

Relationship Between Organizational Justice and Organizational Citizenship Behavior: A Case Study of Wipro

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Abstract

Every organization's existence is aimed at designing its operations in the pursuit of making monetary benefits through vision and mission. Letting employees understand the vision and goal of the organization helps the employee to understand the ideas and milestones of the organization. Work from home scenario across industries has brought in a new challenge to communication connectivity with the workforce. Organizations have to communicate not only their goals to the employees but also should gain the trust of their employees. Organizational justice is one of such factors which employees are keenly looking for as the word of promise from employers. It articulates, how the employer should conduct themselves with employees so that they sense the organization treated them properly. This study is aimed at identifying the employee's perception about organizational justice and explored a relationship if any existing amid organizational fairness and organizational citizenship behavior (OCB). Researcher has adopted a descriptive analysis and this study has used a good structure questionnaire consisting of three parts measuring: (1) Organizational Justice (OJ), (2) Organizational Citizenship Behavior (OCB) and (3) Demographic details. This study has used a convenience-sampling technique for the selection of samples from the population i.e., employees from Wipro in Bengaluru city. A detailed analysis using the SPSS tool revealed a direct and positive significant association between OJ and OCB. Among the dimensions of OJ: Spatial justice, Interactional justice and Distributive justice had a positive substantial influence on OCB. Other two factors of OJ namely: Procedural, Temporal dimensions of OJ had no noteworthy impact on OCB.

Keywords: Spatial Justice, Interactional Justice, Distributive Justice, Procedural Justice, Temporal Justice and Organizational Citizenship Behavior.

1. Introduction

1.1 Introduction to organizational justice (OJ)

Organizational Justice (OJ) refers to employee's perception of justice and fair behaviors from employees. It communicates a way to behave with employees so that they feel fair treatment from the employer. Many organizational- and individual-related factors like turnover intention, absenteeism, job satisfaction, commitment to organization trust, leadership etc., are influenced by workplace fairness exhibited by organizations via practices focused on organizational justice.

1.1.1 Distributive Justice

Distributive justice is the perception of the independence experienced by employees about consequences such as monetary payments attained by the employees from the organization. Consequences of allocation decisions have a direct association with distributive justice.

1.1.2 Procedural Justice

Procedural justice is the employees' consideration of impartiality/fairness/equality in the decision-making process of the employers. Perceived satisfaction of employees towards the reasons/logic for the decisions taken by the organization contributes to procedural justice. It is also the employees' perception of fairness in rewards and punishment decisions and the rules and regulations deployed in the same.

1.1.3 Interactional Justice

Rationale behind the decision-making and the treatment of people from decision-makers fosters interactional justice. In workplace

settings, interactional justice is an important feature. Unfair and fair treatments of employees have a strong relationship with interactional justice. Decision-making and its structural process adequacy are where employees gain interpersonal care from management/organization.

1.1.4 Temporal Justice

Temporal justice means an equal and even work time distribution across employees of the organization. It deals with fairness in the distribution of work time. Employer's distribution of work shall be even across employees irrespective of their gender, marital status, nature of work and mode of employment etc.

1.1.5 Spatial Justice

Perception associated with the distance and the means to access the resources in the organization denotes spatial justice. Spatial justice is the comparison of uneven development of the resources among the branches of the organizations with respect to the geographical distance.

1.2 Organizational justice and employee performance

Employees' judgement of behavior within the organization explains organizational justice, which results in employee's attitude and behavior as the act of perceived justice or injustice.

Organizational justice will show the impact over employees, through which employees' performance is dependent. Employee's performance can be based on internal and external forces. Organizational justice can be one of the internal factors implemented within the organization

among the employees; because it is an internal factor and a controllable factor. In an organization employees are the main assets, they are worthy to receive that justice. Organizational justice can be implemented by providing few parameters such as, paying employees according to their work, following fair procedures, conducting an employee survey, providing them with good inputs and feedback and also following an open door policy. By implementing these measures there would be fair treatment among employees. That will directly show an impact on employee performance.

