Investigating of Procedural, Interactional Justice and Perceived Organizational Support Effects on Organizational Citizenship Behavior in Public Higher Education Context

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Abstract
The present study attempt to evaluate the impact of procedural and interactional justice on organizational citizenship behavior with mediating role of perceived organizational support. Perceived organizational support in this study is based on Eisenberger model. Organizational citizenship behavior is based on 5-item model of Podsakoff. Procedural and interactional justice is based on Niehoff and Moorman model. The study method is survey design. The data are collected among 540 non-academic employees of public higher education institutions and via standard questionaires. Smart PLS has been used for data analysis. The study showed that procedural justice and interactional justice are significantly associated with OCB and POS. The study also indicated a full mediating role of POS on relationships between interactional justice and organizational citizenship behavior and procedural justice and organizational citizenship behavior.

Keywords: organizational citizenship behaviors, procedural justice, interactional justice, perceived organizational support, public higher educational contexts;

Introduction
Organizational citizenship behaviors is one of the subjects under the heading of organizational behaviors recently attracting the attention of the academia. Organizational citizenship behavior is the voluntarily behaviors the employees do for organizations (Foote and Tan, 2008).

Indeed, OCB aims to protect the organization from destructive and unwanted behaviors which prevent it from operating properly, to improve employees’ abilities and skills; and to increase the performance and efficiency of the organization through establishing effectual coordination. In this sense, OCB is closely related to organization’s achievements such as taking advantage in a competitive environment, attaining a learning identity, adapting to its environment, loyalty, work, cooperation, sacrifice and commitment, satisfaction of the employees (Organ & Ryan, 1995; Martinez, 2012; Lee, Kim, and Kim, 2013).

In recent years during which competition among education organizations and particularly among higher education institutions has been rapidly increasing, there existed a strong need for all employees exhibiting organizational citizenship behaviors. They are expected to perform voluntary tasks aimed at improving organization moving beyond their function officially prescribed in their job descriptions. Some studies showed a positive link between justice perceptions and organizational citizenship behavior (Shahdad, Siddiqui, and Zakaria, 2014; Awang and Ahmad, 2015; Ucho & Atime, 2013; Khan and Rasyid, 2012).

Another important factors on doing organizational citizenship behaviors of human resources in organization is organization support. This factor is called perceived organizational support. This concept refers to vital factors for successful work (Dolatabadi et al., 2012).
Perceived organizational support is also a growing interest in management and organizational behavior research. This interest is driven by the growing recognition that perceived organizational support is highly prevalent in the workplace and has an enormous impact on performance, productivity, absenteeism, and disability costs. In addition, perceived organizational support has positive and strong influence on organizational citizenship behavior (Nisar et al., 2014; Muhammad, 2014; Lilly and Virick, 2013; Jain et al., 2012; Chiang and Hsieh, 2012; Kambu et al., 2012). They argue that positive perception of employees toward organizational support enhance the intensity of their organizational citizenship behavior. On the other hand, a number of studies showed a positive relationship of organizational justice and perceived organizational support. Guan et al. (2014) in their study at Chinese universities found that procedural and distributive justice contribute to perceived organizational support. Another study by Cheung (2013) found that both informational justice and interpersonal justice dimensions of organizational justice positively related to perceived organizational support. Within this scope, the investigation of Procedural Justice, interactional justice and Perceived Organizational Support Effects on Organizational Citizenship Behavior in Public Higher Education Context with POS as mediator may be regarded as obvious.

**Literature Review**

**Organizational Citizenship Behaviors (OCB)**

The term Organizational citizenship behavior (ocb) is anything positive, encouraging and constructive that employees demonstrate at their own will which supports colleagues and benefits the organization (Organ, 1988). In general, OCB refers to extra role behavior, which is not included in official job descriptions; is beyond the job requirements and exceeding the job expectations; and exhibited voluntarily to contribute to the efficient operation of the organization (Organ, 1997; Podsakoff et al., 2000; Robbins & Judge, 2012). The typical examples of OCB includes showing positive attitude and offering to help colleagues, become familiar in the office, helping coworker who may be stressed with deadlines, and performing overtime without expectation of reward. In problematic situations about the job, OCB covers helping colleagues to solve the problem faced, accepting orders without causing any problem, performing unexpected obligatory tasks without complaints, helping with keeping the workplace clean and in order, talking to other people and organizations about the job, organization and its managers in a positive manner, creating an organizational atmosphere in which conflicts and distractions are absent or minimized, and protecting resources of the organization (Bateman & Organ, 1983).

