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Impact of Organizational Justice on Organizational Citizenship Behavior: empirical evidence from Higher Educational Institutions

Abstract

Organizational justice appears to be a key component that leads to attaining organizational goals and, as a result, increases organizational performance. Employees who feel fairness in today's highly competitive workplace are more inclined to contribute more to their organization. Employees who feel their organization performs fairly are more likely to display citizenship behavior. The current study sought to ascertain the level of faculty members' justice perception and extra-role behavior in higher education institutions. To investigate the impact of organizational justice on organizational citizenship behavior among faculty members of higher educational institutions, various research questions are developed: first, how much influence does faculty members' Organizational Justice (OJ) have on their Organizational Citizenship Behavior (OCB) towards the institution? Second are there any important connections between the OJ and OCB constructs? Statistical Package for the Social Sciences (SPSS) was used in the study. Cronbach's alpha, descriptive analysis and multiple regression analysis were applied in the study. According to the findings, OJ has a significant influence on the dimensions of OCB. It represents that the employees should exhibit selflessness and always think for the welfare of others, act in positive ways, never complain, and participate in the organization's political process.

Keywords: Organizational Justice, Organizational Citizenship Behavior, Higher Educational Institutions

Impacto de la justicia organizacional en el comportamiento organizacional de la ciudadanía: evidencia empírica a partir de las instituciones de educación superior

Resumen

La justicia organizacional parece ser un componente clave que conduce al logro de las metas organizacionales y, como resultado, aumenta el desempeño organizacional. Los empleados que se sienten justos en el lugar de trabajo altamente competitivo de hoy están más inclinados a contribuir más a su organización. Los empleados que sienten que su organización se desempeña de manera justa tienen más probabilidades de mostrar un comportamiento ciudadano. El presente estudio intenta determinar el nivel de percepción de justicia y el comportamiento más allá de sus funciones de los profesores en instituciones de educación superior. Para investigar el impacto de la justicia organizacional en el comportamiento de ciudadanía organizacional entre los profesores de instituciones de educación superior, se desarrollan varias preguntas de investigación: primero, ¿Cuánta influencia tiene la Justicia Organizacional (OJ) de los profesores en su Comportamiento de Ciudadanía Organizacional (OCB) hacia la institución? En segundo lugar, ¿Existen conexiones importantes entre las construcciones OJ y OCB? En el estudio se ha utilizado el Paquete Estadístico para las Ciencias Sociales (SPSS). En el estudio se ha aplicado el alfa de Cronbach, el análisis descriptivo y el análisis de regresión múltiple. De acuerdo con los resultados, OJ tiene una influencia significativa en las dimensiones de OCB. Representa que los empleados deben mostrar desinterés y siempre pensar en el bienestar de los demás, actuar de manera positiva, no quejarse nunca y participar en el proceso político de la organización.

Palabras clave: Justicia organizacional, Conducta cívica en las organizaciones, Instituciones de Educación Superior

Impacte de la justícia organitzativa en el comportament organitzatiu de la ciutadania: evidència empírica a partir de les institucions d'educació superior

Resum

La justícia organitzativa sembla ser un component clau que condueix a assolir els objectius organitzatius i, com a resultat, augmenta el rendiment de l'organització. Els empleats que senten la justícia en el lloc de treball altament competitiu actual estan més propensos a contribuir més a la seva organització. Els empleats que consideren que la seva organització té un rendiment just tenen més probabilitats de mostrar un comportament de ciutadania. L'estudi actual pretén determinar el nivell de percepció de la justícia dels professors i el comportament extra-funcional a les institucions d'educació superior. Per investigar l'impacte de la justícia organitzativa en el comportament de la ciutadania organitzativa entre els professors d'institucions d'educació superior es desenvolupen diverses preguntes d'investigació: en primer lloc, quina influència té la justícia organitzativa (OJ) dels membres del professorat en el seu comportament de ciutadania organitzativa (OCB) cap a la institució? En segon lloc, hi ha alguna connexió important entre els constructes OJ i OCB? En l'estudi s'ha utilitzat el paquet estadístic per a les ciències socials (SPSS). En el treball s'apliquen l'alfa de Cronbach, l'anàlisi descriptiva i l'anàlisi de regressió múltiple. Segons les conclusions, el DO té una influència significativa en les dimensions de l'OCB. Representa que els empleats han de mostrar abnegació i pensar sempre pel benestar dels altres, actuar de manera positiva, no queixar-se mai i participar en el procés polític de l'organització.

