

Organizational Justice as a Predictor of Organizational Citizenship Behaviour

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Abstract

Organizational Justice essential factor could increase the organizational citizenship behaviours among employees in the workplace. This study aims to examine the impact of organizational justice on organizational citizenship behaviours among nurses. The study employed a quantitative method to examine the impact of organizational justice on organizational citizenship behaviours among nurses. The study conducted in Heet General Hospital and the questionnaire tool's used to collect the data. However, the questionnaires consist of three main elements of organizational justice (distributive, interactional and procedural justice) and the organizational citizenship behaviour items. The data is analyzed by Smart PLS. The result indicated that the distributive and interactional justice have a positive and significant impact on organizational citizenship behaviours among nurses. In contrast, procedural justice has no significant impact on organizational citizenship behaviours among nurses. Distributive justice predicted organizational citizenship behaviours more than interactional justice. The study contributed to enrich the body of literature, which is suffering the lack of study among nurses.

Keywords:

Organizational Justice, Organizational Citizenship Behaviours, Nurses, Distributive Justice, Procedural Justice

INTRODUCTION

Several studies have emphasized the value of organizational citizenship behaviours (OCBs) in the workplace. However, OCBs play a vital role in organizations and consider a key to organization survival. The theoretical basis for analysing and assessing the relationships among these variables relates to OCBs based theory of organizational behaviour. OCB theory is also known as extra-role behaviour in an organization, and the conduct is commonly known as an OCBs individual (good citizen). Extra role behaviour OCBs is an outside-formal job description behaviour but highly valued by individuals because it can increase the efficiency and competitiveness of the business.

OCBs have been examined in such detail that it has ample literature to provide a meta-analysis (Organ & Ryan, 1995). More recently, awareness of the prevalence, significance and costs of undesirable conduct – or deviant behaviour – has led to a significant increase in the research interest of such behaviours and OCBs (Donglong, Taejun, Julie, & Sanghun, 2019a; Farid, Iqbal, Jawahar, Ma, & Khan, 2019; Hidayah & Harnoto, 2018). Motivating individuals to take the lead in addressing rapidly changing conditions have recently become an important issue for organizations, and most companies use their procedures, rules and processes to control employee behaviour. Still, the prescribed behaviour of their individuals is unable to deal with

rapid organizational changes effectively (Donglong, Taejun, Julie, & Sanghun, 2019b; Jameel & Ahmad, 2019a). It has been mentioned that people's perceptions of justice are strongly associated with OCBs as they affect the level of trust and encouragement that workers need to cultivate positive, discretionary, attitudes that characterize citizenship (Organ, 1990;1988) and (Moorman, Niehoff, & Organ, 1993). Citizen behaviour is a sort of out-of-role behaviour from an organizational perspective that can be used to describe individual behaviour of employees (Jameel & Ahmad, 2020a).

Organizational justice (OJ) is identified as ethical treatment, including justice in the distribution of results, procedural justice, interactional justice in the workplace (Jameel, Mahmood, & Jwmaa, 2020). When the institution treats its individuals fairly, it assures such workers that they are respected (Bauwens, Audenaert, Huisman, & Decramer, 2019; Jameel & Ahmad, 2019b). The nurses will be more willing to engage in OCBs when they realize the system fair in hospital. OCBs and organizational justice intensively examined in the context of higher education (Awang & Ahmad, 2015; Bauwens et al., 2019; Dong & Phuong, 2018; Donglong et al., 2019a). Limited studies have been conducted in the health sector (Arbabisarjou, Hajipour, & Sadeghian, 2014; Farid, Iqbal, Jawahar, et al., 2019), particularly in the Iraqi setting (Ahmad & Jameel, 2020b).

Iraq is suffering from a shortage of nurses because they left the country due to security issues. However, Iraqi health infrastructure suffering from several challenges and damaged by combatting with militant groups. The uneven distribution of hospitals is another problem facing Iraqi Patients which caused some difficulties in accessing these hospitals (Al-Bayan Center for Planning and Studies., 2018). Meanwhile, the civil disorders forced a significant number of healthcare professionals to leave the country and the number of people who found other jobs abroad estimated at 50 per cent (Jameel & Ahmad, 2020b; Karem, Mahmood, Jameel, & Ahmad, 2019). The justice in Iraqi community could play an important role to enhance and increase the OCBs because the diversity in this country and staff consider the Justice on of the issue that facing them (Ghran, Jameel, & Ahmad, 2019).

