



A STUDY ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG DOCTORS

Shruti Dhawan

Junior Research Fellow (JRF)

University Business School

Panjab University, Chandigarh

Abstract

Organizational justice has been viewed as one of the key factors that influence organizational citizenship behaviors among employees. Drawing on the social exchange theory, the purpose of the study is to investigate the influence of the four dimensions of organizational justice - distributive, procedural, informative and interpersonal justice on organizational citizenship behavior. Data was collected from 119 doctors working in New Delhi by using structured questionnaires. Correlation results indicated that procedural, distributive and informational justices have significant relationships with OCB. Regression analysis proved distributive justice as the most significant predictor of OCB, followed by informational and interpersonal justice. Suggestions for enhancing OCBs among doctors are also discussed.

Key words: distributive justice, doctors, informational justice, interactional justice, procedural justice, organizational citizenship behavior,

Introduction

Organizational citizenship behavior, the term introduced by Bateman and Organ (1983) refers to the extra-role behavior that is demonstrated by an individual, which is not a mandatory part of job requirements. In other words, it refers to the formal role obligations not elicited by a contractual guarantee of compensation. OCB includes pro-social behaviors that are characterized by going beyond what is expected in role descriptions. There is a large body of literature on OCB which state its antecedents as well as associations with various organizational outcomes (LePine, Erez, & Johnson, 2002; Organ & Konovsky, 1989). In particular, this stream of research has found that organizational justice is a significant predictor of OCBs. The term Organizational justice was coined by Greenberg (1986) and refers to people's perception of fairness in their organizations. It includes distributive, procedural and interactional justice. Interactional justice is further divided into two subcomponents – interpersonal justice and informational. Distributive justice refers to the fairness of outcomes an employee receives as compared to what comparable others are receiving in his or her vicinity (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Procedural justice emphasizes the fairness of the processes by which outcomes are determined



(Cohen-Charash & Spector, 2001). Interpersonal justice reflects the degree to which people are treated with politeness and respect by the higher authorities (Greenberg, 1993). Informational justice stresses on the truthfulness, correctness and adequacy of the information and explanations provided to the employees by their superiors. The current study contributes to a further understanding of how doctors' perceptions of organizational justice influence OCB among them. Various studies like Cohen, Charash & Spector (2001); Fassina, Jones and Uggerslev (2008) have confirmed significant relationship between justice and OCB.

Review of literature

Organizational justice has been found to be an important predictor of OCB and its various dimensions (LePine et al., 2002). It has been found that employees perform OCB to give back the fair treatment they receive from their organizations (Organ, 1988). Tepper and Taylor (2003) stated that superior's behavior towards their subordinates impacts the perceptions of subordinates with regard to organizational fairness along with their willingness to perform OCB.

Morris and Leung (2000) opined that procedural justice had positive impact on OCB. Wat and Shaffer (2005) found that perceived organizational justice had a significant and positive relationship with OCB and its dimensions. Wong, Ngo and Wong (2006) stated in their study that the employees who perceived fair treatment towards them tend to perform OCB. Individuals who perceive inequity would more likely withdraw their OCBs (Fassina et al., 2008). Colquitt et al. (2001) confirmed the positive impact of perceived organizational justice on OCB. Williams, Pitre and Zainuba (2002) found that the OCB levels increased when employee perceptions of fairness improved. They concluded that though distributive, procedural, and interactional justice were significantly related to OCB, only the perceptions of interactional justice significantly impacted employees' intention to perform citizenship behaviors. Tansky (1993) found that organizational justice was significantly related with altruism and conscientiousness dimensions of OCB. Dolan, Tzafirir and Baruch (2005) studied the impact of procedural justice on employees' OCB as well as the mediating role of organizational trust on the relationship between procedural justice and OCB. The results indicated a significant effect of procedural justice on employees' trust in their organization as well as on OCB. Organizational trust mediated the relationship between procedural justice and OCB. Aquino (1995) examined the relationships among pay inequity, perceptions of procedural justice, and organizational citizenship behavior. It was found that inequity was negatively related to the compliance dimension of OCB, but not to the altruism. Perceived procedural and interpersonal justice were positively related to both compliance and altruism. Among the justice dimensions, perceived interpersonal justice showed a significant and positive relationship with compliance and was found as its strongest predictor.