Paraules clau: Justícia organitzativa, Comportament de ciutadania organitzacional, Institucions d'Ensenyament Superior

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1. Introduction

The impact of justice perception on employee professional motivation, satisfaction, and behavior has recently gained prominence, and many studies are being conducted in this area. The degree to which employees believe the organization's policies, interactions, and outcome measures appear to be equitable is referred to as organizational justice. Employee attitudes and behaviors can be influenced by these perceptions, which can have an impact on employee performance and the success of the organization. Organizational justice (OJ hereafter) seems to be a pivotal component that contributes to the accomplishment of organizational objectives and, as a result, improves the performance of the organization. Employees in today's highly competitive workplace who perceive fairness are more likely to contribute more to their company. Employees who go above and beyond the call of duty are essential for a successful organization. Employees who believe their company operates equitably are more inclined to exhibit citizenship behavior.

2. Problem Statement

The primary issue with this research is that organizational justice is a new concept that hasn't been thoroughly investigated by interested researchers in studies. As a result, the absence of this construct in companies may result in decreased levels of citizenship performance among employees. The significance of OJ in accomplishing organizational goals by improving employees' extra-role behavior has been perceived by many scientists and practitioners. OJ is becoming more important, and many attempts have been made to implement its ideas to better comprehend employee behavior in the workplace, as well as to be used as a framework for interpreting employee organizational citizenship behavior (OCB hereafter). As a result, the objective of this research is to determine the extent to which faculty members in higher

education institutions engage in OJ practices and OCB, as well as the impact of these practices on their OCB.

Managers who treat employees unfairly and inconsistently may not be acting in the best interests of the company. Although many studies have been conducted in the education sector, it has been discovered that very few studies have been conducted in Higher Educational Institutions. As a result, it's crucial to figure out how OJ affects OCB at higher education institutions.

3. Objectives

The study objectives are as follows:

- To identify the degree of fairness among the educationalists of the tertiary education sector.
- To recognize the degree of OCB among the faculty members of Higher Educational Institutions.

To work out the effect of categorical variables on organizational justice and organizational citizenship behavior in Higher Educational Institutions.

4. Hypotheses

Based upon the research objectives, the following hypotheses are formulated.

H₀: The dimensions of OJ have no statistically positive effect on OCB dimensions at Higher Educational Institutions.

H₀₁: The dimensions of OJ have no statistically positive effect on the Altruism dimension of OCB at Higher Educational Institutions.

