

**THE EFFECT OF EMPLOYEES' PERCEPTIONS OF JUSTICE ON ORGANIZATIONAL
CITIZENSHIP BEHAVIOR AND THE MODERATING ROLE OF EMPLOYEE'S
GENDER****ÇALIŞANLARIN ADALET ALGISININ ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI
ÜZERİNE ETKİLERİ VE ÇALIŞAN CİNSİYETİNİN BU İLİŞKİ ÜZERİNDEKİ ROLÜ****Dr. F.Ceyda SÜER**

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ABSTRACT

The main purpose of this study is to show the relationship between organizational citizenship behavior and organizational justice perceptions of the employee's. The researcher also aimed to find out if there were gender differences as a moderating variable. For this purpose, an empirical research was carried out on a total of 150 people working in various sectors in Istanbul by using SPSS 20. The data was analysed using Pearson's Correlation, a linear regression analysis and a t-test. Also correlation and regression analysis were used to analyze the collected data. According to the Regression analysis results; it has been seen that there is only a meaningful correlative relationship between the distributive justice and the Civic Virtue. And also the four sub-dimensions of organizational citizenship (Civic Virtue, Altruism, Courtesy and Conscientiousness) have a correlative relationship with Procedural Justice. But there is no significant differences were found among males and females. This research showed that any procedures that direct to improved organizational justice perception and that improvement will enhance better organizational citizenship behavior.

Key Words: Gender Differences, Organizational Citizenship Behavior, Organizational Justice, Distributive Justice, Procedural Justice

ÖZ

Çalışmanın temel amacı örgütsel vatandaşlık davranışı ile çalışanların örgütsel adalet algıları arasındaki ilişkiyi göstermektir. Araştırmacı ayrıca, ara değişken olarak cinsiyet farklılıkları olup olmadığını araştırmayı amaçlamıştır. Bu amaçla, İstanbul'daki çeşitli sektörlerde çalışan toplam 150 kişiye SPSS 20 istatistik programı kullanılarak ampirik bir araştırma yapılmıştır. Veriler, Pearson Korelasyonu, doğrusal regresyon analizi ve t-testi kullanılarak analiz edilmiştir. Ayrıca, toplanan verileri analiz etmek için korelasyon ve regresyon analizi kullanılmıştır. Regresyon analiz sonuçlarına göre; dağıtım adalet ile Erdemlilik arasında anlamlı bir ilişki olduğu görülmüştür. Ayrıca, örgütsel vatandaşlığın dört alt boyutu olan Erdem, Diğerkamlilik, Nezaket ve Vicdanlilik değişkenleri ile Süreç Adaleti arasında anlamlı bir ilişki bulunmuştur. Ancak ara değişken olarak düşünülen cinsiyet değişkenine göre erkek ve kadın çalışanlar arasında anlamlı bir fark bulunamamıştır. Bu çalışma, örgütsel adalet algılamasına yol açan herhangi bir uygulamanın, örgütsel vatandaşlık davranışının iyileşmesine katkıda bulunacağını göstermektedir.

Anahtar Kelimeler: Cinsiyet Farkı, Örgütsel Vatandaşlık Davranışı, Örgütsel Adalet, Dağıtım Adaleti, Süreç Adaleti

1. INTRODUCTION

Today, companies have to gain maximum efficiency from human resources in order to create corporate culture. Taking maximum gain from human resources can be achieved by extra contribution of employees to their companies visually, mentally, behaviorally and physically, except for the tasks expected from them. As a result of the preliminary research I conducted, it has been observed that many factors such as personal, environmental, organizational structure, peers and management influence the organizational citizenship behavior in the literature. Studies related to these factors in previous studies in the literature have been briefly addressed in this research.

This research also examines how the sub-dimensions of Perceived Organizational Justice affect the Organizational Citizenship Behavior. The effect of the "employee's gender" variable, which does not find much in the literature, on the severity and direction of this relationship is a matter worth investigating. In this respect, the effects of Distributive Justice and Procedural Justice on Organizational Citizenship behavior will be discussed and a model will be tried to be created. The results will provide a better understanding of how employees in the workplace can hold the perceptions of justice within the organization at the optimum level and how the Organizational Citizenship Behavior can be maximized.