Materials and Methods

Proposed objectives of the study

1. To examine the relationship between organizational justice and OCB.
2. To examine the impact of dimensions of organizational justice on OCB.

Proposed hypotheses of the study

H1: There is a significant impact of procedural justice on OCB.

H2: There is a significant impact of distributive justice and OCB.

H3: There is a significant impact of informative justice and OCB.

H4: There is a significant impact of interpersonal justice and OCB.

Participants

The target population of this study is doctors working in private hospitals in New Delhi which have more than 500 beds. Questionnaires were distributed among 150 doctors, out of whom 119 participated, making response rate equal to 80% (approx).

Research Design

Research design is regarded as an outline of entire research project within which it is to be completed. Current study is a descriptive as well as empirical research.

Need and significance of study

The Indian healthcare system is rapidly evolving and has necessitated the need to expand the health workforce to meet the healthcare needs of the population. In order to make quality healthcare a pervasive concept in hospitality industry, it requires medical practitioners to provide highest quality of care to their patients. Hospital managements also need to motivate their doctors so as to achieve high quality service in return. Thus, the study aims to understand how different justice impact the way doctors perform extra role behaviors.

Sources of Data

Data was collected from primary as well as secondary sources. Questionnaires on perceived organizational justice and organizational citizenship behavior were distributed among the participants. Organizational justice scale by Colquitt (2001) was used to measure perceptions of

organizational justice of the participants. Organizational citizenship behavior scale by Podsakoff, MacKenzie, Moorman, & Fetter (1990) was used for measuring participants' OCBs.

Data collected from various books, journals, documented reports, online resources etc. are the secondary sources of data.

Results and Discussion

Demographic profile of participants

The demographic profile of the employees with respect to gender along with the descriptive analysis is discussed below in Table 1:

Table 1. Demographic profile of participants

		Frequency	Percent
Gender	Males	79	66.3
	Females	40	33.7
	Total	119	100.0

It can be observed from the above table that 66.3% of the participants are males while 33.7% are females.

Correlation analysis

Table 7. represents the correlation values between the different variables. Correlation coefficient measures the strength and direction of linear relationship between the two variables.

Table 7. Correlation coefficients

		PJ	DJ	IFJ	IJ
OCB	Pearson Correlation	.225**	.247**	.223**	.074

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

As from the Table, procedural, distributive and informational justices have significant and positive relationships with OCB. This implies that with an increase in these dimensions of justice there may be an increase in the Organizational citizenship behaviors. Interpersonal justice doesn't have a significant relationship with OCB.

Regression Analysis

Regression results are presented in Table 8 and 9 below.

Table 8. Regression models

Model	R	R Square
1	.247 ^a	.061
2	.278 ^b	.077
3	.303 ^c	.092

Table 9. Regression coefficients

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	68.450	3.532		19.381	.000
	DJ	1.030	.233	.247	4.426	.000
2	(Constant)	65.045	3.811		17.067	.000
	DJ	.772	.257	.185	2.997	.003
	IFJ	.448	.196	.141	2.284	.023
3	(Constant)	66.499	3.845		17.297	.000
	DJ	.954	.269	.229	3.546	.000
	IFJ	.667	.219	.210	3.044	.003
	IJ	.625	.285	.155	2.196	.029
a. Dependent Variable: OCB						

Inferring from the above stepwise regression results, Model 1 takes into consideration only distributive justice as the significant predictor of OCB with $b = 1.030$ ($p < .05$), explaining 6.1% variance. Model 2 takes into consideration two constructs i.e., distributive justice ($b = .772$; $p < .05$) and informational justice ($b = .448$; $p < .05$) which prove as significant predictors, explaining 7.1% variance in OCB. Model 3 explains 9.2% variance, considering distributive, informational and interpersonal justice as predictors of OCB. The model is statistically significant (p value $< .05$). The regression equation for our model 3 thus becomes:

$$\text{OCB} = 66.499 + .954 (\text{DJ}) + .667 (\text{IFJ}) + .625 (\text{IJ})$$

Distributive justice is observed as the most important predictor of OCB, followed by informational and interpersonal justice. Thus, the hypothesis H2, H3 and H4 are accepted. Procedural justice doesn't prove to be a significant predictor of OCB, hence H1 is rejected.