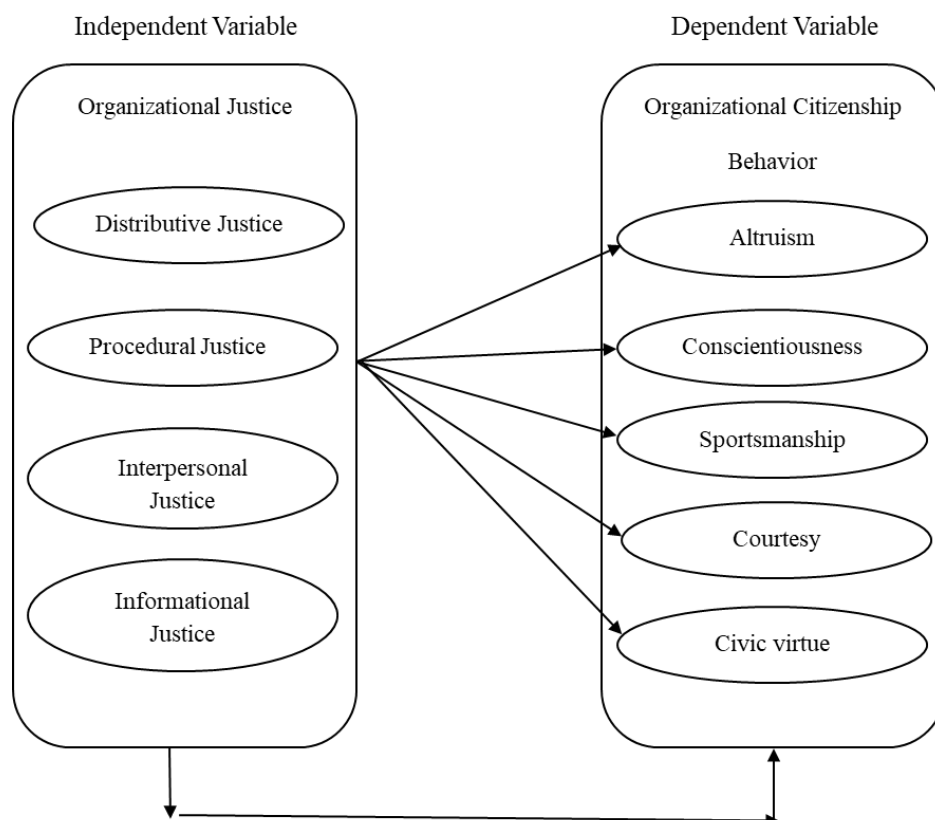
H02: The dimensions of OJ have no statistically positive effect on the Conscientiousness dimension of OCB at Higher Educational Institutions.

H03: The dimensions of OJ have no statistically positive effect on the Sportsmanship dimension of OCB at Higher Educational Institutions.

H04: The dimensions of OJ have no statistically positive effect on the Courtesy dimension of OCB at Higher Educational Institutions.

H05: The dimensions of OJ have no statistically positive effect on the Civic virtue dimension of OCB at Higher Educational Institutions.

FIGURE 1. Theoretical Framework



Source: Ajlouni et al. (2018).

5. Organizational Justice

People's perceptions of the organization's fairness are referred to as OJ. Researchers in human resource management and organizational behavior have been paying close attention to this concept in recent years. According to the connection between just perception and extra-role behavior, the prediction to engage in OCB originates from the justice principle (Organ and Moorman 1993). OCB may be withdrawn by those who believe in inequality. People may be more motivated to perform OCB more efficiently if they believe they have been treated fairly by their superiors or organizations. We concentrated on general attitudes toward justice as predictors of the OCB in this study. The fairness of decision-making processes is the foundation of procedural justice (Greenberg and Folger 1983). Distributive justice is fairness in terms of the organization's outcomes (Gilliland 1994). Interactional Justice is defined by an organization's leaders and decisions as a perception of equal treatment (Chiaburu and Lim 2008).

Fairness in the distribution of outcomes, fairness in decision-making procedures, and fairness in treatment are all emphasized in organizational justice studies, as follows:

Procedural Justice

It is involved with the equity of organizational decision-making processes and policies (Greenberg 1990). Procedural justice, on the other hand, is linked to subjective and objective circumstances, according to Konovsky (2000). Greenberg and Tyler (1987) suggested procedural justice guidelines for managers to ensure that workers view the processes as equitable:

1. Workers will participate in the process of decision-making that affects them.

2. During the allocation process, there must be options for amending or changing the decisions.
3. The allocation method should be based on as much positive knowledge.
4. Over time, allocation processes should be stable and reliable across individuals.
5. Throughout the allocation process, self-interest and bias should be avoided.

