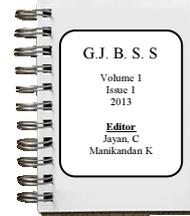




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The Moderating Effect of Organizational Citizenship Behavior on Organizational Justice and Counterproductive Work Behavior

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Abstract

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The aim of the present study, was to explore the moderating effects of the organizational citizenship behavior on the relationship between perceived organizational justice and Counterproductive work Behavior (CWB). The participants in this study were 150 employees working in 3 different industrial organizations in Kerala. The result of hierarchical regression analysis indicated that the variable organizational citizenship behavior significantly moderating the relationship of procedural justice and the counterproductive work behavior

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Researches on Organizational citizenship behaviors (OCB), Organizational justice (OJ), and Counterproductive workplace behavior (CWB) have advanced considerably in applied as well as academic area in the several years. But there is a little research investigations had in the work environment. This study was an attempt to investigate the moderating effect of organizational citizenship behavior on organizational justice and counterproductive work behavior

Organizational citizenship behavior

Organizational citizenship behaviors (OCB), which are job behaviors that exist outside of the technical core of the job yet serve by supporting the psychological and social context of work, have emerged as a popular area of study during the past 20 years.

Organ (1988) defined organizational citizenship behaviors as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization. Supervisors were then asked to rate how characteristic each behavior was of the employee. Factor analyses of these ratings indicated two factors. The first factor, labeled Altruism, captured behavior directly intended to help a specific person in face-to-face situations. The second factor, labeled Generalized Compliance, represented impersonal behaviors such as compliance with norms defining a good worker Five years later, Organ (1988) proposed an expanded taxonomy of organizational citizenship behavior that included: 1) *Altruism*: Altruism is defined as discretionary behaviors that specifically aid another person in the organization with an organizationally relevant issue, 2) *Conscientiousness*: Conscientiousness is defined as discretionary behaviors that aid the organization in general and go beyond the minimum role requirements of the organization, 3) *Sportsmanship*: Sportsmanship is the willingness of the employee to tolerate less than ideal situations without complaining, 4) *Courtesy*: Courtesy is



defined as behaviors aimed at preventing work-related problems with others from occurring and 5) *Civic virtue*: Civic virtue involves behaviors that indicate that the individual responsibly participates in or is involved in the life of the organization

Organizational Justice

Organizational justice concept was first used by Greenberg (1990). Organizational justice is the term used to describe the role of fairness as it directly relates to the workplace. Specifically, organizational justice is concerned with the ways in which employees determine if they have been treated fairly in their jobs (Moorman, 1991). According to Greenberg (1990), perceptions of organizational justice operationalized as a three-dimensional construct:

1. *Distributive justice*: Justice has been conceptualized from two major perspectives. The first is called distributive justice and referred to the fairness of the outcome, result, or end achieved. Distributive justice, like all forms of justice is heavily predicated upon values. These values are the rules or standards by which judgments of fairness are rendered. Three such rules have been identified as the basis for distributive justice: Equity, equality, and need.

2. *Procedural justice*: refer to the social psychological consequences of procedural variation, with particular emphasis on procedural effects on fairness judgments. Procedural justice involves employee assessments of the extent to which decisions are based on fair methods and guidelines. In other words, employees evaluate the extent to which they feel processes used to make decisions that influence employees.

3. *Interactional justice*: From a series of interviews, they discovered that people were also concerned about the quality of interpersonal treatment they received during the enactment of procedures and tied perceptions of justice to it. Interactional justice suggests that perceptions of procedural justice can originate from an organization's procedures and how those procedures are implemented.

