

A Study Of Organizational Citizenship Behaviour And Justice Of Employees In Select Public And Private Sector Banks In Chandigarh

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INTRODUCTION

The Workplace behaviour of employees determines a company's success. The voluntary work by employees is important for organizations, organizations need employees' cooperation, benevolence, self-sacrifice and, at times, extra effort to ensure organizational efficiency. **Organ** termed these extra efforts **Organizational Citizenship Behaviours (OCBs)**, and defined them as including activities that target other individuals at the workplace (e.g., helping co-workers, communicating changes that affect others) and the organization itself (e.g., actively participating in group meetings, representing the organization positively to outsiders). **Organ (1990)** defined that all successful organizations, including successful high schools, have employees who go beyond their formal job responsibilities and freely give of their time and energy to succeed. Organ used the concept of organizational citizenship to show employees' behaviours contributed to the organization by exceeding their own tasks (**Bateman & Organ, 1983**). In the first conceptualization of organizational citizenship (**Smith et al., 1983**), behaviours were identified as “*altruism*” and “*generalized compliance*”. **Organ (1988)** identified five categories of OCB or discretionary behaviours: **Altruism, courtesy, sportsmanship, conscientiousness, and civic virtue**.

Based upon the work of **Organ (1988)**, the five categories will be defined as follows: **(1) Altruism** includes all discretionary behaviours that have the effect of helping a specific other person with an organizationally relevant task or problem. **(2) Conscientiousness** captures the various instances in which organization members carry out certain role behaviours well beyond the minimum required levels. **(3) Sportsmanship** represents some actions that people refrain from doing. **(4) Courtesy** represents helping someone prevent a problem from occurring, or taking steps in advance to mitigate the problem. **(5)** Based on the work of **Graham (1986)**, **Civic Virtue** is the responsible participation in the political life of the organization. OCB makes the impact on organization effectiveness; OCB should have a particular impact on the overall effectiveness of organizations by adding to the social framework of the work environment (**Todd, 2003**). **Shapiro et al. (2004)** argues OCB to be an extra-role behaviour i.e. it is any behaviour not officially required by the organization, rather its practice depends solely on the consent of employees as a consequence of the organizational environment. **Robbins (2006)** argues OCB is discretionary behaviour that is not part of employee formal job requirements, but that, nevertheless, promotes effective functioning of an organization. One of the factors that might affect employees' organizational citizenship behaviours is their perception of justice in their work place or organizational justice. **Organizational justice (OJ)** is important because it has been linked to critical organizational processes such as commitment, citizenship, job satisfaction, and performance (**Greenburg, 1993**). Organizational Justice is a study of people's perceptions of fairness in organizations. The principles of justice in a society help to define the rights and obligations of people relative to each other and to the social institutions of which they are a part (**Stevens & Wood, 1995**). Social justice is generally concerned with the belief that society should be based on giving individuals and groups' fair treatment and a just share of the benefits of the society without discrimination by class, gender, ethnicity or culture (**Fua, 2007**). The most important duty in ensuring social justice in schools is the responsibility of school administrators. In this context, leadership behaviours of school administrators must contribute to the development of a conscience of justice and equality among students and other school personnel (**Cunningham & Cordeiro, 2003**). There is a general consensus that organizational justice consists of at least two components, namely distributive and procedural justice. The former is concerned with perception of fairness in distribution of reward, whereas, the latter is concerned with the fairness of the process of allocation decisions (**Adams,**

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1965). Organizational justice consists of three components: procedural justice, interactional justice, and distributive justice. **Procedural Justice** refers to people's perception of the fairness of the outcomes they receive. Unfair procedures not only make people dissatisfied with their outcomes (as in the case of distributive justice), but also lead them to reject the entire system as unfair. Procedural justice refers to a voice during a decision-making process, influence over the outcome, (Thibaut & Walker, 1975), or adherence to fair process criteria, i.e., consistency, lack of bias, representation, accuracy, and ethicality (Leventhal, 1980). **Distributive Justice** is the form of organizational justice that focuses on people's beliefs that they have received fair amount of valued-work-related outcomes. Distributive justice affects worker's feelings of satisfaction with their work outcomes, such as pay and job assignments. Distributive justice refers to outcomes that are consistent with implicit norms for allocation, such as equity or equality (*Adams, 1965), which is considered to be a product of fair decision processes through procedural justice and interactional justice (Moorman, 1991). **Interactional Justice** is people's perception of the fairness of the information used as the basis for making decisions. Interactional justice prompts feelings of being valued by others in an organization. Interactional justice refers to how frequently workers are treated with respect by supervisors and how often they are given rationales for decisions (Bies & Moag, 1986).