Robbins and Judge (2012) state that those employees, who exhibit the behavior of a “good citizen”, support their colleagues in their team; share the extra work load voluntarily; avoid unnecessary arguments; respect both the soul of the work and written instructions and rules regarding it; and welcome the obstacles they face during performance of their tasks.

Previous studies indicated that there is a positive association between fairness perceptions and citizenship behavior (Moorman, 1991; Organ, 1988). They suggested that employees in organizations believe that a social exchange connection continue until inequality is showed.

**Perceived organizational support**

Perceived organizational support (POS) refers to the extent to which the organization values employees’ contributions and cares about their well-being (Eisenberger et al., 1986). The premise of social exchange theory suggests that resources are more valued when discretionary choice has guided the action, rather than external factors. Therefore, organizational systems such as pay, promotions, and job enrichment are more highly valued when employees sense that the organization has selected the programs out of genuine concern for the recipient (Rhoades & Eisenberger, 2002). Employees with high POS were more sensitive to their manager’s expectations, which subsequently enhanced their desire to use the new technology implemented by the organization. In addition, research shows that high levels of POS can create a feeling of obligation among the employees to return their employers’
commitment by engaging in behaviors that support organizational goals. Previous studies revealed that POS enhances employees’ beliefs and trust (Tremblay, Cloutier, Simard, Chenevert, & Vandenberghe, 2010), commitment (Leveson, Joiner, & Bakalis, 2010) and loyalty to the organization (Coyle-Shapiro & Conway, 2005), organizational citizenship behavior (Moorman, Blakely & Niehoff, 1998), job satisfaction and intent to remain (Stamper & Johlke, 2003).

Recent studies showed significant (strong) relation of perceived organizational support and organizational relationship behavior. This result was noticed by Singh et al. (2015), Holsblat (2014), Ratsgar et al. (2014). It appears that the extent to which the employees perceive that they are supported will be positively associated with the display of OCB directed toward the organization (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Wayne, Shore, Bommer, & Tetrick, 2002). Cardona, Lawrence, & Bentler, (2004) demonstrated that employees reporting higher perceived organizational support had stronger social attachment to the organization, which then led to increased organizational citizenship behavior.

**Procedural Justice**

Procedural justice can be seen as extension of equity theory in perspective of allocation process (Laventhal, 1976). Similarly, Greenberg (1987) revealed that the term of procedural justice has developed from allocation preference theory. This theory proposes a general model of allocation behavior or procedures where the application of the theory almost exclusively to procedural decision rather than its content. The processes of how employee outcomes are determined rather than what outcomes received can be seen as an underpinning of the procedural justice. In a sense, the procedure that is used to determined employee outcomes might be more important than actual outcomes itself. In addition, many scholars defined procedural justice in various ways. Procedural justice refers to the perceived fairness of “the means” used to achieve an end (Folger and Konovsky, 1989; Niehoff and Moorman, 1993). When managers adhere to certain rules in their decision-making processes and explain the reasons of their decisions logically, procedural justice exists (Zapata-Phelan et al., 2009). Procedural justice implies the perceived fairness of the means and procedures used to allocate resources (Colquit et al., 2005). These procedures generally include promotion, performance assessment, rewards and sharing other organizational opportunities (Roch & Shanok, 2006). According to Greenberg and Colquitt (2005), procedural justice criteria included following factors: voice in making decision, consistency in applying rules, accuracy in use of information, opportunity to be heard, and safeguards against bias.

Recent study by Iqbal, Azis, and Tasawar, (2012) found that procedural justice has positive and strong influence on organizational citizenship behavior.

**Interactional Justice**

Research on interactional justice was started by Bies and Moag (1986). Bies and Moag (1986), defined interactional justice as the fairness of the interpersonal treatment that one receives at the hands of an authority figure during enactment of organizational processes and distribution of outcomes. It focuses on employees’ perceptions of the interpersonal behavior exercised during the representation of decisions and procedures.