Interpersonal Justice

Interpersonal justice represents the degree to which authorities and third parties are involved in carrying out the procedures and treated people with courtesy, dignity, and respect. Interpersonal justice focuses on how organizations treat their workers with dignity and courtesy (Holtz and Harold 2013).

Informational Justice

"Informational justice" is defined as "explanations given to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain way." Informational justice aims to find out whether employers owe workers sufficient explanations with an emphasis on timeliness, specialty, and truthfulness (Cheung 2013).

6. Organizational Citizenship Behavior

The OCB concept was originally formulated by Podsakoff and MacKenzie (1997). According to Organ (1988) "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization". OCB is "behavior that benefits or is intended to benefit the organization, is discretionary, and goes beyond existing role expectations" (Van Dyne, Graham and Dienesch 1994). The OCB is a set of beneficial organizational behaviors with multidimensional

relationships and positive business implications. However, there is a lack of a conceptually sound structure to explain why OCB exists. Every new study has previously suggested and, to some extent, endorsed a new OCB narrative. Bateman and Organ (1983) coined the term OCB. OCB's five dimensions were altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Altruism

In terms of the helping approach, altruism primarily affects organizational members. Altruism encompasses actions such as voluntarily assisting overburdened coworkers and orienting new people. When an individual gives without expecting anything in return because he or she wants to improve the lives of others, this is referred to as altruism.

Conscientiousness

Impersonal behavior that benefits the entire organization is characterized by conscientiousness. To put it another way, it refers to behavior that has nothing to do with another person. For example, an employee who follows an organization's rules, or who will not squander his or her holidays is referred to as conscientiousness behavior.

Sportsmanship

Sportsmanship refers to a worker's ability to work through difficult situations without complaining. It is the only type of OCB that causes behavior changes.

Courtesy

Interaction and general consideration for others are used to demonstrate courtesy, which helps to avoid organizational issues. For other employees, courteous behavior tries to avoid unforeseen problems.

Civic virtue

Civic virtue is inculcated in an organization's life and culture; it is not viewed as a personal trait, but rather as the organization's goal. Attending business functions which include meetings and picnics which are not mandatory for employees, is an example of civic virtue. This also seems to provide reports describing organizational issues.

7. Methodology

The Study Population and its Sample

A total of 1,000 faculty members from Higher Educational Institutions are included in the study. Only 470 of the 1,000 questionnaires distributed were found to be valid for statistical analysis. Purposive sampling was used because this is a type of sampling in which investigators choose individuals from the population to take part in evaluations depending on their own decision, and it is a homogeneous sampling.

Data Collection and Instrument

The data was collected from Higher Educational Institutions from 470 faculty members by questionnaire survey. A five-point Likert scale was used. OJ Scale consists of 20 items including four variables developed by Colquitt, (2001). OCB scale comprised of 24 items including five variables developed by Podsakoff et al. (1990). The scale indicates high reliability and validity.

Instrument Validity and Reliability

Cronbach's Alpha was used to test the questionnaire's reliability, and it was found to be adequate if it was greater than 0.60 (Churchill and Peter 1984). The results of Cronbach's Alpha are justifiable, as shown in Table 1, where the values are greater than 0.70. As a result, the instrument was appropriate and consistent for carrying out the research.

TABLE 1. Cronbach's Alpha

| Variable | No. of Items | Cronbach's Alpha |
|------------------------------|--------------|------------------|
| <i>Distributive Justice</i> | 4 | .864 |
| <i>Procedural justice</i> | 7 | .879 |
| <i>Interpersonal justice</i> | 4 | .849 |
| <i>Informational justice</i> | 5 | .880 |
| <i>Altruism</i> | 5 | .726 |
| <i>Conscientiousness</i> | 5 | .742 |
| <i>Sportsmanship</i> | 5 | .860 |
| <i>Courtesy</i> | 5 | .737 |
| <i>Civic virtue</i> | 4 | .719 |

Source: Own elaboration.