REVIEW OF LITERATURE

There was a positive relationship between perceptions of overall fairness, organizational citizenship behaviour, employee attitudes, and the quality of the supervisory/subordinate relationship based on the justice and organizational citizenship (Tansky, 1993). Ehrhart (2004) investigated the antecedents, i.e. leadership and procedural justice climate of unit-level OCB, that there was a positive association of servant leadership and procedural justice climate with unit-level OCB. The study on organizational justice in schools confirmed that there was a positive relationship between trust and justice (Hoy & Tarter, 2004). The study was conducted to test the mediating impact of the three types of justice-distributive, procedural and interactional on the LMX-citizenship relationship that the contribution dimension of LMX was more likely to predict citizenship behaviour than the affect dimension of LMX. Further, procedural and interactional justices fully mediated the relationship of perceived contribution with citizenship behaviour. However, distributive justice did not mediate this relationship (Bhal, 2005). It was concluded in the study to determine Organizational Citizenship Behaviour and Perception of Organizational Justice in Student Jobs among 50 students of German University doing part-time jobs: *first is*, Positive perception of OJ was a predictor of OCB; *second is*, demographic backgrounds, like age, language and study program had less influence on someone's workplace behaviour and his/her perception of equity and equality; *third is*, in gender differences, i.e. women relied on distributive justice, male students did not feel appropriately rewarded by their salary; *last is*, on cultural differences, i.e. Most of foreign students showed less altruism than German students taken into consideration (Giap, Hackermeier, Jiao & Wagdarikar, 2005). It was suggested that both ingratiation and perception of organizational justice were positively associated with individuals' OCB toward their supervisors. However, for individuals performing OCB toward their jobs, only the perception of distributive justice showed a positive correlation, and neither motivational forces, i.e. social exchange and impression management was positively associated with individuals' OCB towards their co-workers (Chen, Lin, Tung & Ko, 2008). Leader member exchange moderated the relationship between both distributive and procedural justice and OCBs (Burton, Sablinski & Sekiguchi, 2008). The organizational identity salience acts as a mediator between organizational justice and OCB (Cho & Kim, 2009). Teachers had positive perceptions regarding organizational citizenship and organizational justice. There was a moderate positive relationship between the teachers' organizational citizenship and organizational justice perceptions (Yilmaz & Tasdan, 2009).

METHODOLOGY

The present study examined the perception of organizational justice and organizational citizenship behaviour of employees in a few select public and private sector banks in Chandigarh.

OBJECTIVES

- ✿ To study the perception of employees' Organizational Justice and Citizenship Behaviour among Private and Government Sector banks.
- ✿ To study the perception of employees' Organizational Citizenship Behaviour across gender and work experience.
- ✿ To study the perception of employees' Organizational Justice and Citizenship Behaviour across gender and work experience.
- ✿ To study the relationship between the Organizational Justice and Citizenship Behaviour of employees.

SCOPE

The study was limited to employees working in select private and government sector banks in Chandigarh region only.

HYPOTHESES

- H₁:** There exists no significant difference in the perception of employees' organizational justice among private and government sector banks.
- H₂:** There exists no significant difference in the perception of employees' organizational citizenship behaviour among private and government sector banks.
- H_{3a}:** There exists no significant difference in the perception of employees' organizational justice across gender.
- H_{3b}:** There exists no significant difference in the perception of employees' organizational justice across work experience.
- H_{4a}:** There exists no significant difference in the perception of employees' organizational citizenship behaviour across gender.
- H_{4b}:** There exists no significant difference in the perception of employees' organizational citizenship behaviour across work experience.
- H₅:** There exists no significant relationship between the organizational justice and citizenship behaviour of employees.

Organizational Justice was measured on seven-point likert- type scale ranging from “*strongly disagree*” to “*strongly agree*” given by **Niehoff & Moorman (1993)** and Organizational Citizenship Behaviour was measured on seven-point likert-type scale ranging from “*strongly disagree*” to “*strongly agree*” given by **Podsakoff, Mackenzie & Moorman & Fetter (2000)**. Data was collected from 112 bank employees (56 employees from two private banks and 66 employees from two government banks) located in Chandigarh only. For the purpose of analyzing the data, normality of data was checked by using Kolmogorov-Smirnov test, Shapiro-Wilk test and Levene's test. The reliability of standardized scales was measured by calculating Cronbach's alpha. Non parametric tests namely Mann-Witney test, Kruskal-Wallis test and Spearman's rho correlation are used in the study.