1.3 Organizational citizenship behavior

Organizational citizenship behavior is a psychology-oriented context, simply defined as the act of compiling individual activities in a group environment. In the business world, organizational citizenship activity relates to job success, employee efficiency and other variables in the business environment that can affect a business in the short or long term.

1.4 Relationship between organizational justice and organizational commitment

A good understanding and communication between leadership and employee have to be established on an iterative basis and consistent communication between both of the parties and discussing on what is good for both sides, an open discussion with the leadership and employee always stay rigid until the silence bubble bursts and then the main discussion begins. Bringing fairness in employee behavior plays a major role

in influencing and bringing out employee potential. Employee behavioral fairness is also vital in streamlining employees' potential for the benefit of the organization.

2. Review of literature

2.1 Organizational justice

In addition to its influence on employee performance and organizational performance, organizational justice also plays a vital role in determining the wellbeing of the employees. It is responsible for harmonizing the relationship between employer and employee thereby creating an impact on organizations' performance. (Yean & Yusof, 2016). Trustful and mistrustful employees' perceptions about distributive justice are different, fairness of treatment (interactional justice) plays a vital role in the above-mentioned differentiation (Saunders & Thornhill, 2003). It was found that the ethical behavior of the employees are positively and significantly affected by distributive and procedural justice whereas, informational and interpersonal dimensions have a lesser significance in impacting ethical behavior (Shah, Anwar & Irani, 2017). Distributive and procedural justice was found to be positively influencing the attitude and behavior of employees of the public sector towards organizational change in developing countries (Shah, 2011). High potential employees have expressed a higher level of perception for distributive justice. Employee's perception of procedural justice was significantly moderating the relationship between perceived distributive justice and effort taken at work (Gelens, Hofmans, Dries, & Pepermans, 2014).

2.2 Organizational justice and organizational citizenship behavior

Organizational citizenship behavior has found to have a significant influence on employees' perception of organizational justice (Taeah, 2012). In contrast, a study revealed a significant positive influence of employees' perceptions on organizational citizenship behavior on organizational justice (Ajilouni, Kaur & Al-Gharaibeh, 2018). Extrinsic motivation influences the development of citizenship behavior more than the influence caused by intrinsic motivation among employees. Employee engagement namely work and organizational engagement mediate the relationship between citizenship behavior and motivation factors (Shaaban, 2018). Favorable perceptions towards organizational justice have shown higher citizenship behavior among employees. Tenure in the organization had favorable positive relationship with employees' perception towards organizational citizenship behavior (Jafari & Bidarian, 2012). Procedural justice has a significant correlation with organizational citizenship behavior and its correlation comparatively had higher significance compared to other dimension's correlations (Devasagayam, 2013).

There exists a relation between organization citizenship behaviour and justice perceptions with job satisfaction level and their performance among employees. This would be helpful to management, to identify the job satisfaction factors. (Saifi & Shahzad, 2017). Organizational citizenship behavior was found to be influenced by communication satisfaction among employees (Chan & Lai, 2016). It is determined that CSR will show the effect on employee work engagement and their behavior in organization.

The result determines that work engagement is more positively related to citizenship behavior also justice (distributive, procedural) will show its effects. (Farid et al., 2019). A study focused on two sets of mediators in which, those who are between OCBO and system-referenced justice and another set are between agent-referenced justice and OCBS. This research also examined the particular perceptions of justice, whether these outcomes of OCB are targeted towards an organization or to a superior (Karriker & Williams, 2007).

3. Research methodology

3.1 Research gap

Previous studies have shown a significant positive relationship between OJ and OC, majority of the study have explored only three dimensions of organizational justice namely, interactional justice, procedural justice, and distributive justice whereas the other two factors spatial justice and temporal dimensions of justice were not much explored. This study attempts to find the scope left by the previous researchers in identifying the impact of the above-mentioned two dimensions of OC on OCB as well. The study also stands out in exploring the study with IT professionals.