2. LITERATURE REVIEW

2.1. Organizational Citizenship Behavior

The definition of "Organizational Citizenship Behavior" was first used by Dennis Organ and his colleagues in the 1980's (Bateman & Organ, 1983: 588; Smith, Organ & Near, 1983:655). The definition of Organizational Citizenship behavior that has been put in place can be conveyed in the form of behaviors that contribute to organizational functioning and productivity but are not defined in the basic work system and job descriptions (Kuşçuluoğlu, 2006:102).

There is a huge body of literature studied about organizational citizenship behaviors because scholars have understood the important impact of organizational citizenship behavior (e.g., Somech & Drach-Zahavy, 2000: 651; Li, Liang, & Crant, 2010:396). Organizational Citizenship behaviors develop the organizational value by improving high performance in qualitative and quantitative senses (Truckenbrodt, 2000:238). In organizational citizenship literature, the most preferred classification is based on Organ's citizenship studies. The study has five dimensions which are: Conscientiousness, Altruism, Sportsmanship, Courtesy and Civic Virtue (MacKenzie et al., 1991:148; MacKenzie et al., 1993:73; Allison et al., 2001:285; Köse et al., 2003:3). The various dimensions of organizational citizenship behavior have been discussed as follows:

Altruism: Altruism is the act of assisting a person in relation to the organizational system in relation to a task or problem under organizational structure and this behavior is strictly voluntary (Organ and Ryan, 1995:776; Podsakoff et al., 2000:518; Allison et al., 2001:282).

Conscientiousness: Conscientiousness must fulfill some of the duties and responsibilities of the organization's employees more than expected. Conscientiousness includes similar behaviors that can be developed with many examples, such as not being absent from work, working regularly at work, using recreational time without abuse, using material and equipment at work as needed, or not using it outside of work (MacKenzie et al., 1993:73; Allison et al., 2001:281).

Sportsmanship: Sportsmanship shows evasive behavior from negative behaviors that may cause tension in the organization. Spending unnecessary problems, complaining about problems most of the time, disrespecting your colleagues, and so on can be examples. Such behavior of the person avoiding can be exemplified as sportsmanship (Podsakoff et al., 2000:516).

Courtesy: Courtesy refers to positive behaviors that individuals who are affected by each other's affairs and decisions are required to communicate with each other due to shared or chained job responsibilities. Some examples of the Organ's (1990) attitude to these behaviors include informing, reminding, communicating, consulting, and summarizing what to do (Samanci, 2006:57).

Civic Virtue: Civic Virtue is a dimension that questions what he or she has done on the day-to-day responsibilities of the organization and develops ideas and shares ideas in this direction. Examples include attending regularly at in-house meetings and actively participating in discussions, trying to keep pace with organizational developments, closely monitoring changes in the organization, and taking active roles in accepting others (Organ et al., 2006).

2.2. Organizational Justice

The most emphasized cognitive factor in the studies examining the factors that motivate organizational citizenship behavior (Moorman, 1991:846, Organ, 1988, 1990:44) is perceptions of employees on justice. (Türker, 2006:102). Employees continue to do the job in the job description with the same diligence that they are responsible for when they perceive injustice, but they can start doing things they did and did not have to do with the volunteer policy. The underlying reasons for continuing to do his job assignments are; anxiety about losing a job, the possibility of not receiving premiums, and negative performance appraisal. Organizational justice, as a concept; is the justification of employees by the authorities in the organization (Pillai et al., 1999:902).

