

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN A SMALL NIGERIAN
SAMPLE**

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Abstract

The relationship between organizational justice and organizational citizenship behavior was investigated among a small sample of 200 volunteer participants drawn from Imo State University, Owerri. The result of the study did not support the hypothesis that organizational justice would be significantly related to organizational citizenship behavior. Organizational justice was found not to be a good predictor of OCB, $r(df=198)=.040, P<.05$. Therefore, the relationship between OJ and OCB is therefore not significant.

Introduction

Recently, the need to improve efficiency and effectiveness in the management of organizations has captured the attention of many researchers in the field of industrial/organizational psychology, as well the management sciences. This is based on the fact that improved efficiency and effectiveness are mostly linked with high productivity. Therefore, extensive research has been on to fashion out designs which would help to accomplish the objectives of enhancing the productivity levels of organizational members (Govindarajan and Fishon 1990). It is a statement of fact that the survival of modern work organizations requires high commitment from organizational members and, the perception of equity, fairness and justice among the members of the organization (Organ1988).

Organizational citizenship behaviors and organizational justice are among the new constructs introduced into organizational sciences about a decade ago. Organizational citizenship behaviors are work related activities performed by employees; such behaviors increased organizational efficiency and effectiveness, but not beyond the scope and call of the job descriptions and formal contractual sanctions (Organ 1990). Smith, Organ and Near, (1983) see Organizational citizenship behavior as an employee's behavior that goes beyond the call

of duty that is discretionary and not explicitly recognized by the employing organizations formal reward system. Such behaviors, according to these scholars contribute to organizational effectiveness.

Organizational citizenship behaviors are beneficiary and desirable from an organizational perspective, but managers have difficulty eliciting their occurrence or punishing their absence through contractual arrangement and formal rewards system, because their behaviors are voluntarily (Moorman and Bankley, 1995). Bateman, Organ (1983); Smith, Organ and Near,(1983), are of the view that OCB are behaviors of employees beyond the call of their duty; behaviors not recognized by the organization formal reward system. These behaviors include the following; constructive statement about the organization, respect for team work, punctuality, help in training others, e.t.c.

Although, other OCB is quite different from organizational behavior, it means that the behavior in question is not enforced on the employee, rather a matter of personal choice to exhibit such behavior. It does not attract punishment. They are only those behaviors that in aggregate, across time and across persons contribute to organizational effectiveness, (Organ, 1997). Therefore, OCB is seen as an extra-role behavior that is distinguishable from in role behavior, (Organ 1988; Bolino, 1999).

The history and development of OCB could be directly associated with the work of Katz (1964). Katz identified the different categories of employees behavior which promote effectiveness and efficiency. According to this scholar, employees must carry out specific roles in the organization and they must engage in innovative and spontaneous activities that go beyond the requirement of their duty. These are clear manifestations of organizational citizenship behaviors. Extra role behaviors on the other hand is known as innovative and spontaneous. Behaviors that go beyond the job description of the employee.

On the other hand, Organizational justice is one of the new constructs introduced in the industrial and organizational sciences is concerned with how employees perceived the fairness outcome and the fairness of their treatment within the organization. The first in the hierarchy which the employee perceives is distributive justice which addresses the organizational rewards system (equity theory) while the second is procedural justice which involves the organizational decision making procedures (Greenberg, 1990). Alexandre and Runderman, (1987), Folger and Konovesky, (1989), Greenberg, (1989), Konovosky, Folger and Cropanzano (1987) and Mc Farlin and Sweney, (1992) in their respective studies found out that both distributive and procedural justice are very important determinants of meaningful organizational outcome. Organ (1990) has proposed that distributive justice concerns may influence citizenship according to predictions derived from equity theory (Adams, 1965). If employees perceive unfair compensation, they may be less likely to perform OCB because such behaviors are discretionary falling outside on employee formal role requirement. Failure to perform OCB is less likely than failure to perform duty in the job description to result in official sanction prompted by the formal reward system.

According to research on equity theory, employee job performance may either increase or decrease depending on an employee's perception of fair reward for work performed (Adams 1965; Greenberg, 1990). This therefore, means that OCB may increase as employee perception of fairness of distribution justice increases. Organ (1990) in a related issue suggested that perceived procedural unfairness alerts an employee's relationship with the organization from one of the social exchange (Blau, 1964)

However, Moorman(1991) procedural justice entails the fairness of the procedures of determined outcome for employees; that is when employees perceive the procedure to be unfair, then behaviors toward their work would change (cook,1979; Williams,1999). And the procedural justice involves the way employees interact or involve in the decision making of the organization. For equity and fairness which would boost efficiency and effectiveness every employee has to be covered or be represented in the decision making of the organizations (Moorman, 1991).