The purpose of this study is to identify the impact of OJ dimensions on OCBs among nurses in Heet General Hospital.

LITERATURE REVIEW

Organizational Citizenship Behaviour

Several scholars like Organ (1988) considered this very carefully and defined the idea of OCBs as something beyond one's primary responsibility. This position is typically not recognized by a proper reward system because the smooth running of the company significantly improves.

OCB is referring to the activities which are done by individuals who are not recognized by the payment system and could enhance organizational performance by these activities (Organ, 1988). Later on, OCB has been strengthened, refer to individuals who help organizations in the fields of social and psychology (Organ, 1997). When individuals are unable to improve their job performance readily, OCB may be the most likely type of production to be affected (Organ, 1988). OCBs is a sort of ' out - of-role ' action from the regulatory viewpoint to define the activities of employees. Organ 1988 has been developed five dimensions of OCB.

Altruism: voluntary action in which individuals assist their colleagues in carrying out specific tasks (Organ 1988). Conscientiousness: Employees shown to comply with company rules and emphasize punctuality (Organ, 1988). Sportsmanship individuals conduct when they are ready to deal with unfavourable conditions without rage (Organ, 1988). Civic virtue showed where subordinates are responsible for engaging in corporate policies and have a certain level of knowledge of critical business concerns (Organ, 1988). Courtesy Such practices are crucial to organizations, as they minimize frictions, provide stability, form psychological and organization-related contexts, act as essential catalysts and improve efficiency and effectiveness (Mousa, Jameel, & Ahmad, 2019).

OCBs help boost the productivity of employees and administrators, free up the resources for more productive activities, decrease all scarce resources allocated to performing operations, organize events for others solely. However, enhance organizational capacity to attract and retain excellent staff, sustain the performance of an organization and respond effectively to environmental change (Ahmad, Keerio, Jameel, & Karem, 2020; Massoudi, Jameel, & Ahmad, 2020).

Organizational Justice

OJ refers to the perception of the organization's individuals that the organization fairly treats them (Greenberg, 1990). If individuals are treated fairly by the organization, members are more willing to show their OCBs (Gan & Yusof, 2018). When subordinates treated unfairly, individuals are less likely to show OCB. OJ impact within institutions can thus be seen, and administrators of organizations should not ignore the concept of OJ (Gan & Yusof, 2018). OJ mean people may respond to any unfair situation by exhibiting negative emotions and behaviour (Ahmad & Jameel, 2018; Karem, Jameel, & Ahmad, 2019).

According to Colquitt (2001), organizational justice has four dimensions procedural, distributive, informational and interpersonal justice. The earlier version of interactional justice was subdivided into informational and interpersonal justice in the 90's. While in 1986, Bies and Moag emphasize the Interactional justice breakdown into informational and interpersonal justice and this variable able to explain the informational and interpersonal.

OJ represents the individual interpretation of justice in the institution. It provides an insight into how decisions are taken concerning the distribution of outcomes and the sense of justice over the production (Sujono, Tunas, & R Sudiarditha, 2020). According to Bies and Moag (1986), Folger and Greenberg (1985), Greenberg (1990), and Tyler and Bies (1990), OJ consists of distributive, procedural, and interactional justice.

Distributive Justice

DJ refers to individuals' perception that the organization fairly treats them in terms of its wages, incentives, goods and benefits (Folger & Greenberg, 1985). DJ is the form of OJ, which concentrates on employees' convictions that they have received a fair number of valued and fair results (Greenberg, 1990). DJ refers to the perceived justice of the institution's resource allocation (Jameel, Ahmad, & Karem, 2020). DJ depends on the idea that deserved whether outcomes obtained or not (Chou, Chou, Jiang, & Klein, 2013). PJ refers to the alleged fairness of the decision-making procedures for allocation (Rego & Cunha, 2010). PJ focuses on whether or not individuals look at the mechanism by which the results measured as fair (Chou et al., 2013). In cases where individuals at the same level are paying different wages or salaries,

individuals of organizations may believe that there is no distributive justice, and that will lead to deteriorating of their performance and satisfaction.

