

The Impact of Procedural Justice on Organizational Citizenship Behaviour

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ABSTRACT

This paper considers the extent to which Altruism, Conscientiousness and sportsmanship is being influenced by procedural justice in First bank, Union Bank, Access Bank, Sterling Bank, United Bank for Africa (UBA) and Guaranty Trust Bank (GTB) in Rivers state. The sources of data are both primary and secondary. The primary sources includes observation and structured questionnaire while secondary data includes journals and scholarly publications related to the impact of organizational Justice on Organizational Citizenship Behavior(OCB). Spearman Rho was used in analyzing our hypotheses and multiple regression analysis also used in testing the cause-effect relationship which exists amongst our variables. This paper reveals that there is a positive correlation between procedural Justice and Altruism, Consciousness and sportsmanship. It was also revealed that organizational climate has a very weak influence on OCB. This signifies that the distribution of work/benefits and the process which led to the distribution are useful tools with which an employee measures or perceive the presence of procedural justice.

Keywords

First Bank, Union bank, Access bank, Sterling bank, UBA, GTB, Procedural justice, Altruism, Conscientiousness, sportsmanship

1. INTRODUCTION

When the employees of organizations act in ways that are positive, the organization flourishes. This does not indicate that every expectation of the individual must be provided by the organization, but the fact that what is provided to him and how it has been provided falls within or beyond his expectation.

OCB can be seen as performance that supports the social and psychological environment in which task performance takes place [7]

According to [11], in OCB, an individual's behavior is discretionary, meaning he may choose to do it or not. This behavior is not directly or explicitly recognized by the formal reward system and in aggregate; it promotes the effective functioning of the organization. It must be very well understood that such behaviour could manifest itself in form of [9] helping colleagues who have not been showing up, communicate with superior in advance if one knows he/she would be absent from work, aid superiors in accomplishing their task, participate in functions that would boost the image of the company.

Similarly, procedural justice is a determinant towards achieving OCB. It describes the perception and understanding of fairness in the organization [1] Procedural justice further

explains why employees retaliate against inequitable outcomes or inappropriate process and interaction [8]

The proposal made by Jerald Greenberg gave a four dimensional conceptualization of justice namely; Distributive Justice, procedural Justice, Informational Justice and Interpersonal Justice but we would in this study bring out the distinctive nature of procedural justice and how it affects bank employees.

Organizational climate comprises of cognate sets of attitudes, values and practices that characterize the members of a given organization [4]. Organizational climate has a very long history in Organizational behaviour as well as organizational development. However, in this work, we would consider Organizational Climate a moderating variable towards the impact of Organizational justice on OCB.

There has been lots of gaps whenever it comes to the behaviour of employees in Nigerian Banks with procedural justice as a Predictor variable. This work would however examine the extent to which Organizational justice influence organizational citizenship behaviour with the moderating effects of organizational climate among selected banks in Rivers state.

1.1 Purpose of the study

- To examine the extent to which procedural justice influence Altruism
- To examine the extent to which Procedural justice influence Conscientiousness
- To examine the extent to which procedural justice influence sportsmanship
- To examine the extent to which Organizational Climate influence OCB

1.2 Research question

- To what extent does procedural justice influence Altruism?
- To what extent does Procedural justice influence conscientiousness?
- To what extent does procedural justice influence sportsmanship?
- To what extent does Organizational Climate influence OCB?