Taxonomy of justice classes

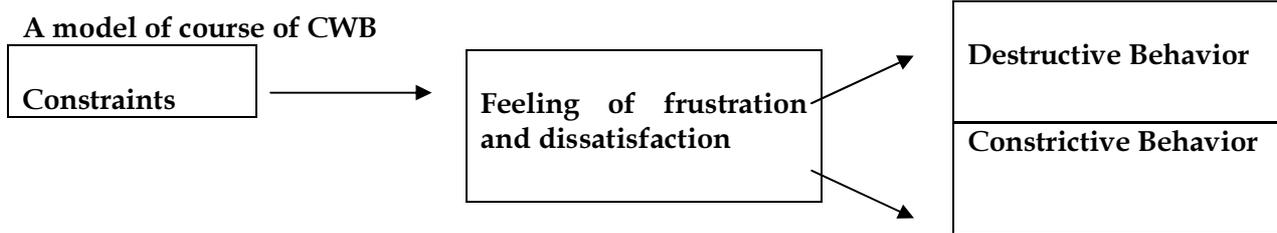
Greenberg (1990) developed taxonomy of justice classes based upon two factors. One is the type of justice, distributive or procedural. The second is the immediate focus of just action, structural or social. In the case of structural determinants, justice is sought by focusing on the context within which interaction occurs. In contrast, the social determinants of justice focus on the treatment of individuals. Thus, the act of following a prevailing rule of justice (e.g. distributing rewards equitably) is structurally fair, whereas the act of treating others in an open and honest fashion is socially fair.

Counterproductive Work Behavior

Counterproductive workplace behavior at the most general level refers to any intentional behavior on the part of an organization member viewed by the organization as contrary to its legitimate interests. 'Counterproductive behavior' is distinguished from 'counter productivity', with the latter viewed as the tangible outcomes of counterproductive behavior. Counterproductive behavior is viewed here as a facet of job performance.

Gruys (1999) identified 87 separate counterproductive behaviors and used a rational sort and factor analysis technique yielded 11 categories of counterproductive work behaviors. These categories were positively and substantially intercorrelated, indicating a significant degree of communality among them. The 11 categories are: 1) theft and related behavior, 2) destruction of property, 3) misuse of information, 4) misuse of time and resources, 5) unsafe behavior, 6) poor attendance, 7) poor quality work, 8) alcohol use, 9) drug use, 10) inappropriate verbal actions, and 11) Inappropriate physical actions.

Gruys did find some behaviors that did not fall cleanly into one of these categories (e.g., fakes an injury to avoid work duties). (cf. Spector, 2003)



It begins with stressful job conditions, such as organizational constraints or injustice. Organizational constraints are aspects of the work environment that interfere with or prevent good job performance. Including physical environment, supervisory practice and lack of needed training, tool, equipment or time. Constraints and injustice induce negative emotions, such as anger, anxiety depression or monotony. These feelings in turn lead to behavior that can be constrictive, such as more effective strategies to overcome the course of emotions or destructive such as CWB. Furthermore, employees' locus of control has been found to moderate the relationship between frustration and CWB. Individuals with an external locus of control showed a correlation between frustration at work and CWB.

Researches by Sackett, Berry, and Wiemann (2009) indicated that OCB and CWB were moderately negatively correlated by the different personality. Dalal (2005) supports the relationship between OCB and CWB in the low to modestly negative range. Burton, Sekiguchi and Sablinski (2008) demonstrate that the LMX moderates the relationship between both distributive and procedural justice and OCB. Recent research by Fatima, Amiraa, and Halim, (2011) investigated the relationship between Organizational Citizenship Behavior, Organizational Justice and Job Satisfaction. These results revealed that Organizational Citizenship Behavior was moderating the relationship between the other two variables.

If the expected results are obtained, this research will provide new literature support for the moderating effect of organizational citizenship behavior between organizational justice and counterproductive work behavior. Furthermore, such results will act as groundwork for further research that may affect management practices in today's business world. This is a new area to study in the I/O literature that can be beneficial for the practical application of organizational settings.

Objective:

- 1) To know the moderating effect of Organizational Citizenship Behavior on Organizational Justice and Counterproductive Work Behavior

Hypothesis

- 1) Organizational Citizenship Behavior will moderate the relationship of Organizational Justice and Counterproductive Work Behavior.

Method

Participants

The participants for this study were drawn from three different organizations within Kerala. The total sample consists of 150 employees, 50 employees from each organization. The characteristics of the participants are presented in table 1.