Procedural Justice

According to Folger and Greenberg (1985), procedural justice is the perceived fairness of the procedures used in making decisions. Organizational justice involves judgment on not only fairness of result but also an opinion on how allocation decisions are made (Ahmad & Jameel, 2020a; Greenberg, 1990).

Procedural justice typically describes a decision-making process used by an individual and is more closely connected to their assessment or structural characteristics of a system (Ghran, Jameel, & Ahmad, 2019). If the decision-making process is not open and fair, people will decrease their loyalty and satisfaction with the business and increase their turnover (Jameel, Ahmad, & Mousa, 2020; Jameel, Mahmood, & Jwmaa, 2020).

Interactional Justice

Bies and Moag (1986) introduced another determinant of justice, called IJ, referring to fairness in the interpersonal treatment of individuals. Interpersonal justice often termed because it includes feelings about the nature of interpersonal communication (Donglong et al., 2019a; Jameel, Hamdi, Karem, & Ahmad, 2020). Interactional justice should consist of the justification of decision-makers' decisions, as they influence people's perceptions of the fairness of their choices (Donglong et al., 2019a; Karem et al., 2019). A decision can be fair if adequate clarification was given, even if the choice expected to produce an adverse outcome (Greenberg, 1990).

HYPOTHESES DEVELOPMENT

OJ and OCBs

To date, scholars have taken several theoretical positions to explore the connection between people's understanding of justice and citizenship behaviour. They include the theory of social reform (Blau, 1964), the theory of equity (Adams, 1965) and the theory of fairness (Folger and Cropanzano, 2001). These theories provide the theoretical underlying for this research, describing how participants in the building project view justice and how their perception of justice can connect and influence their citizenship behaviour.

Employees develop their OCBs more rapidly when realizing the fairness of their managers or institutions (Tepper & Taylor, 2003). Organizational justice brings individuals satisfaction with the processes and the company and motivates them to conduct extra-role behaviours (Bingham, 1997). fairness in the institution gives individuals a strong sense of duty and therefore allows them to engage and support others (Li, Zhu, & Luo, 2010). Meta-analyses studies confirmed that Justice at workplace impact on OCBs among the employees (Lepine, Erez, & Johnson, 2002).

However, Ghran et al. (2019) and Karem, et al. (2019) believed if an employee subjectively perceives unfair treatment, he or she has chosen to balance the unjust by reducing

the input. Meanwhile, they don't often select those inputs that have direct relationships to work performance because lowering this type of input can affect his or her future reward.

Inversely, the reduction of OCBs cannot have an impact on the individual's salary, and the cost is lower; plus, workers themselves can ultimately determine the actions of citizenship, so they will most likely reduce such behaviour, should they face injustice.

The study conducted by Arbabisarjou et al. (2014) among Iranian nurses' results were positive and significant relationship between OJ and OCBs. In the same context, the three elements of OJ positively predicted OCBs among Iranian nurses' (Mortazavi & Kargozar, 2012). Another study conducted in Pakistan by Farid et al. (2019) results was justice perceptions predicted OCBs among nurses. However, several studies confirmed the impact of OJ on OCBs (Farid et al., 2019; Hidayah & Harnoto, 2018; Sujono et al., 2020) on the other hand. Fairness did not impact on OCBs directly (Bauwens et al., 2019).

As mentioned in Literature Review OJ consists of three dimensions several studies examined these elements separately toward OCBs, and the results were Contradictory, e.g., DJ refers to what Nurses received compares what they provide to the hospital. According to Moon, Kamdar, Mayer, and Takeuchi (2008), when incentives suit the effort made by individuals, this means the organization appreciate this effort. Regarding the Distributive justice, there are Contradictory results according to Moorman (1991) DJ does not predict OCBs in the Western context, the same result by Lim and Loosemore (2017), DJ has a non-significant impact on OCBs in Australia. DJ had a significant effect on OCBs among employee (Awang & Ahmad, 2015; Park & Yoon, 2009).