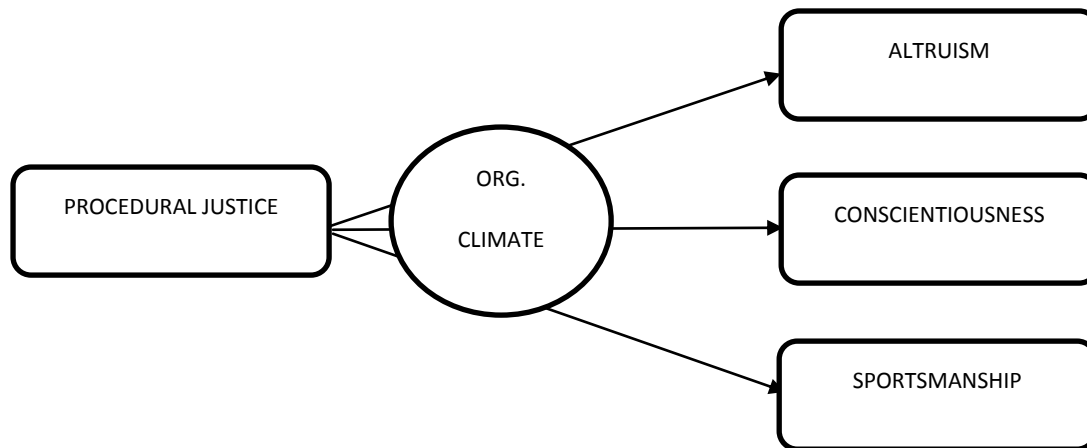
1.3 Research hypotheses

- HO₁ Altruism is not influenced by procedural justice
- HO₂ conscientiousness is not influenced by procedural justice.

HO₃ sportsmanship is not influenced by procedural justice

HO₄ OCB is not influenced by procedural justice.

Table 1.1 Operational framework



1.4 Significance of the study

This work would add to existing bank of knowledge as very few works have been dedicated to testing the influence of organizational justice on OCB.

It would also aid managers and CEOs in decision making towards organizational development. They would be able to read the minds of their subordinates even without being told. This would increase motivation of work force as well as low employee turnover.

1.5 Scope of the study

This work examines critically the extent to which Altruism, Conscientiousness and Sportsmanship is influenced by procedural justice among bank workers in a situation where Organizational climate is a moderating variable.

It covers selected banks in Rivers state namely; First bank, Union Bank, Access Bank, Sterling Bank, United Bank for Africa (UBA) and Guaranty Trust Bank (GTB).

The study unit is on individual basis.

2 BASE-LINE THEORY

The base line theory for this work is Equity theory as developed by Stacy Adams [16], where it asserts that employees seek to maintain equity between the input they bring to a job and its outcome compared with the input others brings as well as the corresponding outcome .

2.1 Concept of Procedural Justice

To be contended with ones nature of job and its associated conditions implies a positive feeling towards work. This also affects the quality of work results [1].

Organizations are systems where humans are the most important capital elements. Organizations need very effective and efficient managers as well as subordinates to accomplish its goals and objectives. Without the corporation of these parties, organizations cannot achieve success because employee motivation and satisfaction are the two most profound variables which affects he performance of organizations [15]

Procedural justice has to do with the degree to which employees perceive fairness and equity in the rules and procedures which regulate a system or an organization [8].

Some ways strategies managers can adopt in ensuring procedural justice is having a listening ear to employee voice, encouraging employee participation, permitting some degree of process control from the employee since they are the once directly affected [9]

2.2 Concept of Organizational Citizenship Behaviour

Ever since the first documented research on OCB was carried out by Organ and his colleagues, in the 1980s, subsequent researchers have continued to carry out in-depth research using OCB as a criterion variable over various predictor variables. Research on OCB has been very extensive over twenty years back [11]. Organ defined OCB as performance that supports the social and psychological environment in which task performance takes place [13]. OCB has generated much academic attention since its conception. It has been perceived to be something intangible. OCB is most times not formally recognized and remunerated because they are difficult to qualify, e.g helpfulness, friendliness, etc. yet it has had a positive impact within the organizational level [7]

The measures for OCB are Altruism, Conscientiousness, Sportsmanship, Courtesy and civic virtue [11]. Altruism has to do with being helpful, courtesy has to do with being polite and courteous; in order to prevent conflict. Conscientiousness has to do with doing more than just the minimum, Civic virtue has to do with tolerating less than the ideal situations without complaints [7]

2.3 The Moderating Effect of Organizational Climate:

Organizational climate includes those set of values, practices, as well as attitudes which are possessed by members of an organization [4] The term Organizational climate was introduced by Kurt Lewin and his colleagues [6]. Organizational climate has overtime become an important predictor of the individual, group and organizational output level; it has great influence on job satisfaction and performance which ultimately affects organizational performance[13]

Some organizational climate constructs includes; climate for service, climate for safety, ethical climate, innovation climate, climate of silence and climate of fear [6]. These factors play

very significant role in determining the performance of organization.