Demographic Details

Table 2 shows the demographic details of the sample. Faculty members from Higher Educational Institutions all over India were included in the sample. There were 358 males and 111 females among the respondents (21 to 51) age group. The age group 31-40 had the maximum number of respondents (155). The highest qualifications were Ph.D. (273) and a maximum number of respondents were from Human Resource Department (195).

TABLE 2. Demographic Variables Characteristics

| | | | | | |
|-----------------------|------------------------|--------------------------------|------------------------------------|------------------------------------|---------------------------|
| <i>Gender</i> | <i>Males</i> (358) | <i>Females</i> (111) | | | |
| <i>Age (in years)</i> | <i>21-30</i> (89) | <i>31-40</i> (155) | <i>41-50</i> (125) | <i>51 years and Above</i> (101) | |
| <i>Qualification</i> | <i>M. Phil</i> (18) | <i>PhD</i> (273) | <i>Post Doctoral</i> (26) | <i>Post Graduation</i> (142) | <i>Other</i> (11) |
| <i>Department</i> | <i>Finance</i> (40) | <i>Human Resource</i> (195) | <i>Marketing and Sales</i> (24) | <i>Others</i> (44) | <i>Technical</i> (167) |

Source: Own elaboration.

TABLE 3. Descriptive analysis of OJ and OCB

| | Total Percent | Mean | Std. Deviation | Variance |
|--|---------------|-----------|----------------|-----------|
| | Statistic | Statistic | Statistic | Statistic |
| <i>Organizational Justice</i> | 100.0 | 3.91 | 0.07 | 0.019 |
| <i>Organizational Citizenship Behavior</i> | 100.0 | 3.86 | 0.25 | 0.264 |

Source: Own elaboration.

The findings in Table 3 represent that the mean of organizational justice is 3.91 and the mean of organizational citizenship behavior is 3.86. The standard deviation value of AC is .942, the standard deviation value of normative commitment is 1.42, and the standard deviation value of OJ is .007 and the standard deviation value of OCB is 0.25. The variance of OJ is 0.019 and the variance of OCB is 0.264.

TABLE 4. Results of Multiple Regressions: the effect of OJ on OCB

| Organizational Justice | Organizational Citizenship Behavior | | | |
|------------------------------|-------------------------------------|------|---------|------|
| | B value | B | T value | sig |
| <i>Distributive justice</i> | .477 | .138 | 2.828 | .005 |
| <i>Procedural justice</i> | .558 | .281 | 5.622 | .000 |
| <i>Interpersonal justice</i> | .283 | .079 | 1.452 | .147 |
| <i>Informational justice</i> | .500 | .187 | 3.293 | .001 |
| <i>R</i> | .559 | | | |
| <i>R</i> ² | .313 | | | |
| <i>F Value</i> | 52.845 | | | |
| <i>Sig</i> | 0.000 | | | |

Source: Own elaboration.

Table 4 indicates the outcomes of multiple regression of the impact of OJ on OCB. Results indicate that OJ is significantly and positively affects OCB at $p \leq 0.05$. This indicates a positive relationship between OJ and OCB. R^2 is .559 which implies that OJ explains 31.3% of the variance of OCB of Higher Educational Institutions, while 68.7% is related to other factors.

The null hypothesis is thus rejected:

The OJ dimensions have no statistically positive effect on OCB dimensions at Higher Educational Institutions.

The findings of the multi-regression model indicate that distributive justice ($\beta = .138$, $T = 2.828$, $\text{sig} = .005$), procedural justice ($\beta = .281$, $T = 5.622$, $\text{sig} = .000$), interpersonal justice ($\beta = .079$, $T = 1.452$, $\text{sig} = .147$), informational justice ($\beta = .187$, $T = 3.293$, $\text{sig} = .001$) respectively. The value of $(f) = 52.845$ with the degree of freedom = 4 and significant level = (0.000) which is more than its assorted value at significant level ($\alpha \leq 0.05$).