2.3. Perceived Organizational Justice

The concept of Organizational Justice Perception is one of the most important factors affecting the Organizational Citizenship Behavior as described above. In the first studies on the concept of justice, social justice principles were tried to be explained. If the employee believes he/she has received what he/she deserves and knows that this distribution of rights is protected for all by organizational processes, policies and regulations, trust and trust in the organization will increase (Pillai et al., 1999:902). Positive attitudes and

organizational citizenship behavior can develop. In order for these essentials to be gained by the employees, social justice principles are at the forefront of efforts to be adapted to organizations. If employees believe that they are being treated fairly within the organization, this will have a positive impact on their attitudes and behavior within the organization. For this reason, the issues of organizational justice and employee perception have gained a great importance in recent years in terms of examining the causes of intergroup and intergroup interactions within the organization (Colquitt et al., 2001, 437-438). With reference to this distinction, perceived organizational justice can be explained as follows.

Distributive Justice: Distributive Justice concerns whether an employee benefits from organizational opportunities such as wages, promotions, awards and opportunities, and whether he or she has benefited in the same way compared to contributions such as work force, ideological endeavors, experience, accumulation, and expertise (FitzGerald, 2002:5-6).

Procedural Justice : Procedural Justice is concerned with the extent to which the organization will meet and protect the achievements such as wage, promotion, reward, opportunity that the employee deserves in return for contributions such as work force, ideological endeavors, experience, accumulation and expertise. Procedural Justice should also ensure that if the written procedures are unfair to the organization, this situation should be corrected for retrospectively for the foreseeable future (Konovsky, 2000:504).

2.4. The Relationship between Organizational Justice Perception and Organizational Citizenship

It is seen that the most emphasized factor in the studies examining the factors affecting organizational citizenship behavior (Moorman, 1991:850-851; Organ, 1988, 1990:51-52) is the perceptions of the employees on justice. According to Moorman, organizational justice is about the organizational behaviors. As stated in the Social Exchange Theory, when employees are treated fairly by their employers, they begin to feel devoted to and trust towards their companies. Latest researches studying justice signify fairness is an associate or predictor of organizational citizenship behavior. Organ submitted that fairness perceptions indicate a significant position in promoting organizational citizenship behavior (Moorman et al., 1998:353-354; Organ, 1990:45). From this point of view, Organ submitted that social exchange has an impact on the activation of citizenship behavior (Organ, 1988). It is simple to develop the organizational citizenship behavior among the employees, who will experience the organization extra kind by the help of distributive and procedural justice.

There are various studies discussing the relationships between organizational citizenship behavior and perceived organizational justice. Moorman and colleagues found a positive relationship between procedural justice and organizational citizenship behavior (Moorman et al., 1993:210-211). Tansky found a positive, significant relationship between the perceived organizational justice and the two dimensions of organizational citizenship behavior (altruism and conscientiousness (Tansky, 1993:198). Farh and others found a positive relationship between perceived organizational justice and organizational citizenship behavior (Farh et al., 1997:432).

2.5. Gender's Role

Later studies investigate the gender role in organizational outcomes like organizational citizenship behavior (Allen, 2006:123). Different dimensions of organizational citizenship behavior are expected among female and male. Gender impressed the behavior in which each gender is estimated to act (Cooper & Lewis, 1995:29-30) because gender differences can affect the perceptions and actions of the employees in the organizations (Cooper & Lewis, 1995:29; Williams & Best, 1982). Studies mention that stereotypes like ethics of care behaviors are the females' role where the dimension like civic virtue involves behaviors which reflect responsible participation and involvement with the organization, and also concern about the life of the organization.

Civic virtue is one sub-dimension of the organizational citizenship behavior, is stated as a masculine behavior (Heilman & Chen, 2005:439). Previous studies assume that helping and caring behavior is more likely to be expected of women employees on the other hand civic virtue behavior is expected from men (Heilman & Chen, 2005:435). On the other hand studies argued that women restrain the structure of hierarchies, but men prefer such hierarchies (Aries, 1977). Females prefer to request contribution from the members of group (Rosener, 1990:120). Sweeney and McFarlin found a significant relationship between distributive justice and organizational outcomes (Sweeney & McFarlin, 1997:28-29). The relationship was stronger for men than for women but on the other hand the relationship between procedural justice and the organizational outcomes was

stronger among women than men. In this study it is predicted that gender moderates the relationships of organizational citizenship behavior and perceived organizational justice.