3.2 Conceptual model and hypothesis

The influence of organizational justice and its several dimensions are significant in employee's performance and organizational performance. As part of this study, organizational justice's impact on organizational citizenship behavior was explored through the dimensions of justice, namely

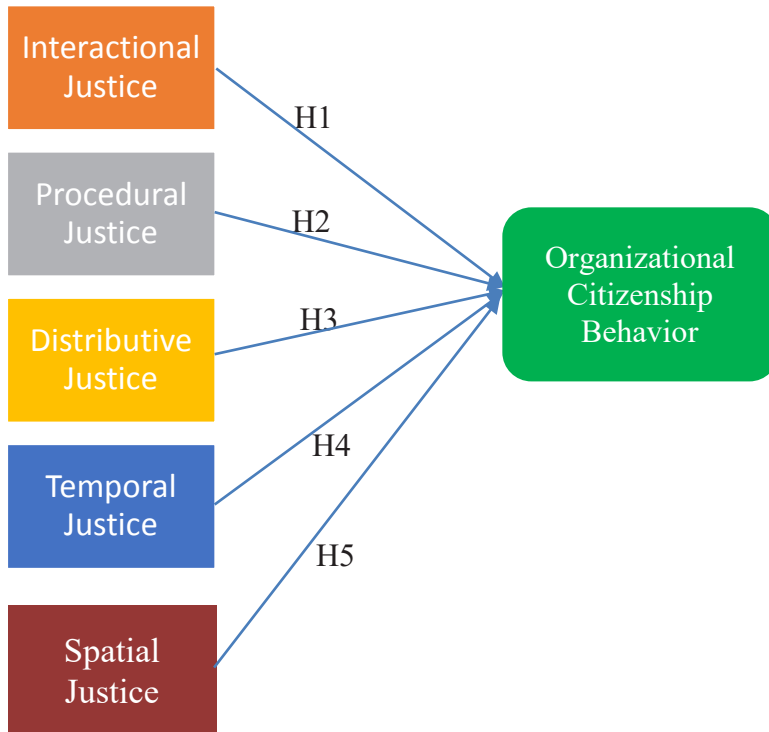


FIGURE 1. Conceptual model of factors influencing organizational citizenship behavior

interactional justice; procedural justice, spatial justice, temporal justice, and disruptive justice. Conceptual model was developed using a literature review and the same is given in Figure 1.

The dependent variable is one that changes according to the change in an independent variable(s). The study visualizes the effect of dimensions of justice on organizational citizenship behavior.

3.3 Hypotheses of the study

H1: Interactional Justice has a positive effect on employee's organizational citizenship behavior.

H2: Procedural justice has a positive effect on employee's organizational citizenship behavior.

H3: Spatial justice has a positive effect on employee's organizational citizenship behavior.

H4: Temporal Justice has a positive effect on employee's organizational citizenship behavior.

H5: Distributive Justice has a positive effect on employee's organizational citizenship behavior.

3.4 Methodology

Descriptive research design has been used and the structured questionnaire was used as a tool for collecting data from the respondents selected using convenience sampling. Data were collected from employees of Wipro and they were analyzed using the tools like correlation and regression.

3.5 Variables in the study

3.5.1 Independent variables

Three different sets of independent variables were used in the study, namely individual differences; working condition related factors and organizational justice factors.

3.5.2 Organizational justice

Distributive Justice, Interactional Justice, Temporal Justice, Spatial justice and Procedural Justice.

3.5.3 Individual differences of the respondents

Age, education, total experience, experience in the current company, and salary were used as independent variables in the context of this study.

3.5.4 Dependent variables

Organizational Citizenship Behavior was measured on a scale of one to five using 24 item questionnaires.

4. Analysis and interpretations

A total of 114 respondents selected from Wipro branches of Bangalore city revealed the following profile composition: 51.75% of the respondents belong to 20–25 years age group, 29.82% are from 26–30 years age group, and 18.42% of them belong to above 30 years of age. Considering experience, 41.22% of respondents belong to zero to five years of experience level, 35.96% of respondents belong to 5–10 years of experience and 22.80% of respondents belong to above 10 years of experience. In the salary range of respondents group, 45.61% of them belong to 10–35 K salary range, 35.08% of them belong to 35–60 K category and 19.29% are in the above 60 K category. In current company experience; 67.54% of the respondents are working in Wipro for 0–5 years and the remaining 32.45% of the respondents are working in Wipro for 6–10 years. The summary of the analysis is displayed in Table 1.

