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A study on the linkage between organizational justice and organizational citizenship behavior among the faculties of private university: Bangladesh perspective

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Abstract

Organizational justice has been identified as an important factor that determines organizational citizenship behaviors. However, the aim of this study was to look into the links between organizational justice in the form of distributive, procedural, and interactional justice and faculty members' citizenship activity at different Bangladeshi universities. We have used organizational justice and organizational citizenship behavior questionnaires, which have previously been used by other scholar to obtain data. The data was gathered from 112 faculty members at varying Bangladeshi universities, and the data was analyzed using descriptive statistics, Pearson correlation, and multiple regression analysis. The study's findings show that organizational justice has a special connection with organizational citizenship behavior except for distributive justice with altruism, distributive justice with courtesy, and distributive justice with conscientiousness. Furthermore, both procedural and interactional justice can be used to forecast OCB.

Keywords: Organizational justice, organizational citizenship behavior, faculties, relations

Introduction

The twenty-first century is a new epoch in which the economy has advanced significantly, and where skills and opportunities have multiplied. Equally important is technology. Besides talent has become more valuable as economic globalization has accelerated. For businesses to gain a significant competitive advantage, talented employees have become essential for the business (Cheng and Zhou, 2018) [16]. However organizations are the most important components of a society and play a vital role in human life. An organization's most strategic asset is its human capital. Responsible, dedicated, courageous, and wise employees are considered one of the most fundamental aspects of organizational success in the new management and organizational behavior approach (Jafari and Bidarian, 2012) [17, 25]. Furthermore, in today's economy, where achievement is so critical, the single worker's dedication to the workforce has become increasingly valuable and scrutinized as the pace of business and industry accelerates in reaction to ever-increasing and competitive markets (Tziner and Sharoni; 2014) [9]. Employee retention is important for businesses and when workers leave or choose to leave, the company pays a price not just in terms of money but also in terms of precious expertise, skills, and experience (Imamoglu., Turkcan, H and Atakay; 2019) [3]. To that end, organizations are now more concerned than ever before about treating workers fairly, owing to the increased awareness of employee rights and government legislation (Singh, 2013 and Akram *et al.*, 2017) [11]. Fairness is still in high demand in today's business climate, due to the fact that today's economy is based on knowledge and creativity. Employees care deeply about justice and equity (Heidari and Saeedi, 2012; Judge and Colquitt, 2004) [12, 13]. Justice and organizational justice are critical aspects of social interactions and organizational efficiency (Yesil and Dareli, 2013; Coetzee, 2006; Greenberg, 1990 & Heidari and Saeedi, 2012) [10, 12, 14, 15, 26].

Organizational justice allows the company to get the most out of their workers by creating a harmonious and cooperative workplace environment. Employees with a sense of justice and loyalty are more likely to share their experience and expertise, resulting in an increase in organizational understanding (Imamoglu *et al.* 2019) [3, 20]. Positive fairness perceptions about work are found to lead to positive attitudes and outcomes from workers, while negative fairness perceptions are found to be detrimental and lead to harmful behaviors from employees (Jakopec and Susanj, 2014) [18].

Besides employees today work in an environment that encourages them to grow as individuals by encouraging them to adopt organizational citizenship behaviors (OCB) in addition to job responsibilities (Ismail, Iqbal and Adeel, 2018) [19]. When employees exhibit OCB, the workplace becomes more attentive, healthy, and supportive, resulting in organizational success (Day and Carroll, 2004). Employees who behave voluntarily without being recognized by a formal reward system are referred to as displaying OCB, which aids in the development of organizational performance (Salajeghe and Farahmand, 2014). The aim of this study, however, was to determine the levels of organizational justice and organizational citizenship behavior among Bangladeshi faculty members, as well as to investigate the relationship between organizational justice perception and organizational citizenship behavior. Organizational justice (OJ) is one of the powerful variables when compared to the other attitudinal factors that can influence OCB, where workers' perceptions of fairness in companies are considered (Chen & Jin, 2014). As a result, it appears that while workers believe in workplace fairness, they are more likely to exhibit OCB, which increases the company's efficiency.