According to Moorman (1991) and Donglong et al. (2019a), PJ and IJ have a good prediction on OCBs among employees. Some studies have reported the interactions justice such as the treatment of trust dignity with employees lead to an increase in OCBs among individuals (Donglong et al., 2019a; Erkutlu, 2011). PJ and IJ have a positive and significant impact on OCBs among employees (Park & Yoon, 2009), while Lim and Loosemore (2017) reported PJ does not have significant impact on OCBs.

According to the results above, there are contradict among the results and limited studies conducted among nurses. Depending on the literature, the study proposed the following hypotheses:

- H₁*: Distributive justice has a positive and significant impact on OCBs among nurses.
- H₂*: Procedural justice has a positive and significant impact on OCBs among nurses.
- H₃*: Interactional justice has a positive and significant impact on OCBs among nurses.

METHODOLOGY

In this study, 139 nurses working at Heet General Hospital in Iraq were involved. The hospital is well-known in the Iraqi public health sector. Questionnaires were distributed randomly among nurses working in the hospital. Only 152 returned from a total of 200 questionnaires distributed, and 139 were usable for analysis. The collected data was analysed using Smart PLS.

The purpose of selecting Heet General Hospital because of the time and security issues in Iraq. However, Heet General Hospital considered one of the bigger hospitals in the province of Al Anbar (Al-Hurra, 2017).

Questionnaire and Instrument

The survey consists of two sections; the first section represents the demographic questions, and the second section includes three independent variables and one dependent variable, which adopted from previous studies. All the questions were translated into the Arabic language to be easier understood by the response due to all the questions adapted from earlier studies in English, “translation-back translation” process (Brislin, 1980). However, the study used five Likert scales to measure all the items form 1 – strongly disagree to 5 – strongly agree. The research instrument adapted from previous studies, OCBs consist of 5 items adapted from Chou et al. (2013) and OJ overall consist of 17 items. DJ 8, PJ 6 and IJ 6 items were adapted from Chou et al. (2013), and Lim and Loosemore (2017).

RESULTS

Demographic Information

The majority of responses are female with 60% and 40% male. However, most of the respondents' age is between 30 to 40 years with 31% followed by 28% less than 29 years and 26% between 41 and 50 years, the age between 51 to 65 years showed 10%, and lastly only 5% more than 66 years. Education results indicated most of the nurses are holding a Bachelor Degree with 59% and education institute 33%, Master Degree showed 6%, and only 3% holding a Ph.D. Years of experiences indicated 49% with more than 6 years working in the hospital and 43% with from 1 to 5 years working at the hospital, and only 9 % less than one year.

Model Analysis

As long this study used Smart PLS to analysis the data, there are two main stages should be conducted (Hair, Hult, Ringle, & Sarstedt, 2017) First, model measurement second, structural measurement.

Model Measurement

Purpose of this step is to verify the validity, convergent and discriminate reliability of the model (Hair, et al., 2017).

Validity and Reliability

Loading of items (outer loadings) should exceed 0.7 (Hair, et al., 2017). All the items loading exceed the recommended level except DJ6, PJ2, PJ3 and IJ6 exhibit low loading which are less than 0.7 and remove them to enhance the model reliability.

The reliability examined by Composite Reliability (CR) and Cronbach's Alpha all the constructs reliability are above the recommended level 0.70 (Hair, et al., 2017), which indicate to high internal consistency. Likewise, the average variance extracted (AVE) all the constructs

exceed 0.5 and the purpose of AVE is to measure and assess convergent validity. Table 1 illustrates the results in details.

Table 1: Validity and Reliability

Constructs	Items	Outer loadings	Cronbach's Alpha	Composite Reliability	(AVE)
OCBs	OCB1	0.812	0.909	0.927	0.613
	OCB2	0.786			
	OCB3	0.742			
	OCB4	0.736			
	OCB5	0.851			
	OCB6	0.803			
	OCB7	0.780			
	OCB8	0.746			
DJ	DJ1	0.777	0.921	0.936	0.678
	DJ2	0.810			
	DJ3	0.857			
	DJ4	0.851			
	DJ5	0.836			
	DJ7	0.814			
	DJ8	0.815			
	PJ	PJ1			
PJ4		0.825			
PJ5		0.875			
PJ6		0.902			
IJ	IJ1	0.761	0.895	0.923	0.707
	IJ2	0.879			
	IJ3	0.902			
	IJ4	0.905			
	IJ5	0.740			

Discriminate validity

The study employed the Fornell and Larcker (1981) criterion to assess the discriminate validity of the construct. The rule indicates each construct should be correlated with itself higher than others construct. Table 2 illustrates the result of each construct highlighted in bold.