Organizational Citizenship Behavior scores were measured using summarizing method. Responses of every individual

TABLE 1. Profile of the respondents

Respondent's Profile	Categories	Frequency	Percentage
Age of the respondents	20 years–25 years	59	51.75%
	26 years–30 years	34	29.82%
	>30 years	21	18.42%
Education	Under Graduate	73	64.03%
	Post Graduate	41	35.96%
Total IT Experience	0 years–5 years	47	41.22%
	6 years–10 years	41	35.96%
	>10 years	26	22.80%
Experience in Wipro	0 years–5 years	77	67.54%
	6 years–10 years	37	32.45%
Salary	10 K–35 K	52	45.61%
	35 K–60 K	40	35.08%
	>60 K	22	19.29%

responsible for every single question in the construct stretched were summarized. Scores for 24 questions in the construct stretched from a low of 59 to a high of 120. The mean score was 86.58 with SD of 13.74. Selected samples were normally distributed and it has been proven using the histogram. Summary report shows that only 21.94 % (n = 25) of respondents have shown a high level of citizenship behavior, 67.54% (n = 77) have expressed partial citizenship behavior and only 10.52 % (n = 12) of the respondents have voiced very low citizenship behavior. Similarly, for Organizational Justice, the scores stretched from 50 to 125 with a mean score of 88.25 and SD of 15.16. Summary report shows that only 26.31% (n = 30) respondents were found to have a good opinion about organizational justice, 53.5 % (n = 61) of the respondents expressed average opinion organizational justice and 20.17% (n = 23) of respondents below average opinion about organizational justice. The summary of the scores, mean, SD, regression tests is given in Tables 2 & 3.

4.1 Regression analysis

$$\text{OCB} = \text{b}_0 + \text{b}_1 (\text{IJ}) + \text{b}_2 (\text{PJ}) + \text{b}_3 (\text{DJ}) + \text{b}_4 (\text{TJ}) + \text{b}_5 (\text{SJ})$$

$$\text{OCB} = 0 + 0.330 (\text{IJ}) + 0.151 (\text{PJ}) + 0.211 (\text{DJ}) - 0.005 (\text{TJ}) + 0.325 (\text{SJ})$$

TABLE 2. Descriptive analysis of organizational justice and organizational citizenship behavior

	Organizational Justice (OJ)	Organizational Citizenship Behavior(OCB)
Valid	114	114
Missing	0	0
N	114	114
Mean	88.2544	86.5877
Std. dev.	15.16506	13.74149
Minimum	50	59
Maximum	125	120

Correlation coefficient value $r = 0.753$, $N = 114$, $P = 0.00$ insist on a direct and optimistic relationship between OCB and Organizational Justice. Regression analysis revealed a significant coefficient value of .568 which indicates that five factors of organizational Justice are responsible for 56.8% of the variation in organizational citizenship behavior. F value 28.348 with a P value 0.000 indicates that there is a difference of impact among the factors of organizational justice on organizational citizenship behavior. Coefficient value 0.325 for spatial justice denotes one unit change in spatial justice can cause 32.5% change in organizational citizenship behavior and coefficient value 0.330 for interactional justice denotes one unit change in interactional justice can cause 33% change in organizational citizenship behavior and coefficient value of 0.211 for distributive justice indicates one unit change in distributive justice can

TABLE 3. Total scores of organizational justice and organizational citizenship behavior

Organizational Justice			Organizational Citizenship Behavior		
Scores (Level)	N	%	Scores (Level)	N	%
< 75 (Low)	23	20.17	< 72 (Low)	12	10.52
75 to 100 (Medium)	61	53.50	72 to 96 (Medium)	77	67.54
101 to 125 (High)	30	26.31	97 to 120 (High)	25	21.94
Total	114	100	Total	114	100

cause 21.1% change in organizational citizenship behavior respectively. Other two factors of organizational justice namely: procedural and temporal justice had no significant impact on organizational citizenship behavior. Summary of the correlation and regression and coefficient analysis are shown in Tables 4, 5 & 6.