3. DATA AND METHODOLOGY

3.1. Aim of the Study

In this section, the conceptual model underlying the study, the literature supporting the predictions of the variables according to this model, and the hypotheses put forward as a result of them are expressed. In the analysis of the data, SPSS 20 was used. The analysis consisted of frequency analyzes of the demographics of the respondents, factor analysis, reliability analysis, correlation analysis and regression analysis to test the research hypotheses.

3.2. Sample and Data Collection

The sample of the research consists of 150 employees working at different levels in various organizations. 72 participants were male (48%) and 78 were female (52%) and aged between 18 and 62 years (Mean: 30.94). When the educational level of the sample population is examined, it is seen that 2.5% of them are high school graduates, 62.8% of them are undergraduate and 34.7% of them are graduate and doctoral level graduates.

3.3. Measures of the Study Variables

In the present study, data were collected by questionnaire method. Questionnaire surveys were conducted using a service provider and were asked to fill out a questionnaire on the internet from the participant through the service provider (FreeOnlineSurveys). The questionnaire used in the research was determined according to the variables considered to be measured. The survey consists of 52 questions including demographic questions.

6 Likert Scale was used in answering the questionnaires applied in this research. 1) Strongly Disagree, 2) Disagree, 3) Slightly Disagree, 4) Slightly Agree, 5) Agree, 6) Strongly Agree.

The scales used in the questionnaire are:

Perceived Organizational Justice: The distribution justice perception was measured by a questionnaire consisting of 7 propositions in total, developed by Niehoff and Moorman in 1993 (Niehoff and Moorman, 1993:550). The procedural justice perception was measured by using 7 propositions measuring the process justice perception in the "organizational justice perception scale" developed by Colquitt in 2001 (Colquitt, 2001:388). The total explanatory power of the scale including these 2 sub-dimensions is 78,726%.

Organizational Citizenship Behavior Scale: Organizational citizenship behavior was measured by a questionnaire (Podsakoff & McKenzie, 1994:353-354) developed by Podsakoff and colleagues (1990). The total explanatory power of the scale is 73,429%.

Table1: Demographic data

| | | |
|-------------------------------------|------------|-------|
| Age | M | 30,94 |
| | SD | 7,52 |
| | Minimum | 18 |
| | Maximum | 62 |
| Gender (%) | Female | 52 |
| | Male | 48 |
| Educational Level (%) | High Sch. | 2,5 |
| | Undergrad. | 62,8 |
| | Grad/PhD | 34,7 |
| Working Position (%) | Senior | 63,2 |
| | Lower | 36,8 |
| Tenure (year) | M | 9,89 |
| | SD | 6,62 |
| | Minimum | 0,4 |
| | Maximum | 42 |
| Time in the current position (year) | M | 3,12 |
| | SD | 2,88 |
| | Minimum | 0,2 |
| | Maximum | 26 |

4. RESEARCH MODEL AND HYPOTHESES

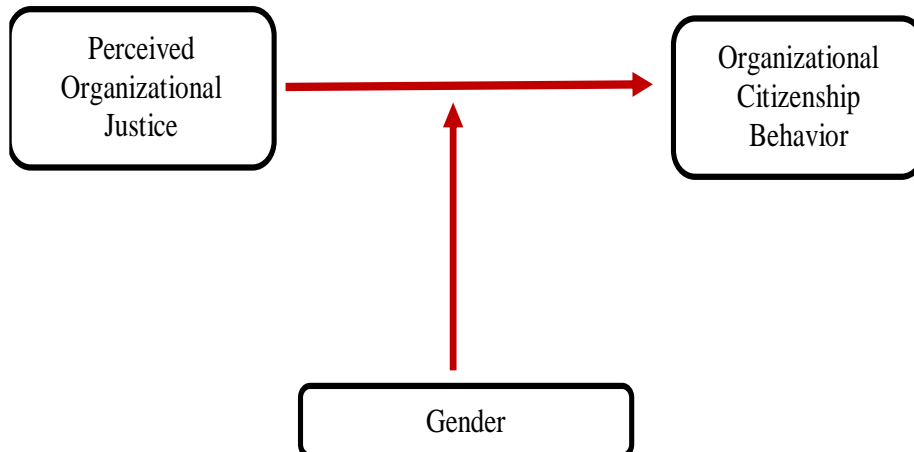
A number of scientific studies have been conducted on the relationship between the variables involved in this study