Theoretical background:

- a) **Organizational Justice:** In the areas of human resource administration, the analysis of workplace justice attitudes has got a fair amount of attention. Fairness in the eyes of employees in social and economic interactions within the organization are termed as organizational justice (Beugre, 1998) [21]. It is an employee's personal assessment of their employer's ethical propriety (Cropanzano *et al.*, 2007) [22]. Justice has been interpreted in the literature in three dimensions: distributive, procedural, and interactional. Just before to 1975, the major concern of organizational justice was distributive justice, which was characterized as the conception of equity in result allocations or arrangements (Leventhal, 1975) [23]. When individuals are allowed a voice during processes, the power to affect decisions, and impartial decision-making, procedural justice is attained (Lind & Tyler, 1988) [24]. Interactional justice refers to how decision-makers handle workers on an individual level as well as how clearly formal decision-making processes are clarified (Greenberg, 1990) [15, 26].
- b) **Organizational Citizenship Behavior:** OCB is self-motivated and aware that is not directly or explicitly predicted by formal incentive system of organization; but it promotes organizational function (Jafari and Bidarian, 2012) [17, 25]. Many researchers around the world use the five dimensions of OCB as a method for calculating the OCB. Altruism, Courtesy, Sportsmanship, Civic Virtue, and Conscientiousness are the aspects. Altruism refers to an employee's or individuals voluntary action in helping other workers with job or task-related issues. Courtesy refers to an employee's positive acts or actions that help coworkers or subordinates avoid problems; sportsmanship refers to refraining from complaining about unpleasant or unforeseen circumstances. Civic virtue refers to active involvement in an organization's democratic process or government, and conscientiousness refers to going beyond and above the minimum or usual obligation in

one's duties or function (Smith, Organ and Near, 1983; Jony, Shuvro and Akter, 2020) [18, 7].

Related Literature

Leow & Khong (2009) [4] conducted a study on the association between corporate justice and organizational engagement behavior in Penang, Selangor, using junior auditors with 1 to 3 years of experience in auditing organizations as research subjects. Distributive justice, procedural justice, and interactional justice all have a significant relationship with affective and normative engagement, according to the findings.

The relationship between organizational dedication and OCB was studied by Jahangir, Akbar, and Begum (2006) [7]. The survey included 195 respondents who were mid-level workers from private commercial banks in Bangladesh. The outcomes showed that organizational engagement has a significant impact on OCB.

At Iran's Isfahan University of Medical Sciences, Yaghoubi, Afshar, and Javadi (2012) [29] investigated the connection between organizational justice and organizational citizenship activity among nurses. The researchers wanted to see if there was a connection between organizational justice and nurse OCB. According to the conclusions, distributive justice has a favorable impact on corporate citizenship behavior.

According to some studies (Pillai, Schriesheim and Williams, 1999; Ertürk, 2007) [5, 6], in a world where social interaction determined the consistency of partnerships, trust was a key mediator in the relationship between procedural justice and OCBs. Since the implementation as well as using equal procedures clearly shows the emphasis put on individual employees' rights and duties, trust is the consequence. Employees are more likely to participate in OCBs when there is a feeling of belonging confidence.

R. Jain and S. Jain (2015) [28] investigated the connection between organizational justice environment and OCB among Indian bank managers in another analysis. Organizational fairness accounts for 16.6% of OCB volatility, according to the results.

Furthermore, Awang and Ahmad (2015) [1, 30] did a study in Malaysia to assess the impact of institutional justice on employee citizenship action. According to the findings of the survey, polytechnic lecturers would show OCB in return for equal care from the organization.

According to Blakely *et al.* (2005) [2, 32], while workers have a favorable view of their supervisor's honesty, they are more efficient, the likelihood of OCB increases. They conducted their research in various organizations with full-time employees enrolled in a part-time MBA program at a large, state university in the United States.

Another research, undertaken by Jafari and Bidarian (2012) [17, 25], looked into the relationship between organizational justice and citizenship behaviour. The data was gathered from 250 randomly chosen employees of the Islamic Azad University's Tehran Science & Research Division. The findings found out that OCB has continued to be linked with procedural justice rather than distributive and interactional justice.