5. Major findings

5.1 Relationship between study variables and demographics

There is no significant difference among demographics about the opinion about the study variables: Organizational Justice and Organizational Citizenship Behavior among different categories of age, marital status, salary, total experience and experience in the current company had no significant differences in their perception.

5.2 Relationship between organizational justice and organizational citizenship behavior

- Five factors of organizational Justice are responsible for 56.8% of the variation in organizational citizenship behavior. F value 28.348 with a P value 0.000 indicates that there is a difference in impact among the dimensions of organizational justice on organizational citizenship behavior.
- Coefficient value 0.325 for spatial justice denotes one unit change in spatial justice can cause 32.5% change in organizational citizenship behavior and coefficient value 0.330 for interactional justice denotes one unit change in interactional justice can cause 33% change in organizational citizenship behavior and coefficient value of 0.211 for distributive justice indicates one unit change

TABLE 4. Regression analyses between organizational justice and organizational citizenship behavior

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.753 ^a	0.568	0.548	0.38633	0.568	28.348	5	108	0.000

a. Predictors: (Constant), Spatial Justice, Distributive Justice, Temporal Justice, Procedural Justice and Interactional Justice

TABLE 5. Anova results of regression between organizational justice and organizational citizenship behavior

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.155	5	4.231	28.348	0.000 ^b
	Residual	16.119	108	0.149		
	Total	21.155	5	4.231	28.348	0.000 ^b

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Spatial Justice, Distributive Justice, Temporal Justice, Procedural Justice and Interactional Justice

TABLE 6. Coefficient values of organizational justice factors on organizational citizenship behavior

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		Sig.
B		Std. Error	Beta	t		
1	(Constant)	1.264	0.255		4.962	0.000
	Interactional Justice	0.224	0.085	0.330	2.625	0.010
	Procedural Justice	0.104	0.085	0.151	1.213	0.228
	Distributive Justice	0.138	0.067	0.211	2.077	0.040
	Temporal Justice	-0.003	0.042	-0.005	-0.077	0.939
	Spatial Justice	0.194	0.040	0.325	4.875	0.000

a. Dependent Variable: Organizational Citizenship Behavior (OCB)

in distributive justice can cause 21.1% change in organizational citizenship behavior respectively. Other two factors of organizational justice namely: procedural and temporal justice had no significant impact on organizational citizenship behavior.

5.3 Hypothesis test results

Hypothesis	Path	Beta		Significance
		coefficient	P-value	
H1	IJ - OCB	0.330	0.010	Supported
H2	PJ - OCB	0.151	0.228	Not Supported
H3	DJ - OCB	0.211	0.040	Supported
H4	TJ - OCB	-0.005	0.939	Not Supported
H5	SP - OCB	0.325	0.000	Supported

6. Practical implications and conclusion

There has been a lot of study on organizational justice and citizenship behavior of employees in recent times and this study shows its novelty by identifying the influence of organizational justice on citizenship behavior during work from home scenarios.

This study result would help industry people in strategizing their operations in bringing fairness in the treatment of their employees. This study also explains the importance of each component of organizational justice and its impact on citizenship behavior which could help organization in identifying the areas to concentrate on based on a similar kind of study in their company. The findings of this research study will have both academic and industrial importance. Industries could make use of this research to identify the factors influencing the justice and citizenship behavior of employees in organizations. This study will also throw light on studies in exploring components of citizenship behavior. Organizational Justice will be looked upon as a productivity variable hereafter. The findings of this study would enable employers to identify the areas to improve their policy-making in the future and reframe their structural framework. The growing need for organizational justice and citizenship behavior can be sorted with the help of the study to an extent. Since this study is industry-specific generalization may not be possible and there is a lot of scopes left in this study as a gap for future studies.

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