There has been great concern on the influence of organizational justice on OCB over the years. This has attracted scholars who even in recent times do not relent their effort towards contributing to this line of knowledge.

In a recent study by [15], where the impact of distributive justice, procedural justice, interactional justice, temporal justice as well as spatial justice were tested on job satisfaction of bank employees in the city of Karachi, Pakistan, the findings revealed that there exist a significant relationship between distributive justice, interactional justice, temporal justice and job satisfaction. However, in this work, we shall consider the extent to which distributive justice, procedural justice and interactional justice influence the OCB of bank employees in Rivers state, Nigeria.

Authors such as [12],[14] and a whole lot of others have contributed towards filling the knowledge gap in this area although most of them looked at the impact of organizational justice on employee satisfaction.

It is a very difficult thing for organizations to predict with certainty what they can actually do to make positive the OCB of employees so as to improve industrial harmony. However, organizational climate has been predicted by researchers as a tool to motivate and direct employee behaviour which in turn affects OCB [13]. Organizational climate includes management/leadership style, personnel policies, creation of suitable career ladder, etc [4]

In most cases, organizational justice manifests itself in form of organizational climate which most often predicts OCB. It is however very disappointing that most scholars misplace organizational justice for organizational climate. This is an essential factor which influences the citizenship behaviour of most bank employees in Rivers state. This work is an eye opener pointing to us the extent to which organizational justice influences OCB when organizational climate is considered a moderating variable.

TABLE 4.1 Correlation matrix

			Correlations			
			PROCEDURAL JUSTICE	ALTRUISM	CONSCIENTIOUSNESS	SPORTSMANSHIP
Spearman's rho	PROCEDURAL JUSTICE	Correlation Coefficient	1.000	.655**	.832**	.731**
		Sig. (2-tailed)	.	.000	.000	.000
		N	180	180	180	180
	ALTRUISM	Correlation Coefficient	.655**	1.000	.573**	.517**
Sig. (2-tailed)		.000	.	.000	.000	
N		180	180	180	180	
CONSCIENTIOUSNESS	Correlation Coefficient	.832**	.573**	1.000	.662**	
	Sig. (2-tailed)	.000	.000	.	.000	
	N	180	180	180	180	
SPORTSMANSHIP	Correlation Coefficient	.731**	.517**	.662**	1.000	
	Sig. (2-tailed)	.000	.000	.000	.	
	N	180	180	180	180	

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

HO₁

From our correlation output, procedural justice has a strong correlation coefficient of .655 with Altruism and a p-value of .000 which is less than alpha(α) 0.05. therefore we reject the

3. SAMPLE SIZE DETERMINATION

This study is a type that requires census rather than sample. However, because of the huge expense census attracts, sample was chosen for the study. The sample was also based on Non-Probability sampling where the researchers discretion in order to represent different opinion as well as save cost was applied.

Both primary and secondary sources of data were employed. The primary data were generated through the use of questionnaire distributed across six Banks in Rivers states namely; First bank, Union Bank, Access Bank, Sterling Bank, United Bank for Africa (UBA) and Guaranty Trust Bank (GTB). 300 questionnaires were distributed (50 for each Bank) among Bank. After our cleaning process, 180 were valid for our analyses.

3.1 Data collection Method

Secondary data were drawn from articles, journals and literary works related to the research problem.

Primary data were also collected using questionnaire distributed to our various respondents in the selected banks.

3.2 Reliability and Validity

The reliability and validity of this work were tested through Student surrogate and Crombach Alpha. The crombach's Alpha from our reliability test is .880 which is close to 1.