The association between corporate justice and organizational citizenship activity was studied by Awang and Ahmad (2015) [1, 30]. The study population consisted of 363 academic workers from Malaysian polytechnics who were classified into five regions (Northern, Southern,

Western, Eastern, and Borneo). The data collection instruments were modified from well-known earlier studies. Only distributive and interactional justice have a major connection with OCB, according to the findings. Junru and Huang (2019) ^[31] investigated the effect of teachers' perspectives on corporate justice on organizational citizenship behavior in Chinese private universities. The aim of this study is to look at the impact of teachers' organizational justice perceptions on work satisfaction, as well as the indirect relationship between organizational citizenship actions and organizational justice perceptions. The study used the convenience sampling method, with 837 teachers from ten private universities in different provinces and cities around mainland China selected as samples. Teachers' views of interpersonal justice are shown to be a good indicator of their organizational citizenship behavior and work satisfaction. It also has a partial mediate effect on corporate citizenship activity due to work success.

Mohamed, Hassan, and Saad (2019) studied the relationship between organizational justice and extra role action among Egyptian nurses at Demerdash University Hospital. In all, the study listed 179 nurses. The results revealed a statistically significant positive association between altruism and distributive justice.

Research Gap

Based on a study of related literature, it appears that little study has been done in Bangladesh in this field. Previously, more experiments have been performed purely on dedication, according to this report. Since there is space forward for investigation; As a result, this study examined the relationship between organizational justice and organizational citizenship activity among Bangladeshi faculty members using an empirical approach. The latest problem is being looked at in light of this.

Research question:

This study gives the answer of the following question:

- 1) Does organizational justice have a significant relation with OCB?
- 2) Does organizational justice work as a predictor of OCB?

Objectives of the study

The key purpose of this study is to look into the relationship between organizational justice and citizenship behavior among faculty members at private Bangladeshi universities.

The specific objectives of the study are:

- i) To determine the degree of organizational fairness as viewed by faculty members at private universities in Bangladesh;
- ii) To determine the degree of citizenship behaviour among faculties;
- iii) To demonstrate the role of organizational justice on faculties citizenship actions;
- iv) To analyze the links between operational justice and citizenship behaviors;

Statement of the problem

In today's private university, unequal payment, discrimination, management issues, employee incompetence, and improper strategy are the leading causes of performance. The situation is exacerbated by organizational inequality. Faculty members have sometimes complained that they are underpaid in their current

positions, while some have alleged that they have not been promoted after years of dedicated service to the organization. There are certain shortcomings in the way organizations carry out justice that we should recognize in order to enhance their long-term stability and productivity. It will only be possible to get out of this situation if skilled and faculty teachers are appointed. Qualified and quality teachers will work in the university if justice is done, due remuneration is given against merit and make sure the work schedule is flexible enough. As a consequence, the aim of this study is to learn more about the role of organizational justice in faculty citizenship activity at a private university.

Materials and Methods

Sampling Area and Sampling Selection:

This study was focused on fieldwork undertaken in Dhaka, Bangladesh, at 15 private universities. This research included 120 faculty members who taught in various departments. The perspective of losing one or more jobs was carefully chosen. From April 20 to June 6, 2020, a questionnaire survey was used to perform this study. A total of 117 responses were received from 120 faculties working in various departments who took part in the study. Of the received questionnaires, there were just 5 unusable answers. After excluding those, 112 participants were used.

Sources of Data

The current study adopted both primary and secondary data sources. The secondary data was collected from different reports, published journals, records, magazines, educational handbooks, newspapers and manuscripts, blogs, and internet publications in the area, while the primary data were obtained from the faculties through a face-to-face interview method using a questionnaire.

Questionnaire Design

The questionnaire design is crucial for achieving the study's aim because it guides the remainder of the research process. Questionnaires have a number of advantages over face-to-face polls, including the ease with which they can be analyzed, the fact that they are common to most participants, the ability to minimize prejudice, and the fact that they are less invasive. In this study, we used the organizational justice questionnaire (Beugre, 1998) ^[21], which consists of 21 questions centered on three components of distributive, procedural, and interactional justice; organizational citizenship behavior (Podsakoff *et al.*, 2006), which consists of 12 questions on a five-point Likert scale i.e. 1 to 5, where 5 indicates strongly agree and 1 indicates strongly disagree.