FINDINGS

A profile of respondents is presented in **Table 1**. There were a majority of male respondents (57.4 percent) in the sample. The majority of the respondents were married (54.9 percent). Most of the respondents were graduates (45.1 percent). Most of the respondents came under the category of work experience of “less than 5 years” and “5 -9 years”. The reliability analysis is summarized in **Table 2**. The Cronbach's alpha for all variables were above the minimum of 0.5 (indicating that these measures were reliable for the study).

The standard deviations for the organizational justice variables, namely distributive justice, procedural justice and interactional justice are quite low, indicating that dispersion is not widely spread (according to a normal distribution), and the same is presented in **Table 3**. The standard deviations for the variables of organizational citizenship behaviour namely altruism, courtesy, conscientiousness, civic virtue and sportsmanship were quite high, indicating that dispersion is widely spread (according to a normal distribution).

Table 4 presents the statistic (D) for checking the normality of data with Kolmogorov-Smirnov (K-S) test and

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Table 1: Respondent's Profile

Variables	Category	Frequency	Percentage
Gender	Male	70	57.4
	Female	52	42.6
Marital Status	Single	55	45.1
	Married	67	54.9
Age (years)	Less than 25	14	11.5
	25-29	28	23.0
	30-34	29	23.8
	35-39	29	23.8
	40-45	15	12.3
	More than 45	7	5.7
Education	Diploma	16	13.1
	Graduate	55	45.1
	Post Graduate	28	23.0
	Others	23	18.9
Work Experience with current organization (years)	Less than 5	42	34.4
	5-9	42	34.4
	10-15	27	22.1
	More than 15	11	9.0
Job Level	Top level	18	14.8
	Middle level	56	45.9
	Junior level	48	39.3
Organization	Private Banks	56	45.9
	Government Banks	66	54.1

Table 2: Reliability Analysis

Variables	Cronbach's Alpha	Number of items
Distributive Justice	0.527	5
Procedural Justice	0.512	6
Interactional Justice	0.746	9
Altruism	0.903	5
Courtesy	0.897	5
Conscientiousness	0.862	5
Civic Virtue	0.831	4
Sportsmanship	0.974	5

Table 3: Data Presentation

Label	Mean	S.D.
Distributive Justice	4.49	0.52
Procedural Justice	4.18	0.49
Interactional Justice	3.89	0.48
Altruism	3.53	0.89
Courtesy	3.51	0.92
Conscientiousness	3.41	0.88
Civic Virtue	3.47	0.91
Sportsmanship	3.88	0.91

Table 4: Tests of Normality

Variables	Organization	Kolmogorov-Smirnov		Shapiro-Wilk	
		Statistic	Sig.	Statistic	Sig.
Organizational Justice	Private Banks	.129	.022	.914	.001
	Government Banks	.131	.007	.956	.020
Organizational Citizenship Behaviour	Private Banks	.078	.20	.968	.137
	Government Banks	.096	.20	.962	.043

Table 5: Test of Homogeneity of Variance

Variables	Levene Statistic,F(based on mean)	Sig.
Organizational Justice	3.647	0.059
Organizational Citizenship Behaviour	12.172	0.001

Shapiro-Wilk (S-W) test. Using K-S test for Organizational Justice data, the distribution for Private banks, $D(122) = .129$, $p < .05$ and distribution for Government banks, $D(122) = .131$, $p < .05$, appears to be non normal. Whereas for Organizational Citizenship Behaviour data, the distribution for Private banks, $D(122) = .078$, $p > .05$ and distribution for Government banks, $D(122) = .096$, $p > .05$, appears to be normal. Shapiro-Wilk test for Organizational Justice data, the distribution for Private banks, $D(122) = .914$, $p < .05$ and distribution for Government banks, $D(122) = .956$, $p < .05$, appears to be non normal. Whereas for Organizational Citizenship Behaviour data, the distribution for Private banks, $D(122) = .968$, $p > .05$ and distribution for Government banks, $D(122) = .962$, $p < .05$, appears to be non normal. Hence, the findings highlight that data is not normally distributed.