Table 3.1 Reliability Statistics

Cronbach's Alpha	N of Items
.880	19

3.3 Data analyses technique

The study is a correlational study since our measurement scale is in ordinal form. Spearman's rho was used for the correlational analysis as well as test for significance in our various tests of hypothesis, Regression analyses was also used to see the cause effect relationship that exists among variables.

null hypothesis. This shows that there is a significant relationship between Procedural justice and Altruism. We shall also explain the degree to which procedural justice influence Altruism in our regression analyses.

HO₂

Our second hypothesis shows a very strong correlation coefficient between procedural justice and Conscientiousness at .832 and a p-value of .000 which is less than alpha. We would also reject the null hypothesis

HO₃

Our third hypothesis shows another strong relationship between Procedural justice and Sportsmanship with a correlation coefficient of .731 and a p-value of .000 which is also less than alpha (α) we also reject the null hypothesis

Table 4.2 Decision Table

HYPOTHESES	Spearman's rho	P-VALUE	ALPHA(α)	DECISION
HO ₁	.655	.000	0.05	REJECT
HO ₂	.832	.000	0.05	REJECT
HO ₃	.731	.000	0.05	REJECT

Table 4.3 Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890 ^a	.792	.785	.482

a. Predictors: (Constant), ORG CLIMATE, CONSCIENTIOUSNESS, ALTRUISM, SPORTSMANSHIP

Based on our regression output, we can also see that Procedural justice account for 79.2% of Altruism, Conscientiousness and sportsmanship.

Table 4.4 Regression Coefficients table

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.288	.237		1.215	.227
	ALTRUISM	.165	.055	.167	3.017	.003
	CONSCIENTIOUSNESS	.506	.061	.518	8.358	.000
	SPORTSMANSHIP	.314	.059	.326	5.348	.000
	ORG CLIMATE	-.081	.038	-.094	-2.149	.034

a. Dependent Variable: PROCEDURAL JUSTICE

HO₄

in testing our fourth hypothesis, we also use the Regression method which shows a negative cause-effect relationship between sportsmanship and Procedural justice at -0.94. this implies that within banks in Rivers state, organizational climate does not have a high influence on Altruism, Conscientiousness and Sportsmanship. We therefore reject the null hypothesis.

However, we shall develop a regression equation for this study as

$$Y = 0.288(\text{procedural justice}) + 0.167(\text{Altruism}) + 0.518(\text{conscientiousness}) + 0.326(\text{sportsmanship}) - 0.094(\text{Org. climate})$$

$$Y = 0.288 + 0.167x + 0.518y + 0.326z - 0.094w$$

Table 4.5 Descriptive Statistics showing organizations

ORG		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	First Bank	31	17.2	17.2	17.2
	Union Bank	26	14.4	14.4	31.7
	Access Bank	28	15.6	15.6	47.2
	Sterling Bank	39	21.7	21.7	68.9
	UBA	25	13.9	13.9	82.8
	GTB	31	17.2	17.2	100.0
	Total	180	100.0	100.0	

The frequency of respondents from First bank is 31, Union bank is 26, Access bank also has a frequency of 28. Sterling

bank had the highest frequency which is 39(21.7%) UBA and GTB had frequency of 25 and 31 respectively.