Reliability of Data

The degree of accuracy with which an instrument calculates an attribute is referred to as reliability (Polit & Hungler 1999). The Cronbach's alpha was used to validate the products' initial durability. Cronbach's alpha means that for early stage testing, a minimum alpha of .60 is appropriate. Cronbach's alpha was calculated to be .858 for all of the factors, indicating acceptable efficiency.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.858	33

Data Analysis

After gathering raw data from the field through a questionnaire survey, the researchers carefully entered it into the SPSS program 16.0. The data was analyzed using simple descriptive and correlation and multiple regression techniques.

Hypothesis

The following hypotheses are being tested in this study:

H1: Distributive justice has a significant relation with OCB.

H2: Procedural justice has a significant relation with OCB.

H3: Interactional justice has a significant relation with OCB.

Characteristics of the respondents:

The table below (table-2) shows the characteristics of the randomly selected respondents.

Table 2: Characteristics of the sample

Particulars	Percentage
Gender	
Male	64%
Female	36%
Total	100%
Age	
25-35	60.7%
35-45	24.8%
45-55	9.3%
55-65	5.8%
Total	100.0%
Designation	
Lecturer	46.8%
Assistant Professor	27.6%
Associate Professor	16.4%
Professor	9.2%
Total	100
Education	
Post-Graduation	76%
M Phil	14%
PhD	10%
Post-Doctoral	0
Total	100
Marital Status	
Married	78%
Unmarried	20%
Divorced	2%
Total	100
Nature of the Job	
Permanent	94.3
Contractual	5.7
Total	100.0
Experience	
Below 4 Years	64.0
4-8 Years	31.7
8-12 Years	4.3
Total	100.0

The above table 2 shows that most of the selected respondents are male (64%) and majority of them are in the age of 25-35 (60.7%), majority of the faculties are working as Lecturers (46.8%) in the private universities of Bangladesh. Most of the faculties (76%) have completed their post-graduation and 78% of them are married. Almost every faculty of them (94.3%) has been working as permanent in the university and most of the respondents (64.0%) have the job experience of below 4 years.

Discussion

Respondent's perception regarding the factors of organizational justice and organizational citizenship behavior: The below table (Table-3) also shows the descriptive statistics for each of the factors of organizational justice and organizational citizenship behavior based on the respondents' opinion:

Table 3: Respondent's perception regarding the factors of organizational justice and organizational citizenship behavior:

Serial Number	Particulars	Mean	Std. Deviation
Organizational Justice:			
a)	Distributive Justice	3.98	0.529
b)	Procedural Justice	4.10	0.567
c)	Interactional Justice	4.14	0.524
Sum:	Organizational Justice	4.02	0.538
Organizational Citizenship Behavior:			

a)	Altruism	4.08	0.617
b)	Courtesy	4.12	0.605
c)	Sportsmanship	4.16	0.584
d)	Civic Virtue	3.92	0.519
e)	Conscientiousness	3.94	0.559
Sum:	Organizational Citizenship Behavior	4.04	0.514

From the above it is being found that the highest mean value for the factors of organizational justice are: Interactional Justice (4.14), Procedural Justice (4.10), and Distributive Justice (3.98).

In addition, the highest mean value for the factors: Sportsmanship, Courtesy, Altruism, Conscientiousness and Civic Virtue are 4.16, 4.12, 4.08, 3.94 and 3.92 respectively. The level of organizational justice and organizational

citizenship behavior are 4.02 and 4.04 respectively

Relationship between organizational justice and organizational citizenship behavior: The table (Table-4) also used the Pearson Correlation analysis to show the relations between organizational justice and organizational citizenship behavior.

Table 4: Pearson correlation between organizational justice and organizational citizenship behavior.

		Distributive Justice	Procedural Justice	Interactional Justice	Organizational Justice
Altruism	Pearson r	0.12	0.53**	0.58**	0.51**
	Sig. (2 tailed)	0.06	0.01	0.00	0.01
	N	112	112	112	112
Courtesy	Pearson r	0.28	0.61**	0.59**	0.54**
	Sig. (2-tailed)	0.05	0.01	0.00	0.00
	N	112	112	112	112
Sportsmanship	Pearson r	0.54**	0.62**	0.67**	0.61**
	Sig. (2-tailed)	0.01	0.00	0.00	0.01
	N	112	112	112	112
Civic Virtue	Pearson r	0.51**	0.65**	0.63**	0.58**
	Sig. (2-tailed)	0.01	0.01	0.00	0.01
	N	112	112	112	112
Conscientiousness	Pearson r	0.18	0.53	0.55	0.52**
	Sig. (2-tailed)	0.06	0.01	0.01	0.01
	N	112	112	112	112
OCB	Pearson r	0.16	0.57**	0.69**	0.56**
	Sig. (2-tailed)	0.09	0.01	0.01	0.01
	N	112	112	112	112

Note: **Correlation is significant at the 0.01 level (2-tailed).