TABLE 5. Results of Multiple Regressions: the effect of OJ on Altruism

| Organizational justice | Altruism | | | |
|------------------------------|----------|------|---------|------|
| | B value | B | T value | sig |
| <i>Distributive justice</i> | .082 | .079 | 1.466 | .143 |
| <i>Procedural justice</i> | .084 | .141 | 2.541 | .011 |
| <i>Interpersonal justice</i> | .168 | .156 | 2.596 | .010 |
| <i>Informational justice</i> | .087 | .109 | 1.728 | .085 |
| <i>R</i> | 0.392 | | | |
| <i>R²</i> | 0.154 | | | |
| <i>F Value</i> | 21.156 | | | |
| <i>Sig</i> | 0.000 | | | |

Source: Own elaboration.

Table 5 indicates the outcomes of multiple regression of the impact of OJ on Altruism. Results indicate that OJ is significantly and positively affects Altruism at $p \leq 0.05$. This indicates a positive relationship between OJ and Altruism. R^2 is 0.392 which implies that OJ explains 15.4% of the variance of Altruism attitude of Higher Educational Institutions, while 84.6% is related to other factors. The null hypothesis is thus rejected:

The OJ dimensions have no statistically positive effect on the Altruism dimension of OCB at Higher Educational Institutions.

The findings of the multi-regression model indicate that distributive justice ($\beta = .079$, $T = 1.466$, $\text{sig} = .143$), procedural justice ($\beta = .141$, $T = 2.541$, $\text{sig} = .011$), interpersonal justice ($\beta = .156$, $T = 2.596$, $\text{sig} = .010$), informational justice ($\beta = .109$, $T = 1.728$, $\text{sig} = .085$) respectively. The

value of (f) = 21.156 with the degree of freedom = 4 and significant level = (0.000) which is more than its assorted value at significant level ($\alpha \leq 0.05$).

TABLE 6. Results of Multiple Regressions: the effect of OJ on Conscientiousness

| Organizational justice | Conscientiousness | | | |
|------------------------------|-------------------|------|---------|------|
| | B value | B | T value | sig |
| <i>Distributive justice</i> | .190 | .222 | 4.110 | .000 |
| <i>Procedural justice</i> | .045 | .091 | 1.644 | .101 |
| <i>Interpersonal justice</i> | .100 | .112 | 1.871 | .062 |
| <i>Informational justice</i> | .045 | .068 | 1.081 | .280 |
| <i>R</i> | .400 | | | |
| <i>R²</i> | .160 | | | |
| <i>F Value</i> | 22.186 | | | |
| <i>Sig</i> | 0.000 | | | |

Source: Own elaboration.

Table 6 indicates the outcomes of multiple regression of the influence of OJ on Conscientiousness. Results indicate that OJ is significantly and positively affects Conscientiousness at $p \leq 0.05$. This indicates a positive relationship between OJ and Conscientiousness. R^2 is .400 which implies that OJ explains 16.0% of the variance of the Conscientiousness attitude of Higher Educational Institutions, while 84.0% is related to other factors. The null hypothesis is thus rejected:

The OJ dimensions have no statistically positive effect on the Conscientiousness dimension of OCB at Higher Educational Institutions.

The findings of the multi-regression model indicate that distributive justice ($\beta = .222$, $T = 4.110$, $\text{sig} = .000$), procedural justice ($\beta = .091$, $T = 1.644$, $\text{sig} = .101$), interpersonal justice ($\beta = .112$, $T = 1.871$, $\text{sig} = .062$), informational justice ($\beta = .068$, $T = 1.081$, $\text{sig} = .280$) respectively. The value of (f) = 22.186 with the degree of freedom = 4 and significant level = (0.000) which is more than its assorted value at significant level ($\alpha \leq 0.05$).