Following the work of this research, other researchers attempt to further define this dimension of organizational justice. Cropanzano et al. (2002) discussed interactional justice which refers to the social exchange between employees and their managers. It represents an interpersonal aspect of fairness during the enactment of decision-making procedures (Bies, 2005). Blakely et al. (2005) argue that interactional justice is related to employees’ feelings about how managers fairly treat their employees while Liao and Tai (2006) described as the features of behaviors and manners that employees and managers face while the managers fulfill procedures related to organizational activities (procedural and distributive).
Interactional justice construct later has been categorized in current analysis into interpersonal justice and informational justice (Leventhal, 1980). Interpersonal justice refers to the manner in which people relate to supervisors at work, while informational justice refers to the quality of communication between the employee and his or her supervisor in the organization (Suliman & Al Kathiri, 2013; Muzumdar, 2012). Recent studies conducted by Elamin and Tlaiss (2014) indicated that interactional justice is most frequently associated with various dimensions of organizational citizenship behavior. Finally, Farahbod et al (2012) found that among the three dimensions of organizational justice, only interactional justice was positively related to organizational citizenship behavior.

In this study it is investigated the mediator effect of Perceived organizational support on the relationship between procedural justice, interactional justice and organizational citizenship behavior. Therefore, the conceptual model of present study is detected in figure 1.

![Figure 1: The conceptual model of research](image)

In this model Procedural justice and interactional justice are as a predictor variables, OCB as a dependent variable, and finally perceived organizational support is as a mediator variable.

**Purpose**

The aim of this study is to determine the effect of procedural justice, interactional justice and perceived organizational support on organizational citizenship behavior. To this end, the mediation effect of perceived organizational support on relationship between procedural justice and organizational citizenship behavior and between interactional justice and organizational citizenship behavior are determined.

**Methodology**

Our study is a descriptive-explanatory research. It is attempted to present a clear image of study population features.

**Participants**

Information of this study was collected from 540 non-academic employees of five public higher education institutions in West Sumatera. They have been selected by cluster random sampling. Almost all of them participated in this study indicated by 88 percent of respond rate.

**Measures**

In order to collect data, questionnaire was used. In addition to a demographic data (age, gender, education, and organizational tenure), the following measures were administered in the present investigation:

Interactional justice: interactional justice was measured by using the scales developed by Niehoff and Moorman (1993). The interactional justice scale consisted of 9 items in which all items used a 5-point Likert scale anchored from 1 strongly disagree to 5 strongly agree. Coefficient alpha for this scale was 0.88.
Procedural justice: 6 items of Niehoff and Moorman (1993) was used to measure Procedural justice. Coefficient alpha for this scale was 0.87.

Organizational citizenship behavior: for measuring employees' OCB, The five-dimension scale developed by Podsakoff et al. (1990) was used. The scale comprises five dimensions included; altruism, courtesy, sportsmanship, conscientiousness and civic virtue. Each of 24 items answered using a 5-point Likert scale anchored from 1 (Never) to 5 (always). Coefficient alpha for this scale was 0.85.

Perceived Organizational Support: We have been using the POS to study the participants POS (Eisenberger et al., 1990), which this part was included 8 questions the study used scale of Eisenberger et al. (1986). POS questionary is designed to measure possible feelings an individual may have about the organization for which they work (Eisenberger et al., 1986). This survey is 8-item, Likert-type scale indicated the extent to which an employee agreed or disagreed with the statement. Coefficient alpha for this scale was 0.86.

Data Analysis
In this study, Smart PLS software was applied. SEM is a multivariate technique that allows for the simultaneous analysis of multiple, interrelated relationships between concepts in a model to be studied. The partial least squares and structural equation modeling (PLS-SEM) has been used to test the hypothesis and fitting template for this study. The archived data have been analyzed using PLS as it is compatible for theory building and predictive applications, and it is easy to handle formative and reflective measurement methods, in addition to single item constructs with no identification obstacles (Hair et al., 2013). The conceptual framework of this study has both reflective constructs (organizational citizenship behavior and perceived organizational support) and formative construct (procedural justice and interactional justice).

The Reliability and Validity
with regard to the generally recommended quality criteria for PLS-SEM, the measurement models was first evaluated. It includes assessing the reliability of the individual measures, the reliability for each construct’s composite of measures (internal consistency reliability), and the validity of individual measures. PLS Algorithm in SmartPLS 2.0 software applied in assessing the internal consistency (composite reliability, cronbach’s alpha), indicator reliability (squared standardized outer loadings), convergent validity (AVE), and discriminant validity (fornell-Larcker criterion, cross loading), convergent validity (AVE) (Hair et al., 2014). Evaluation and testing the structural model was analyzed after assessment of measurement model.