The table above illustrates except for distributive justice with altruism (0.12), distributive justice with courtesy (0.28), and distributive justice with conscientiousness (0.28), nearly all OCB variables are significantly linked to organizational justice factors. On the other hand, it has been discovered that all of the other OCB variables are closely connected to organizational justice. Sportsmanship with interactional justice is the guiding force that demonstrates the big significant connection between organizational justice

and OCB (0.67). Furthermore, OCB has a strong link to organizational justice.

Influence of the Organizational justice factors on OCB

This analysis used multiple regression analyses to see whether organizational justice considerations had an effect on workplace citizenship activity among Bangladeshi faculty members. Table 5 shows the results of the study and their interpretation:

Table 5: Influence of the organizational justice factors on faculties' OCB

Factors (Variables)	B	Std. Error	T	P
(Constant)	3.044	.432	6.446	.000
Distributive justice	.480	.067	1.62	.051
Procedural Justice	.490	.046	1.99	.004
Interactional Justice	.340	.054	2.14	.000

R = .828 and R² = .685

Dependent Variable: Organizational Citizenship Behavior (OCB)

In the table above, the coefficients of the regression model (table 4) are shown. It shows that procedural justice (t=1.99) and interactional justice (t=2.14) have a substantial positive effect on organizational citizenship behavior (OCB) among

Bangladeshi faculty. In contrast, since the t value is less than the threshold, distributive justice (t=1.62) has little effect on organizational citizenship interaction (OCB) among faculties (1.96).

Conclusion

The results of the study discovered that organizational justice has a strong link with organizational citizenship

behavior except for distributive justice with altruism, distributive justice with courtesy, and distributive justice with conscientiousness. As a result, both procedural and interactive justice can be used to forecast OCB. Employees who have a positive understanding of organizational justice are more likely to be involved and participate in exhibiting organizational citizenship behavior, according to the gathered results regarding the relationship of OCB with organizational justice in the empirical studies listed. This research adds empirical evidence to the assertion that organizational justice is a major predictor of employees' desire to go beyond and above their work requirements (Jafari and Bidarian, 2012) ^[17, 25]; Lambert and Hogan, 2013) ^[33]; Blakely, *et al.* 2005) ^[2, 32]; Hypothetically, this study adds empirical support to the argument that organizational justice is a significant predictor of employees' ability to go above and above their job requirements (Blakely, *et al.* 2005) ^[2, 32]. However, in the workplace, concerns such as fair pay and promotion opportunities can be addressed by justice. Faculty members worry about a lack of respect for their personal problems and interests in the allocation of workload, they do extra work and do not receive enough compensation from the authority, and that they are subjected to unfair decision-making by administration, leading some of them to consider leaving the university and a lack of commitment to the organization. A sheltered environment created by the University Authority will encourage faculty members to exhibit OCB. In other words, the university's sense of justice is dependent on the authorities' ability to create reasonable standards among the faculties. As a result, the authority should use the corporate justice principle throughout the decision-making process. Not only does the authority make sound decisions, but it must also respect the opinions of the faculty.

Implication

The study's major implication is the authority should concentrate on the laws and procedures in place in their company in order to minimize employee turnover. Policies, processes, and their execution should all be equal and impartial. Employee reward laws, procedures, and legislation, as well as their implementation strategies, should be communicated to employees on a regular basis so that employees are aware that they are handled fairly by their employers. In addition, employees should be able to challenge or appeal their employers' job decisions. For greater satisfaction, eventually better organizational performance, fairness in resource allocation, equal distribution of responsibility, authority, treating workers with integrity and respect should be ensured. Furthermore, if justice is established in the organization, a sense of ownership works among the employees of an organization. Besides they work for the success of the organization outside of regular duty in return.

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