Conclusion

This study aimed to investigate the relationships among four dimensions of organizational justices; distributive justice, procedural justice, informational and interpersonal justice with the organizational citizenship behaviors among doctors. Procedural, distributive and informational justice were found to be having significant and positive relationship with OCB. Distributive, informational and interpersonal justice were found as significant predictors of OCB. In line with the findings of study, it would be useful to offer some suggestions to hospital managements who wish to enhance OCBs among their employees. They should pay attention to being polite and honest in their interactions with subordinates, fair implementation of policies and procedures, fair allocation of rewards, resources and responsibilities. They should strive to establish a transparent communication system with their doctors and include their ideas in the decision making processes.

Limitations of study

- A small sample size of 119 doctors was chosen which may not be a true representative of the population.
- The research was only conducted on doctors working private hospitals in New Delhi. Thus, the findings of the study cannot be generalized. Future studies may be done on different categories of population.

References

- Aquino, K. (1995). Relationships among pay inequity, perceptions of procedural justice, and organizational citizenship. *Employee Responsibilities and Rights Journal*, 8(1), 21-33.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of management Journal*, 26(4), 587-595.
- Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational behavior and human decision processes*, 86(2), 278-321.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: a construct validation of a measure. *Journal of applied psychology*, 86(3), 386.
- Colquitt, J. A., Colon, D. E., Wesson, M. J., Potter, C. O., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *The Journal of Applied Psychology*, 86(3), 425-445.
- Dolan, S. L., Tzafrir, S. S., & Baruch, Y. (2005). Testing the causal relationships between procedural justice, trust and organizational citizenship behavior. *Revue de gestion des Ressources Humaines*, 57, 79-89.



Fassina, N. E., Jones, D. A., & Uggerslev, K. (2008). Relationship clean-up time: Using meta analysis and path analysis to clarify relationships among job satisfaction, perceived fairness, and citizenship behaviors. *Journal of Management*, 34(2), 161–188.

Greenberg, J. (1986). Determinants of perceived fairness of performance evaluations. *Journal of applied psychology*, 71(2), 340.

LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: a critical review and meta-analysis. *Journal of applied psychology*, 87(1), 52.

Lim, B. T., & Loosemore, M. (2017). The effect of inter-organizational justice perceptions on organizational citizenship behaviors in construction projects. *International Journal of Project Management*, 35(2), 95-106.

Morris, M., & Leung, K. (2000). Justice for all? Progress in research on cultural variation in the psychology of distributive and procedural justice. *Applied Psychology*, 49(1), 100-132.

Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.

Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of applied psychology*, 74(1), 157.

Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The leadership quarterly*, 1(2), 107-142.

Tepper, B. J., & Taylor, E. C. (2003). Relationships among supervisors' and subordinates' procedural justice perceptions and organizational citizenship behaviors. *Academy of Management journal*, 46(1), 97-105.

Wat, D., & Shaffer, M. A. (2005). Equity and relationship quality influences on organizational citizenship behaviors: The mediating role of trust in the supervisor and empowerment. *Personnel review*.

Williams, S., Pitre, R., & Zainuba, M. (2002). Justice and organizational citizenship behavior intentions: Fair rewards versus fair treatment. *The journal of social psychology*, 142(1), 33-44.

Wong, Y. T., Ngo, H. Y., & Wong, C. S. (2006). Perceived organizational justice, trust, and OCB: A study of Chinese workers in joint ventures and state-owned enterprises. *Journal of World Business*, 41(4), 344-355.