Results
The respondents of our study were sorted into several groups. The findings revealed that 57 percent of the respondents were women and 43 percent were men. Most of the participants fall in 31-40 age group (35%). The level of education was as follows: 44 percent hold a university degree, 25 percent of the respondents had high school diploma. Meanwhile in the category of tenure, the highest number of respondents (30%) are those whose tenure was over 20 years.

In the study, evaluation of measurement model was displayed.

<table>
<thead>
<tr>
<th></th>
<th>AVE</th>
<th>Composite Reliability</th>
<th>Cronbach's Alpha</th>
<th>Communality</th>
<th>Redundancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCB</td>
<td>0.502117</td>
<td>0.856724</td>
<td>0.799187</td>
<td>0.502117</td>
<td>0.000417</td>
</tr>
<tr>
<td>POS</td>
<td>0.524751</td>
<td>0.844800</td>
<td>0.769564</td>
<td>0.524751</td>
<td>0.076662</td>
</tr>
</tbody>
</table>

The above table shows result of measurement model for OCB and POS. The result confirm that the measurements used for organizational citizenship behavior and perceived organizational construct
in this study are reliable. In addition, Fornell-Lacker criterion and cross loading (Hair et al, 2011) were also tested resulting discriminantly valid indicators since all indicator’s outer loading were higher than its cross loading with other constructs.

In the study, procedural justice and interactional justice are treated as formative construct. All the six indicators of procedural justice and nine indicators of interactional justice are convergently valid with t-value or t-statistic (outer weight) greater 1.645. In addition, the variance inflation factor (VIF) values and tolerance level for all variables were examined to assess collinearity. In the study, it is indicated that the value of VIF and tolerance level of procedural justice were 2.15 and 0.46 respectively compared to 2.11 and 0.47 for Interactional Justice. This VIF value earned is obviously below 5.0 and tolerance level was greater than 0.20. This result fulfilled the rule of thumb used in this study based on Hair et al (2014).

In order to investigate the relationship among constructs, the Structural Equation Modeling (SEM) was applied. Evaluation and testing the structural model was analyzed after successful validation of measurement model. Path coefficient was examined which represent the hypothesized relationships that link the constructs. According to Hair et al (2014), non parametric statistical test called bootstrapping is carried by PLS-SEM in order to measure the significance of estimated path coefficients.

<table>
<thead>
<tr>
<th>Path</th>
<th>Path Coefficient</th>
<th>SE</th>
<th>t-Value</th>
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<tbody>
<tr>
<td>PJ → OCB</td>
<td>0.07</td>
<td>0.003</td>
<td>2.12</td>
</tr>
<tr>
<td>IJ → OCB</td>
<td>0.08</td>
<td>0.004</td>
<td>2.18</td>
</tr>
<tr>
<td>PJ → POS</td>
<td>0.27</td>
<td>0.063</td>
<td>4.23</td>
</tr>
<tr>
<td>IJ → POS</td>
<td>0.32</td>
<td>0.054</td>
<td>5.87</td>
</tr>
<tr>
<td>POS → OCB</td>
<td>0.03</td>
<td>0.010</td>
<td>2.51</td>
</tr>
</tbody>
</table>

Result of bootstrapping showed that procedural justice and interactional justice have positive and significant influence (p<0.05) on predicting organizational citizenship behavior with a t-value higher than 1.96. In addition, it revealed that procedural justice and interactional justice have positive and significant influence on predicting POS and POS has positive and significant influence on predicting organizational citizenship behavior. Result of bootstrapping for mediation effect showed that the value of VAF for mediation effect of perceived organizational support on procedural justice and organizational citizenship behavior relationship is 0.83. According to Hair et al (2014), the score of VAF greater than 80% shows the effect of full mediation. In addition, perceived organizational support fully mediate the relationship between interactional justice and organizational citizenship behavior with the value of VAF is 0.87. In other word, the influence of interactional justice on organizational citizenship behavior is fully mediated by perceived organizational support. Result of structural model assessment for predictive relevance in the study found that Q² is 0.92. The overall validity of this structural model is well above zero which indicates that the result of estimation is strong.

Discussion and conclusion
The aim of the research presented is to consider the interactional justice, procedural justice, and POS effects on OCB. Finally the evaluation of mediating effect of POS on interactional justice and OCB relationship also on procedural justice and OCB relationship were conducted.