TABLE 7. Results of Multiple Regressions: the effect of OJ on Sportsmanship

| Organizational justice | Sportsmanship | | | |
|------------------------------|---------------|-------|---------|------|
| | B value | B | T value | sig |
| <i>Distributive justice</i> | -.018 | -.010 | -.178 | .859 |
| <i>Procedural justice</i> | .267 | .261 | 4.539 | .000 |
| <i>Interpersonal justice</i> | -.306 | -.166 | -2.657 | .008 |
| <i>Informational justice</i> | .221 | .161 | 2.455 | .014 |
| <i>R</i> | .294 | | | |
| <i>R</i> ² | .086 | | | |
| <i>F Value</i> | 10.985 | | | |
| <i>Sig</i> | 0.000 | | | |

Source: Own elaboration.

Table 7 indicates the outcomes of multiple regression of the influence of OJ on Sportsmanship. Results indicate that OJ is significantly and positively affects Sportsmanship at $p \leq 0.05$. This indicates a positive relationship between OJ and Sportsmanship. R^2 is .294 which implies that OJ explains 0.86% of the variance of Sportsmanship attitude of Higher Educational Institutions, while 9.14% is related to other factors. The null hypothesis is thus rejected:

The OJ dimensions have no statistically positive effect on the Sportsmanship dimension of OCB at Higher Educational Institutions.

TABLE 8. Results of Multiple Regressions: the effect of OJ on Courtesy

| Organizational justice | Courtesy | | | |
|------------------------------|----------|------|---------|------|
| | B value | B | T value | sig |
| <i>Distributive justice</i> | .061 | .057 | 1.023 | .307 |
| <i>Procedural justice</i> | .059 | .096 | 1.671 | .095 |
| <i>Interpersonal justice</i> | .167 | .152 | 2.429 | .016 |
| <i>Informational justice</i> | .060 | .073 | 1.115 | .265 |
| <i>R</i> | .307 | | | |
| <i>R</i> ² | .094 | | | |
| <i>F Value</i> | 12.103 | | | |
| <i>Sig</i> | 0.000 | | | |

Source: Own elaboration.

The findings of the multi-regression model indicate that distributive justice ($\beta = -.010$, $T = -.178$, $\text{sig} = .859$), procedural justice ($\beta = .261$, $T = 4.539$, $\text{sig} = .000$), interpersonal justice ($\beta = -.166$, $T = -2.657$, $\text{sig} = .008$), informational justice ($\beta = .161$, $T = 2.455$, $\text{sig} = .014$)

respectively. The value of $(f) = 10.985$ with the degree of freedom = 4 and significant level = (0.000) which is more than its assorted value at significant level ($\alpha \leq 0.05$).

Table 8 indicates the outcomes of multiple regression of the influence of OJ on Courtesy. Results indicate that OJ is significantly and positively affects Courtesy at $p \leq 0.05$. This indicates a positive relationship between OJ and Courtesy. R^2 is .307 which implies that OJ explains 0.94% of the variance of Sportsmanship attitude of Higher Educational Institutions, while 9.06% is related to other factors. The null hypothesis is thus rejected:

The OJ dimensions have no statistically positive effect on the Courtesy dimension of OCB at Higher Educational Institutions.

The findings of the multi-regression model indicate that distributive justice ($\beta = .057$, $T = 1.023$, $\text{sig} = .307$), procedural justice ($\beta = .096$, $T = 1.671$, $\text{sig} = .095$), interpersonal justice ($\beta = .152$, $T = 2.429$, $\text{sig} = .016$), informational justice ($\beta = .073$, $T = 1.115$, $\text{sig} = .265$) respectively. The value of $(f) = 12.103$ with the degree of freedom = 4 and significant level = (0.000) which is more than its assorted value at significant level ($\alpha \leq 0.05$).