Table 4.5 table showing cross tabulations

ORG * MY MANAGER MAKES SURE ALL EMPLOYEE CONCERNED ARE HEARD BEFORE JOB DECISIONS ARE MADE Crosstabulation		MY MANAGER MAKES SURE ALL EMPLOYEE CONCERNED ARE HEARD BEFORE JOB DECISIONS ARE MADE					Total	
		SD	D	N	A	SA		
ORG	First Bank	Count	1	1	8	16	5	31
		% within ORG	3.2%	3.2%	25.8%	51.6%	16.1%	100.0%
		% within MY MANAGER MAKES SURE ALL EMPLOYEE CONCERNED ARE HEARD BEFORE JOB DECISIONS ARE MADE	12.5%	7.7%	16.7%	19.5%	17.2%	17.2%
		% of Total	0.6%	0.6%	4.4%	8.9%	2.8%	17.2%
Union Bank	Count	2	4	5	10	5	26	
		% within ORG	7.7%	15.4%	19.2%	38.5%	19.2%	100.0%
		% within MY MANAGER MAKES SURE ALL EMPLOYEE CONCERNED ARE HEARD BEFORE JOB DECISIONS ARE MADE	25.0%	30.8%	10.4%	12.2%	17.2%	14.4%
		% of Total	1.1%	2.2%	2.8%	5.6%	2.8%	14.4%
Access Bank	Count	2	2	9	11	4	28	
		% within ORG	7.1%	7.1%	32.1%	39.3%	14.3%	100.0%
		% within MY MANAGER MAKES SURE ALL EMPLOYEE CONCERNED ARE HEARD BEFORE JOB DECISIONS ARE MADE	25.0%	15.4%	18.8%	13.4%	13.8%	15.6%
		% of Total	1.1%	1.1%	5.0%	6.1%	2.2%	15.6%
Sterling Bank	Count	0	2	16	16	5	39	
		% within ORG	0.0%	5.1%	41.0%	41.0%	12.8%	100.0%
		% within MY MANAGER MAKES SURE ALL EMPLOYEE CONCERNED ARE HEARD BEFORE JOB DECISIONS ARE MADE	0.0%	15.4%	33.3%	19.5%	17.2%	21.7%
		% of Total	0.0%	1.1%	8.9%	8.9%	2.8%	21.7%
UBA	Count	0	0	4	14	7	25	
		% within ORG	0.0%	0.0%	16.0%	56.0%	28.0%	100.0%
		% within MY MANAGER MAKES SURE ALL EMPLOYEE CONCERNED ARE HEARD BEFORE JOB DECISIONS ARE MADE	0.0%	0.0%	8.3%	17.1%	24.1%	13.9%
		% of Total	0.0%	0.0%	2.2%	7.8%	3.9%	13.9%
GTB	Count	3	4	6	15	3	31	
		% within ORG	9.7%	12.9%	19.4%	48.4%	9.7%	100.0%
		% within MY MANAGER MAKES SURE ALL EMPLOYEE CONCERNED ARE HEARD BEFORE JOB DECISIONS ARE MADE	37.5%	30.8%	12.5%	18.3%	10.3%	17.2%
		% of Total	1.7%	2.2%	3.3%	8.3%	1.7%	17.2%
Total	Count	8	13	48	82	29	180	
		% within ORG	4.4%	7.2%	26.7%	45.6%	16.1%	100.0%
		% within MY MANAGER MAKES SURE ALL EMPLOYEE CONCERNED ARE HEARD BEFORE JOB DECISIONS ARE MADE	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	4.4%	7.2%	26.7%	45.6%	16.1%	100.0%

Here, we realize that 45.65% of our respondents agree that their manager ensures that all employees concerned are heard before job decisions are made. 16.1% also agreed to this while 26.7% remained indecisive. Only 4.4% strongly disagrees while 7.2% disagrees to this question.

This findings are in line with the works of [1], [5] and [8]

4. RECOMMENDATIONS

Based on the findings of this work, Banks operating within Rivers state should at this point realize that their human capital is the most valuable asset they can boast of. It is therefore matter of urgency that banks turn away from those acts capable of distorting the perception of their employees.

Banks should build an internal environment that is friendly to the employees especially when it comes to supervisor-subordinate relationship. This would aid in boosting the organizational citizenship behavior within the banks.

These recommendations should run across every organization situated within Rivers state as well as the country at large.

5. CONCLUSION

Every organization wants their employees to behave in a manner that is acceptable within the organization as well as the society at large. This concern has given rise to the development of OCB concept which has over the years tried to explain those acts by the individual that would help improve output and organizational performance.

To this extent, we have within the context of this work exposed the extent to which procedural justice impacts on Altruism, conscientiousness and sportsmanship when Organizational climate is a moderating variable.

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