Table 5 presents the results of Levene's test. For Organizational Justice data, Levene's statistic, $F(1,120) = 3.647$, $p > .05$ indicates that assumption of homogeneity of variance has been met, whereas for Organizational Citizenship Behaviour data, Levene's statistic, $F(1,120) = 12.172$, $p < .05$ indicates that the data violates the assumption of homogeneity of variance. Hence, the assumptions of parametric tests have not been met; and the study is being carried out using non parametric tests.

Table 6: Mann-Whitney U Test

Label	Banks	Organizational Justice	Organizational Citizenship Behaviour
Mean Rank	Private Banks	44.16	56.99
Mean Rank	Government Banks	76.21	65.33
Z		-4.996	-1.298
Asymp. Sig. (2-tailed)		.000	.194

Table 6 presents that for **Organizational Justice**, the significance value ($p=0.000$) of Mann-Whitney test is less than 0.05 at 5% significance level. **Hence, the null hypothesis (i.e. H_1) is rejected.** It depicts that there is a significant difference between the perception of employees' organizational justice among private and government banks. It is concluded that the employees of Government banks have a more positive perception towards Organizational Justice than employees of Private Banks. For **Organizational Citizenship Behaviour**, the significance value ($p=0.194$) of Mann-Whitney test is more than 0.05 at 5% significance level. **Hence, the null hypothesis (i.e. H_2) is accepted.** It depicts that there is no significant difference between the perception of employees' organizational citizenship behaviour among private and government banks.

Table 7: Mann-Whitney U Test

Label	Gender	Organizational Justice	Organizational Citizenship Behaviour
Mean Rank	Male	58.30	43.66
Mean Rank	Female	65.81	85.51
Z		-1.161	-6.466
Asymp. Sig. (2-tailed)		.246	.000

Table 7 presents that for **Organizational Justice**, the significance value ($p=0.246$) of Mann-Whitney test is more than 0.05 at 5% significance level. **Hence, the null hypothesis (i.e. H_{3a}) is accepted.** It depicts that there is no significant difference between the perceptions of employees' organizational justice across gender. For **Organizational Citizenship Behaviour**, the significance value ($p=0.000$) of Mann-Whitney test is less than 0.05 at 5% significance level. **Hence, the null hypothesis (i.e. H_{4a}) is rejected.** It depicts that there is a significant difference between the perceptions of employees' organizational citizenship behaviour across gender. It is concluded that the female employees have a more positive perception towards organizational citizenship behaviour than male employees.

Table 8: Kruskal Wallis Test

Label	Work Experience	Organizational Justice	Organizational Citizenship Behaviour
Mean Rank	Less than 5years	44.26	26.96
Mean Rank	5-9years	59.55	64.08
Mean Rank	10-15years	80.94	97.26
Mean Rank	More than 15years	87.05	95.73
Chi-Square		24.081	78.250
Asymp. Sig.		0.000	0.000

Table 8 presents that for **Organizational Justice**, the significance value ($p=0.000$) of Kruskal Wallis test is less than 0.05 at 5% significance level. **Hence, the null hypothesis (i.e. H_{3b}) is rejected.** It depicts that there is a significant difference between the perceptions of employees' organizational justice across work experience. For **Organizational Citizenship Behaviour**, the significance value ($p=0.000$) of Kruskal Wallis test is less than 0.05 at 5% level of significance. **Hence, the null hypothesis (i.e. H_{4b}) is rejected.** It depicts that there is a significant difference between the perceptions of employees' organizational justice across work experience. Hence, it is concluded that those employees with work experience of "10-15 years" and "more than 15 years" have more positive perceptions towards organizational justice and organizational citizenship behaviour than employees with work experience of "0-5 years" and "5-9 years".

Table 9a: Spearman's Rho Correlation

Variables	Organizational Justice
Organizational Citizenship Behaviour	$r = .374^*$

*Correlation is significant at the 0.01 level, r = correlation coefficient, $N = 122$

Table 9b: Spearman's Rho Correlation

Variables	Distributive Justice	Procedural Justice	Interactional Justice
Altruism	$r = .531^*$	$r = .437^*$	$r = -.007$
Courtesy	$r = .591^*$	$r = .504^*$	$r = .002$
Conscientiousness	$r = .610^*$	$r = .472^*$	$r = .002$
Civic Virtue	$r = .604^*$	$r = .494^*$	$r = .017$
Sportsmanship	$r = .278^*$	$r = .077$	$r = .156$

*Correlation is significant at the 0.01 level, r = correlation coefficient, $N = 122$

Table 9a depicts that there is a positive and significant relationship between the employees' perception towards organizational justice and organizational citizenship behaviour, with a correlation coefficient, $r=.374$, significant at 1% significance level. **Hence, the null hypothesis (i.e. H_5) is rejected.** Therefore, it can be said that the more positive the perception of organizational justice is, the more positive the perception of organizational citizenship behaviour is likely to be and vice-versa.