Therefore, achieving effectiveness and efficiency in an organization borders on the interaction of organizational citizenship behavior and organizational justice as a small sample size would be used to investigate the relationship that exists between them. It is hypothesized that organizational justice behavior would be significantly related to organizational citizenship behavior.

METHOD

Participants

Two hundred volunteer participants drawn from Imo State University, Owerri made up the sample for the study. Out of the two hundred volunteer participants, one hundred (100) were males and the remaining one hundred (100) were females drawn from Imo State University. Sixteen (16) volunteer participants were selected from eleven (11) faculties of the university while twenty four (24) volunteer participants were selected from the faculty of education, reason is that education has the highest departments of about twenty three (23) departments. Eight males and eight females were drawn from each faculty except education where twelve (12) males and twelve (12) females were drawn. Their names, job positions and their academic attainment were ignored and their age range from 20-60 years with a mean age of 26.6 years.

Instrument

Two instruments were used for the study. They include (a) Organizational citizenship behavior (b) Self developed questionnaire on organizational justice. Organizational citizenship behavior Scale was developed by Onyishi (2007) a 21 item inventory developed on a Likert point scale ranging from never(1) to very often (5). The scale has a reliability coefficient of (Cronbach Alpha) of 0.83 and a test retest reliability coefficient of 0.76.

The second questionnaire was developed by the researchers to measure organizational justice. An eighteen item inventory developed on five Likert points scale ranging from strongly disagree (1) and strongly agree (5). The questionnaire has a reliability coefficient of (Cronbach Alpha) of .91 through split half method.

Procedure

Two instruments were administered to four hundred volunteer participants at Imo State University, Owerri. Out of the four hundred questionnaires distributed, 48 copies were distributed at education faculty while 32 copies were distributed to each of the 11 faculties. Only two hundred copies that were properly filled made up the sample for the study. While the remaining two hundred copies of each questionnaire were discarded due to improper completion, leaving two hundred copies for data analysis. At the end only sixteen copies properly completed were collected from each of the eleven faculties and twenty four properly completed collected from education making the volunteer participants two hundred used for the study.

Design Statistics

The design of the study was a survey and a Pearson product moment correlation was adopted to test the relationship that exists between organizational justice and organizational citizenship behavior.

Results

Table 1: Result of The Relationship Between Organizational Justice And Organizational Citizenship Behavior Using Pearson R.

Organizational Justice	Mean	Std.Deviation	N
	53.4200	17.8140	200
Organizational Citizenship behavior	58.8550	20.57305	200

The result of the analysis as presented in Table 1 shows that organizational justice has no significant relationship with OCB, $r(df=198) = .040, P < .05$. Also from the two scores of the variables, OJ (M=53.42, SD=17.81) and OCB (M=58.86, SD=20.57) further implies that statistically not significant. This further explains that OJ is not a good predictor of OCB. Therefore, the relationship is negative and the hypothesis earlier stated is not accepted.

Discussion

The relationship between organizational citizenship behavior and organizational justice was examined. The result of the study revealed that organizational justice has a negative relationship with organizational citizenship behavior. Therefore, the hypothesis is not accepted meaning that OCB and OJ are not related in the present study. This further implies that practicing equity and fairness in the Organizational setting would not necessarily boost organizational citizenship behavior. This finding agrees with findings of Obikez (2008) in a previous study which he asserts that OJ is not a good predictor of OCB. It also goes against the findings of Organ (1988) when he asserts that survival of the modern

organizations requires high commitment, equity, fairness and justice where every member would be seen and treated equally. Organ (1997) also faults the findings when he asserts that OCB is seen as behaviors which contribute to organizational effectiveness and not boost of OJ. However, Anikeze (2004) supported the finding when he linked OCB to fairness, equity and justice.

In a related development OCB has been predicted in previous studies to be a good predictor of OJ (Bateman and Organ 1986), but the findings of the present study proved it wrong as the relationship between the variable was not significant enough to predict a positive relationship.

Conclusion

The findings of this study show there was no significant relationship between OJ and OCB. This implies that OJ is not a good predictor of OCB in the present study. Although the findings go against what was earlier predicted in this study. The limitation of this study was on the sample as only staff from Imo State University, Owerri formed the volunteer participants. Another limitation is seen in the variables studied. There are other variables like; Organizational support, Organizational commitment, accountability, job satisfaction and socio-economic status. It is therefore, suggested that further research should consider these variables enlisted.

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