sector universities working in four provinces of Pakistan: Sindh, Panjab, Balochistan, and KP. Six hundred questionnaires were distributed to faculty members of public sector universities. Each questionnaire was accompanied by a covering letter that encouraged voluntarily participation and elaborated the purpose of this research. Four hundred and thirty six questionnaires were returned within two months after one reminder to the participants. Fourteen questionnaires were discarded due to incomplete data. Four hundred and twenty two (N=422) questionnaires were used for testing the developed hypotheses.

Measurement

Organizational Commitment

Org. Com. scale (Meyer and Allen, 1991) contains 18 items in total. Each dimension of Org. Com. consists of six items each. Examples of continuous commitment include “It would be very hard for me to leave my job at this organization right now even if I wanted to” and “I believe I have too few options to consider leaving this organization”. Examples of affective commitment comprises “I would be very happy to spend the rest of my career in this organization.” and “I really feel as if this organization’s problems are my own”. Examples of normative commitment include “Even if it were to my advantage, I do not feel it would be right to leave” and “I would feel guilty if I left this organization now”. 7-points Likert scale was employed (1, extremely disagree, 7 extremely agree). This scale has showed the following reliability for each dimension.

Table 1: Org. Com. Reliability

Dimensions	Items	Cronbach’s Alfa
Aff. Com.	6	.81
Con. Com.	6	.78
Nor. Com.	6	.75

Organizational Justice

Org. Jus. scale (Niehoff and Moorman, 1993) contains 20 items in total. Distributive justice consists of 5 items, procedural justice 6 items and interactional justice 11 items. Examples of procedural justice include “Job decisions are made by the general manager (GM) in an unbiased manner” and “To make job decisions, my GM collects accurate and complete Information”. Examples of distributive justice include “My work schedule is fair.” and “I think that my level of pay is fair”. Examples of interactional justice include “When decisions are made about my job, the GM treats me with kindness and consideration” and “When decisions are made about my job, the GM treats me with respect and dignity”. 7-points Likert scale was employed (1, extremely disagree, 7 extremely agree). This scale has showed the following reliability for each dimension.

Table 2: Reliability of Org. Jus.

Facets	Items	Cronbach’s Alfa
Distr. Just.	5	.83
Proc. Just.	6	.81
Inter. Just.	11	.76

Organizational Citizenship Behavior

Org. Citizen. Beh. scale (Niehoff and Moorman, 1993) contains 24 items in total. Each dimension of Org. Citizen. Beh. consists of 4 items each. Examples of courtesy include “Consults with me or other individuals who might be affected by his/her actions or decisions” and “Does not abuse the rights of others”. Examples of altruism include “Helps others who have heavy workloads” and “Helps others who have been absent”. Examples of civic virtue include “Keeps abreast of changes in the organization” and “Attends functions that are not required, but that help the company Image”. Examples of sportsmanship include “Consumes a lot of time complaining about trivial matters” and “Tends to make “mountains out of molehills”. Examples of Conscientiousness include “Is always punctual” and “Does not take extra breaks”. 7-points Likert scale was employed (1, extremely disagree, 7 extremely agree). This scale has showed the following reliability for each dimension.

Table 3: Reliability of OCB

Facets	Items	Cronbach's Alfa
Altr.	4	.85
Cour.	4	.77
Sports.	4	.83
Civ. vir.	4	.78
Cons.	4	.76

Results

Table 4: Correlation of Org. Jus., Org. Com. and Org. Citizen. Beh.

	Org. Justice	OC	OCB
Org. Justice	1	.573**	.395**
OC	.573**	1	.335**
OCB	.395**	.335**	1