Table 1
Characteristics of the Participants

Variables	Groups	Frequency	N	Percentage
Age	20-30 years	64	150	42.70
	31-40 years	58		30.70
	41-50 years	28		18.70
Organization	Organization 1	50	150	33.33
	Organization 2	50		33.33
	Organization 3	50		33.33
Experience	Below 10 years	94	150	62.70
	11-20 years	38		25.30
	21- 30 years	10		6.70
	Above 30 years	8		5.30

Instruments:

1. **Organizational Citizenship Behavior checklist:** The organizational citizenship behavior checklist was developed by Fox and Spector (2009). The organizational citizenship behavior-c is a 42 item instrument designed to assess the frequency of organizational citizenship behavior performed by the employees. The organizational citizenship behavior-c was specifically designed to minimize overlap with scale of counter productive work behavior. The organizational citizenship behavior-c uses a 5-point frequency scale ranging from 1 = Never to 5 = Every day. Scores are computed by summing responses across the items. A total score is the sum of responses to all of the 42 items present in the check list.
2. **Organizational Justice Questionnaire:** The organizational justice questionnaire was developed by Blader and Tyler (2000). The questionnaire measures the overall organizational justice. Separate subscale scores can be computed to calculate two types of justice, the overall procedural justice and distributive justice. All items were responded to using 6 point scales. Each statement of the scale had six responds alternatives. The numerical weightages given to the responses were 1, 2, 3, 4, 5, and 6. The sum total of the items numbers 1, 2, 3, 6, and 8 were constitute the procedural justice and sum of the items of 4, 5, and 7 constitute the distributive justices. The sum total of the whole items in the scale yielded total Organizational justice of the participants.
3. **Counterproductive work behavior Indicator (CWB):** The counter productive work behavior indicator was developed by Department of Psychology, University of Calicut to measure counter productive work behavior of employees. The counter productive work behavior indicator consists of 30. A weightage of 12.5 was given to each agree response of each item. The total number of agree or yes multiplied with 12.5 constitute the total counterproductive work behavior. Again the total counterproductive work behavior is divided by the total number of items (30) to get the counterproductive work behavior Index.
4. **Personal Data Sheet:** The relevant information related to the participants like their organizations, age, experience, security, training, attitude towards management, politics, and supervisors were gathered through Personal Data Sheet.

Procedure

The required data was collected from three different organizations with in Kerala, belongs to Government, semi government, and private organization. The participants were contacted individually and explained about the purpose and as well as the importance of the information.



The instruments were distributed to the participants and explained various aspects of the study and solicited their kind co-operation for the same. Then instruments viz., Organization Citizenship Behavior Checklist (OCB-c), Organizational Justice Questionnaire, and Counterproductive Work Behavior Indicator along with Personal Data Sheet were administered to the participants. And asked them to respond to the instruments, clarifications were done as and when needed. After completing the instruments, responses were collected back and assurance was given to each that the information gathered from them will be used only for research purpose and their identity would keep confidential. Statistical techniques Like Correlation, moderate regression analysis were used for consolidating and verifying the hypothesis formulated for this study.

Results and Discussion

This chapter presents the results reached by the investigator through statistical analysis of the collected data. Analysis is the key aspect of any research work and it is the way to test the hypothesis formulated by the investigator. Results of the statistical procedures are discussed under various headings.

Preliminary analysis

To have a general idea of the nature of the distribution of variables, the fundamental descriptive statistics like arithmetic mean, median, mode, standard deviation, kurtosis, and skewness of the variable organizational citizenship behavior (OCB), organizational justice (OJ), and counterproductive work behavior (CWB) were calculated and presented in table 2.

Table 2

Descriptive Statistics of the Variables under Study

Variables	Mean	Median	Mode	Standard Deviation	Kurtosis	Skewness
Organizational citizenship behavior	149.30	151.00	126.00	31.72	-0.12	-0.48
Counterproductive work behavior	44.33	12.50	0.00	72.55	0.39	2.10
Organizational justice	33.83	33.00	32.00	6.86	0.39	0.13

Table 2 shows the value of the major central tendencies, viz., arithmetic mean, median, and mode of the variable organizational citizenship behavior are 149.30, 151, and 126 respectively. The value of kurtosis is -0.12 and standard deviation 31.72. Regarding symmetry of the distribution the value of skewness is -0.48, which means the distribution is negatively skewed. The value of arithmetic mean, median, and mode of the variable counterproductive work behavior are 44.33, 12.50, and 0.00. The value '0' means most of the participants in this study show little counterproductive work behavior. The value kurtosis of counterproductive work behavior is 0.39 and standard deviation is 72.55; regarding symmetry of the distribution, the value of skewness 2.10, which means the distribution, is positively skewed. For the variable organizational justice the value of arithmetic mean, median, and mode are 33.82, 33.00, and 32.00 respectively. This shows that the mean, median, and mode are almost equal to each other. The value of kurtosis is 0.39 and standard deviation is 6.86. The value of skewness is 0.13, which suggest that the distribution is positively skewed. But comparatively small index of the skewness implies that the distribution can be considered as non skewed. These statistics of variables under study suggests that the variables are normally distributed. Thus preliminary analysis of the variables under study satisfied the assumption of normality and can be viable for further parametric statistical analysis.