Table 2: Fornell-Larcker Criterion

	DJ	IJ	OCBs	PJ
DJ	0.823			
IJ	0.481	0.841		
OCBs	0.624	0.596	0.783	
PJ	0.179	0.272	0.204	0.857

Structural Model

Path coefficients

This study proposed three hypotheses to test. These hypotheses are calculated by running the bootstrapping with 5000 subsamples as recommended, and the purpose behind the large subsamples is to ensure the stability of results (Hair et al., 2016). while the error estimated 0.05 and the confidence 0.95 the t -statistics should be above 1.96 and the p -value < 0.05 to accept the hypothesis (Hair, Hult, Ringle, & Sarstedt, 2016).

The coefficient shown R^2 is 0.504. This result indicates that DJ, PJ and IJ explain 0.504 per cent of the variance in OCBs. According to Hair et al. (2016), this value is considered excellent, while the Q^2 greater than zero with 0.297.

The F^2 measure the effect size of the independent variable on the dependent variable. According to Cohen (1988), the effect size from 0.15 to 0.35 is considered medium and less than 0.02 are considering with no effect size.

The study result showed the effect of DJ on OCBs among nurses 0.296 and IJ on OCBs 0.213 with are both consider the medium effect on OCBs, while PJ showed no effect on OCBs with 0.001.

Table 3: Hypotheses Test

Hypotheses	Original Sample (O)	T Statistics	P Values	F2	R2	Q2	Label
H_1 : DJ \rightarrow OCBs	0.438	4.803	0.000	0.296	0.504	0.297	Accepted
H_2 : PJ \rightarrow OCBs	0.023	0.261	0.794	0.001			Rejected
H_3 : IJ \rightarrow OCBs	0.379	3.737	0.000	0.213			Accepted

As summarized in Table 3, show the first hypothesis proposed to find the impact of DJ on OCBs among nurses the result showed (p -value < 0.5 and t -statistics > 196 with 4.803) which is mean H_1 accepted. A similar finding has been reported by Awang and Ahmad (2015), and Park and Yoon (2009).

The second hypothesis suggested finding the impact of PJ on OCBs among nurses; this hypothesis has been rejected due to the p -value > 0.05 and t -statistics $0.261 < 1.96$. This result is in line with Lim and Loosemore (2017).

The third hypothesis has been accepted, which is referred to find the impact of IJ on OCBs among nurses, path result showed the p -value < 0.05 and t -statistics $3.737 > 1.96$. This finding supported by the previous findings (Donglong et al., 2019a; Park & Yoon, 2009).