Table 9b represents the correlation between the variables of organizational justice and organizational citizenship behaviour. It depicts that there is significant and positive relationship between "Distributive Justice and Altruism with correlation coefficient, $r=.531$ and significance value (p)= $.000$ ", "Distributive Justice and Courtesy with $r=.591$ & $p=.000$ ", "Distributive Justice and Conscientiousness with $r=.610$ & $p=.000$ ", "Distributive Justice and Civic Virtue with $r=.604$ & $p=.000$ ", "Distributive Justice and Sportsmanship with $r=.278$ & $p=.000$ ", "Procedural Justice and Altruism with $r=.437$ & $p=.000$ ", "Procedural Justice and Courtesy with $r=.504$ & $p=.000$ ", "Procedural Justice and Conscientiousness with $r=.472$ & $p=.000$ ", "Procedural Justice and Civic Virtue with $r=.479$ & $p=.000$ " at 1% level of significance.

Whereas there is no significant relationship between "Procedural Justice and Sportsmanship with $r=.077$ & $p=.397$ ", "Interactional Justice and Altruism with $r=-.007$ & $p=.940$ ", "Interactional Justice and Courtesy with $r=.002$ & $p=.989$ ", "Interactional Justice and Conscientiousness with $r=.002$ & $p=.981$ ", "Interactional Justice

and Civic Virtue with $r=.017$ & $p=.853$ ", "Interactional Justice and Sportsmanship with $r=.156$ & $p=.086$ " at 1% significance level.

DISCUSSION AND CONCLUSION

In the present study, it is determined that employees of government banks have a more positive perception of organizational justice as compared to employees of private banks. Also, employees with work experience of "10-15 years" and "more than 15 years" have a more positive perception of organizational justice than employees with work experience of "less than 5 years" and "5-9 years". Gender does not play an important role while perceiving organizational justice by employees. The results of the present study are not in accordance with some of the previous studies. **Giap, Hackermeier, Jiao & Wagdarikar (2005)** findings, for example, showed that women have a more positive perception of distributive justice than men i.e. women relied on distributive justice, men did not feel appropriately rewarded by their salary. But findings of the present study support the study conducted by **Yilmaz & Tasdan (2009)**, which showed that organizational justice perceptions and organizational citizenship behaviour perception did not vary according to gender.

For organizational citizenship behaviour, it is found that there is no difference in the employees' perception of both private and government banks. The employees with work experience of "10-15 years" and "more than 15 years" have a more positive perception of organizational justice. The female employees have a more positive perception of organizational citizenship behaviour than male employees. The present findings do not support the study of **Yilmaz & Tasdan (2009)** as mentioned above. Accordingly, it is suggested that gender and work experience are important variables in the development of organizational citizenship behaviour and that organizational justice perception is not influenced by gender, but is influenced by work experience of employees.

There is a moderate positive relationship between organizational justice and citizenship behaviour of employees. Accordingly, it is suggested that the more positive the organizational citizenship perception, the more positive the organizational justice will be and vice-versa. In the study, Interactional justice has a moderately lower relationship with organizational citizenship behaviour. Accordingly, it is suggested that when decisions are made about the job of the employees, the management should be sensitive to the personal needs of the employees, deal with them in a truthful manner, treat them with respect and dignity, and show concern for the rights of an employee. A positive perception of organizational justice will assist employees to feel as members of the organization, to become more responsive in relationships at the workplace and to develop relationships based on trust.

Factors that influence organizational citizenship behaviours - such as job satisfaction, organizational culture, organizational trust, organizational commitment, individual characteristics, leader-member exchange, wage system etc., should be detected.

SCOPE FOR FUTURE RESEARCH

The present study determines the perception of employees' organizational citizenship behaviour and justice in the banking sector only. It can be also extended to other sectors namely, information technology, insurance, education etc.

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