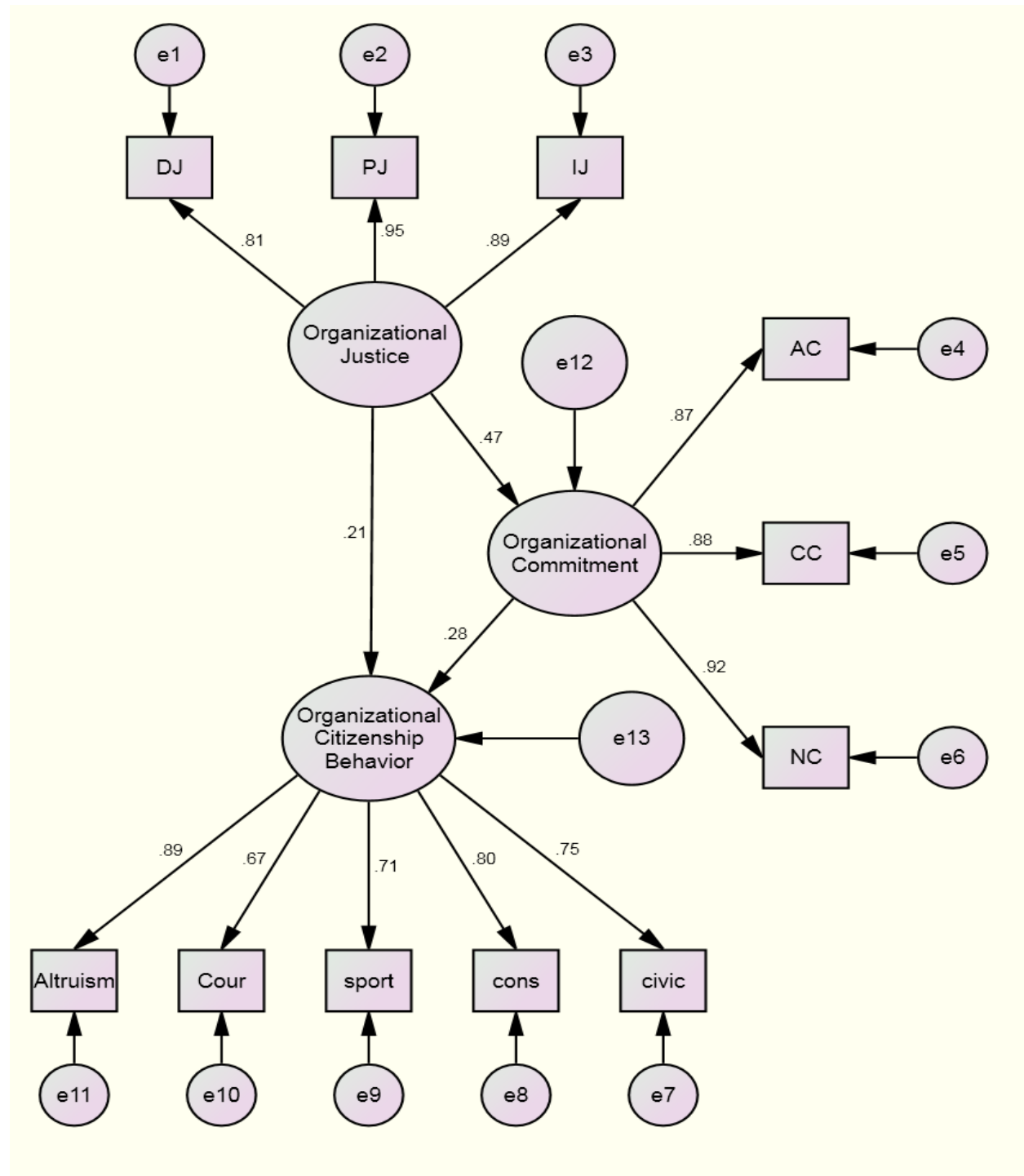
“** . Correlation is significant at the 0.01 level (2-tailed).”

The results of correlation show the relationship between Org. Jus. and Org. Citizen. Beh., Org. Jus. and Org. Com. and Org. Com. and Org. Citizen. Beh.. The results of table 4 showed a significant relationship between Org. Jus. and Org. Citizen. Beh. ($r = 0.395$), Org. Jus. and Org. Com. ($r = 0.573$), Org. Com. and Org. Citizen. Beh. ($r = 0.335$). Therefore, the following hypotheses were accepted:

H1: Org. Jus. affects Org. Citizen. Beh.

H2: Org. Jus. affects Org. Com.

H3: Org. Com. affects Org. Citizen. Beh.



Confirmatory factor analysis was used to test the 3-factor model: Org. Jus., Org. Com. and Org. Citizen. Beh.. The regression weight between Org. Jus. and Org. Citizen. Beh. was .37, with all value of chi square, GFI, CFI, RMSEA, RMR and NFI within acceptable range. The regression weight of .37 was reduced to .21 between Org. Jus. and Org. Citizen. Beh. after the inclusion of Org. Com. as a mediator. All values of chi square, GFI, CFI, RMSEA, RMR and NFI were noted to be within acceptable range (see table 5). The relationship between Org. Jus. and Org. Citizen. Beh. was mediated by Org. Com.. Therefore, H4: H4: Org. Com. mediates the relationship between Org. Jus. and Org. Citizen. Beh., is accepted in this study. The regression weights of all variables and their dimensions are given in table 6.

GFI	.928
CFI	.956
RMR	.079
RMSEA	.090
Chi-square	151.296
CMIN	103.652
DF	41
CMIN/DF	2.528
P	.000

Table 6: Standardized Regression Weights

			Estimate
O. Commitment	<---	O. Justice	.468
OCB	<---	O. Commitment	.281
OCB	<---	O. Justice	.210
DJ	<---	O. Justice	.811
PJ	<---	O. Justice	.950
IJ	<---	O. Justice	.893
AC	<---	O. Commitment	.873
CC	<---	O. Commitment	.879
NC	<---	O. Commitment	.920
Civic	<---	OCB	.750
Cons	<---	OCB	.804
Sport	<---	OCB	.711
Cour	<---	OCB	.670
Altruism	<---	OCB	.893



Conclusion

The objective of this study was not only to investigate the impact of Org. Jus. on Org. Citizen. Beh. but also to test the mediating effect of Org. Com. between Org. Jus. and Org. Citizen. Beh.. For this purpose data were collected from 422 faculty members of public sector universities working in Punjab, Khyber Pakhtunkhwa, Baluchistan and Sindh. SPSS and Amos were used for data operation. Confirmatory factor analysis was used to test the hypotheses. The results of correlation showed a significant positive relationship between Org. Jus. and Org. Citizen. Beh.. Org. Jus. was also found to have a positive relationship with Org. Com.. Org. Citizen. Beh. also has a positive correlation with Org. Com.. Structure equation modeling confirmed that Org. Com. partially mediated the relationship of Org. Jus. and Org. Citizen. Beh..



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