TABLE 9. Results of Multiple Regressions: the effect of OJ on Civic virtue

| Organizational justice | Civic virtue | | | |
|------------------------------|--------------|------|---------|------|
| | B value | B | T value | sig |
| <i>Distributive justice</i> | .162 | .178 | 3.583 | .000 |
| <i>Procedural justice</i> | .105 | .200 | 3.939 | .000 |
| <i>Interpersonal justice</i> | .154 | .164 | 2.963 | .003 |
| <i>Informational justice</i> | .088 | .125 | 2.159 | .031 |
| <i>R</i> | .535 | | | |
| <i>R²</i> | .286 | | | |
| <i>F Value</i> | 46.671 | | | |
| <i>Sig</i> | 0.000 | | | |

Source: Own elaboration.

Table 9 indicates the outcomes of multiple regression of the influence of OJ on Civic virtue. Results indicate that OJ is significantly and positively affects Civic virtue at $p \leq 0.05$. This

indicates a positive relationship between OJ and Civic virtue. R^2 is .535 which implies that OJ explains 2.86% of the variance of Sportsmanship attitude of Higher Educational Institutions, while 7.14% is related to other factors. The null hypothesis is thus rejected:

The OJ dimensions have no statistically positive effect on the Civic virtue dimension of OCB at Higher Educational Institutions.

The findings of the multi-regression model indicate that distributive justice ($\beta = .178$, $T = 3.583$, $\text{sig} = .000$), procedural justice ($\beta = .200$, $T = 3.939$, $\text{sig} = .000$), interpersonal justice ($\beta = .164$, $T = 2.963$, $\text{sig} = .003$), informational justice ($\beta = .125$, $T = 2.159$, $\text{sig} = .031$) respectively. The value of $(f) = 46.671$ with the degree of freedom = 4 and significant level = (0.000) which is more than its assorted value at significant level ($\alpha \leq 0.05$).

8. Discussions and Conclusions

Table 1 presents the outcomes of the Cronbach's Alpha test. When Cronbach's Alpha value is greater than .7, the result is considered accurate. Table 2 presents demographic variables characteristics. Table 3 presents a descriptive analysis of OJ and OCB (means and standard deviations). All scales demonstrated good internal consistency. The findings of multiple regression analysis between the dimensions of OJ and OCB are shown in Table 4. With the null hypothesis, the findings are not consistent. The results indicate that OJ has a positive influence on the OCB. Extra-role behaviors are more likely to be displayed by employees with a high level of OJ. Tables 5, 6, 7, 8, 9 present the outcomes of regression analysis between the dimensions of OJ and OCB. With the null hypothesis, the results are not consistent. According to the findings, OJ has a significant influence on the dimensions of OCB. It represents that the employees should exhibit selflessness and always think for the welfare of others, act in positive ways, never complain, and participate in the political process of the organization.

9. Managerial Implications

Managers should take certain steps to improve employees' organizational citizenship behaviors. The employee's just perception should be increased. There should be equal distribution of wages. Employees should participate in decision-making processes and attend periodic meetings to create a better understanding of the organization. The incentive must be attractive. If the incentive would be attractive, it can increase employee effort. Therefore, higher education institutions must have a fair reward policy based on distributive and procedural justice. The employees should exhibit willingness towards altruistic behavior which includes supporting the coworkers who have heavy workloads without any expectations. They should exhibit willingness towards conscientiousness behavior which includes following the rules and who will not squander holidays. They should exhibit willingness towards sportsmanship behavior which includes working without complaining in difficult circumstances. They should exhibit willingness towards courtesy which includes communication and general concern for others. And finally, they should exhibit willingness towards civic virtue which includes the dedication of individuals to the common welfare of others and to fulfill the organization's target.

10. Future Implications

In the higher education context, the present study was carried out. There is a need to do more research regarding fairness and extra-role behavior in other sectors.

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