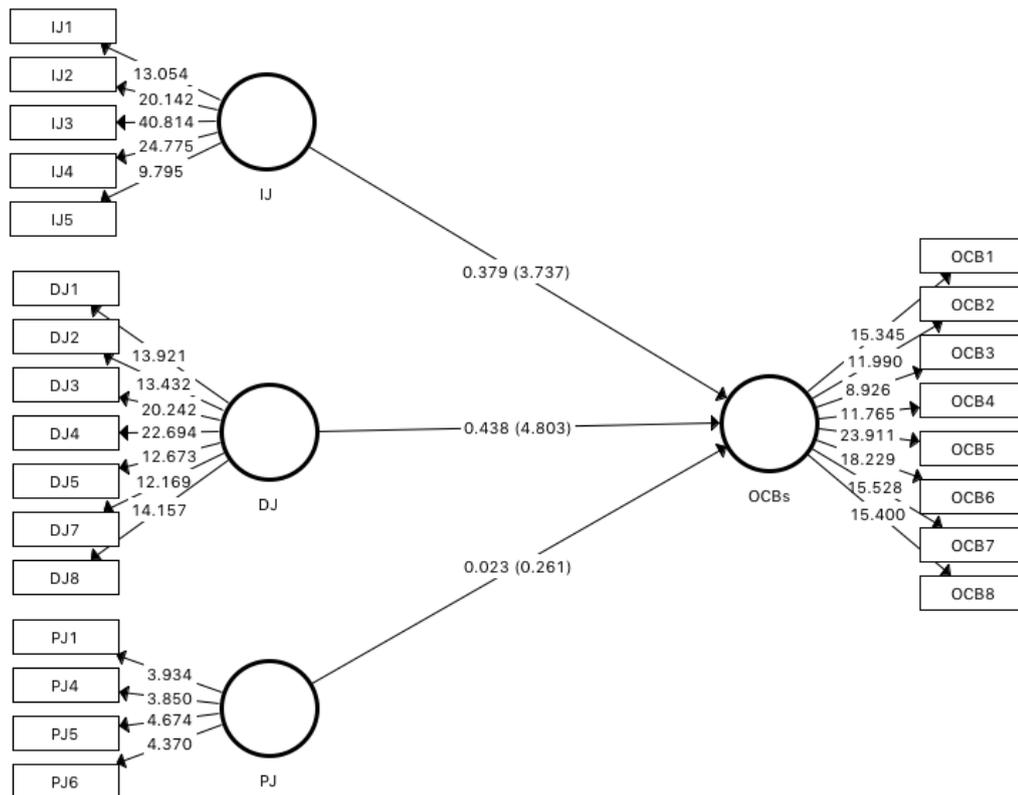


Figure 1: Structural Model (*t*-value)

DISCUSSION

Purpose of the study is to find the impact of OJ on OCBs among nurses this purpose has achieved. The results indicated the DJ and IJ have a positive and significant impact on OCBs among nurses. Meanwhile, the DJ showed the highest effect on OCBs than other elements of justice, while PJ had a non-significant effect on OCBs. All people, including nurses, want justice in the workplace. Organizational justice has to do with an assessment of the degree to which the hospital or organization handles with staff equally.

DJ has a positive impact on OCBs. A similar finding has been reported by Awang and Ahmad (2015) and Park and Yoon (2009). Realizing the inequality surrounding the distribution of resources, staff examined whether the mechanism used to determine the outcome is equitable. When workers perceive an imbalance in the allocation of resources, they first investigate whether this judgment on allocation is rational. Many nurses who believe that they are treated fairly by the hospital will be willing to do additional work representing the OCBs, or activities consistently carried out that meet the hospital's expectations and make a positive contribution towards the hospital's growth and effectiveness.

PJ does not significantly impact on OCBs, this results in line with Lim and Loosemore (2017), meaning the PJ does not enhance and increases the OCBs among nurses. The majority of the nurses working in a hospital which provides services for a patient ethically considered the procedural justice could not have affected their performance in the hospital. However, this may mean that the procedures and policies of the hospital can be too rigid and formal. Hospital nurses should not be treated similarly to employees in companies because their primary

objective is not to generate profit but to serve the patients and provide them with the best service as well to the community.

Interactional justice has a positive and significant impact on OCBs. This finding is supported by the previous findings (Donglong et al., 2019a; Park & Yoon, 2009). This result could lead to an increase in the probability that if leaders or administration handle nurses equally and dignifiedly, will lead to extra-role behaviours of nurses in the hospital. In Iraq, where ties between citizens deemed to be significant, the leadership's understanding of fair treatment not only induce OCBs with colleagues, it can also enhance the quality of nurses' performance in the hospital. Interactional justice is referring to how leaders connect and empower nurses.

CONCLUSION

The study examined the impact of organizational justice dimensions on OCBs among nurses, and the results indicated the DJ and IJ increase the OCBs among nurse. At the same time, the PJ doesn't enhance and strengthen the OCBs. Nurses pay more attention to distributive justice like distribution of workload, salaries, and promotions. However, nurses looking to trust, dignity, and information flow are essential and let them more engagement with OCBs. On other hands, PJ does not impact on OCBs among nurses.

LIMITATION AND FUTURE STUDY

Like any other study, our study has some limitations such as small sample size, and the study focused on one hospital only which cannot generalize the results to all the Iraqi context. Meanwhile, the study examined the direct effect only and didn't consider the causal effect. As a recommendation for future studies, the sample of the study could be extended and the research could deploy the role of mediator to find the causal effect.

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