Moderate regression analysis

Moderated model often used to examine when an independent variable influences the dependent variable. Researchers may look for moderate in an attempt to improve the fit of their model, given the main effect alone may not provide sufficient accuracy in prediction. In these situations, the ideal outcome is the finding that there is strong moderated relationship. Regardless of the outcome, the study of moderated variable has implication for both theory and practice because it provides information on the boundary condition for the relationship of interest.

In statistics and regression analysis, moderation occurs when the relationship between two variables depends on a third variable. The third variable is referred to as the moderator variable or simply the moderator. The effect of a moderating variable is characterized statistically as an interaction; that is, a qualitative (e.g., sex, race, class) or quantitative (e.g., level of intelligence) variable that affects the direction and/or strength of the relation between dependent and independent variables. The Moderate variable is also known as intervening or process variable, because they explain the relationship between two variables. They explain the changes in the nature of the X variable to Y. (Baron & Kenny, 1986). Specifically within a correlational analysis framework, a moderator is a third variable that affects the zero-order correlation between two other variables. In analysis of variance (ANOVA) terms, a basic moderator effect can be represented as an interaction between a focal independent variable and a factor that specifies the appropriate conditions for its operation.

Table 3

Correlation of Counterproductive Work Behavior, Procedural Justice, Distributive justice and Organizational Citizenship Behavior

variables	Organizational Citizenship Behavior(OCB)	Counterproductive Work Behavior	Procedural Justice (PJ)	Distributive justice (DJ)
Organizational Citizenship Behavior (OCB)	-			
Counterproductive Work Behavior	0.34**	-		
Procedural Justice (PJ)	0.29**	0.26**	-	
Distributive justice (DJ)	0.09	0.05	0.31**	-
OCB X PJ	1.00	0.05	0.30**	0.14
OCB X DJ	0.55**	0.01	0.14	0.08

**p<0.01

From the above table 3, it can be seen that, the correlation of Counterproductive Work Behavior, Procedural Justice, Distributive Justice and Organizational Citizenship Behavior, it was found that the variable OCB with CWB, Procedural justice are significantly correlated at 0.01 level. There is also a significant correlation between the OCB and Distributive Justice, with an 'r' value of 0.55 at 0.01 level. The result reveals that the variables have a relation with OCB.



Table 4

Result of moderated regression analysis for Organizational Citizenship Behavior as moderator.

Model	Unstandardized Coefficients		Standardized Coefficients	't'
	B	Std.Error	Beta	
(Constant)	203.59	37.86		5.38**
Organizational Citizenship Behavior (OCB)	0.58	0.19	0.25	3.05*
Procedural Justice(PJ)	3.96	1.36	0.27	3.01*
Distributive Justice(DJ)	1.79	1.67	0.08	1.07
PJ x OCB	0.08	0.04	0.26	2.09*
DS x OCB	0.05	0.05	0.08	0.90

*p< .05

Table 4, Shows that the procedural justice and OCB interaction is significant at 0.05 level. The calculated value is 2.09 ($p < .05$). From the result it can be seen that the variable organizational citizenship behavior significantly moderating the relationship of procedural justice and the counterproductive work behavior. Monil & Taher (2011). Reported that the organizational citizenship behavior moderate the relationship of affective commitment and job performance.

Conclusion

The present study provides some support for the review belongs to the moderating effect of organizational citizenship behavior. The relationship hypothesised in the present study were based on characteristics and conceptualization of the variables under study, based on strong empirical or theoretical precedent. The result of the study support the hypotheses that the Organizational Citizenship Behavior moderates the relationship between Organizational Justice and Counterproductive Work Behavior.

One of the limitation of the study was the sample size. The 150 participants were small to conduct a research. Self report method was used for the data collection method. The investigator only focused one dimension of Organizational Citizenship Behavior. The future research can explore the sub dimensions of Organizational Citizenship Behavior (eg, Organizational citizenship behavior by organization and Organizational citizenship behavior by person). The reliability of the Counterproductive Work Behavior indicator was also doubtful.

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