In the present study, it was supposed that interactional justice has positive influence on OCB among non-academic employees. The result indicates that interactional justice plays an effective role in determining organizational citizenship behavior, that is in accordance with those from previous
studies. Elamin and Tlaiss (2014) study indicated that interactional justice is most frequently associated with various dimensions of organizational citizenship behavior for various reasons. Another study by Erkutlu (2011) on lecturers in ten public universities in Turkey, found a stronger relationship between interactional justice and organizational citizenship behavior than procedural and distributive justice for organizations that are higher in respect for people and a weaker relationship between distributive and procedural justices and organizational citizenship behavior for organizations that are higher in team orientation. Early study by Moorman (1991) found that the best predictor of organizational citizenship behavior was interactional justice. It therefore can be said that employees display OCBs when interactional justice is high. Interactional justice make employees feel as members of the organization, and they become more responsive at the workplace that finally may lead to exhibit higher levels of OCB. In other word, the more respect and honesty found in the conduct of social interaction, the higher the citizenship behavior the employees show. Given to this, leaders of public higher education institutions have to pay more attention to improving the interactional justices to improve OCB because these two are closely and positively associated with each other.

In addition, the study also found that organizational citizenship behavior of employees are determined by the presence of procedural justice practiced. Result of this study supports the model proposed earlier by Iqbal, Azis, and Tasawar (2012) who evaluated the relationship between procedural justice and organizational citizenship behavior in educational institutions of Pakistan and other studies by Soltani et al (2014), Yardan et al (2014), Lee. Kim and Kim (2013).

Another results of the present study provided further support for the relationship between POS and OCB. Studies by Holsblat (2014) and Ratsgar et al. (2014) and Chen (2008) suggested that employees who perceive their organizations to be supportive are likely to engage in citizenship behaviors. High levels of POS the employees perceived are obviously thought to create obligations to exhibit more OCB such as altruism, courtesy, sportsmanship, conscientiousness and civic virtue. In addition, recent study by Singh et al (2015) indicated that perceived organizational support significantly predicts organizational citizenship behavior. Higher level of perceived organizational support will lead to increased organizational citizenship behavior (Liu, 2009).

In terms of mediation effect, it is interseting to compared this finding with other previous study identified that was conducted by Cheung (2013). Current study employed interactional justice as one of sub-constructs of organizational justice developed by Colquit et al (2001) while Cheung (2013) used the new category of interactional justice in the form of two categories: interpersonal justice and informational justice. In her study, it was found that perceived organizational support as a mediator on the relationship between interpersonal justice and informational justice and organizational citizenship behavior. While the research showed that perceived organizational support play a full mediation role on the relationship between interactional justice and OCB.

Another mediation effect analysis conducted in the present study indicated that perceived organizational support plays a full mediation role on the relationship between procedural justice and OCB. The result provided further support for previous findings by Moorman et al., (1998) and Henry (2007) that demonstrated the role of POS in mediating procedural justice and OCB relationship. Improvements in procedural justice which enhance POS correlate with increased OCB intentions directed at the organization. If employees believe that the procedures and outcomes are fair, they will attribute this to the organizations’ willingness to be fair to their employees, and by extension to the value they place on their employees. Employees in cable television company were participants in Moorman study while non-academic employees in public higher education institutions participated in our study. Therefore, it is believed that this study is one of the few attempts to stretch procedural justice, interactional justice and perceived organizational support in promoting organizational citizenship behavior among non academic employees of public higher education institutions in West Sumatera, Indonesia and in developing country context.
Implications

The study gives us a view that perceived organizational support is an antecedent of OCB as well it is a mediator between important organizational variables i.e., procedural justice, interactional justice and organizational citizenship behavior. This result enhanced understanding that justice treatment perceived can help to create organizational citizenship behavior only if they experience perceived organizational support. Therefore, organizations need to create a supportive culture and atmosphere in order to improve organizational citizenship behavior.

Directions for Future Research

Future research should examine other occupations/professions as well as determining the applicability of these results to different levels in the organization. Another direction for future research is to study the antecedents and outcomes of OCB through longitudinal data.

Longitudinal research would further improve our understanding of OCB by investigating how OCB is developed among employees over time and whether the effects of OCB on work outcomes would diminish or strengthen over time. In addition, while in this study and most of the other POS research, the focus is on how employees reciprocate on the organization’s favorable treatment, the other side of the reciprocal relationship is neglected. Thus, an interesting question is whether employee attitudes and behaviors in reaction to previous organizational support can influence management’s decisions on how much support is provided to employees. Collection of longitudinal data is likely to be helpful in addressing these issues. Other direct and indirect antecedent variables related to OCB should also be included in future studies.

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