Dependent Variable: Organizational Citizenship Behavior

Independent Variable: Perceived Organizational Justice

Moderating Variable: Employee Gender

Figure 1: Model



In accordance with the model, the following research hypotheses were illustrated;

Hypothesis 1: There is a positive relationship between the procedural justice perception and the organizational citizenship behavior of a person working in an organization.

Hypothesis 2: There is a positive relationship between the distributive justice perception and the organizational citizenship behavior of a person working in an organization.

Hypothesis 3: The impact of the Perceived Organizational Justice on Organizational Citizenship Behavior will be higher in women than in men.

5. FINDINGS AND DISCUSSIONS

5.1. Analytic Procedure

Factor analysis; Principal component analysis and varimax rotation method were used to determine the sub-dimensions of the perceived organizational justice measured in the scope of the study and the subscales of the organizational citizenship behavior variables of the employees and to compare with the sub-dimensions mentioned in the literature.

Statistical analysis was used as a method of regression analysis to determine how the organizational citizenship behavior is explained by the perceived organizational justice dimensions. In order to understand the effect of employee's gender on organizational citizenship behavior of the perceived organizational justice, the gender variable was transformed into a dummy variable and introduced into multiple linear regression.

5.2. Correlations Results

In order to test the validity of the hypotheses, it has first been decided to conduct a correlation analysis and evaluate its results. When performing correlation analysis, each sub-dimension of perceived organizational justice and organizational citizenship behavior was inserted into Pearson Correlation Analysis with independent variables. Table 2 - Pearson Correlation Analysis Summary Table is shown below.

Table2: Results of Correlation

| | CivicVirtue | Altruism | Court. | Consc. | Distr. Just. | Proced. Just. |
|---------------|----------------|----------------|----------------|--------------|----------------|---------------|
| CivicVirtue | 1 | | | | | |
| Altruism | .452** | 1 | | | | |
| Court. | -.525** | -.425** | 1 | | | |
| Consc. | .470 ** | .610** | -.470** | 1 | | |
| Distr. Just. | .179* | .110 | .030 | -.015 | 1 | |
| Proced. Just. | .210** | .280** | .175* | .157* | -.482** | 1 |

* p<.05, two-tailed. ** p<.01, two-tailed.

In Table 2, there is a positive, significant and very weak 0.179 relationship between Civic Virtue and Distributive Justice. Also, Civic Virtue and Procedural Justice have a positive, significant and very weak relationship of 0.210.

According to the Altruism dimension, there is only a significant, positive and very weak relationship (0.280) between Altruism and Procedural Justice. Courtesy only has a significant, positive and very weak relationship (0.175) with Procedural Justice and lastly Conscientiousness has a significant, positive and very weak relationship (0.157) with Procedural Justice. This correlation analysis confirms H1 and H2 from the above hypotheses.

5.3. The Impact of Gender

Moderated hierarchical multiple regression analyses were used to test whether gender moderated the relationship between organizational citizenship behavior dimensions and perceived organizational justice. Gender was taken as a dummy variable for the regression analysis and multiplied by independent variable scores and modeled. In table 3, Procedural justice perception was found to be related to the civic virtue and altruism. The regressions showed that gender did moderate the relations between the altruism and civic virtue and perceived procedural justice.

Table 3: Hierarchical Regression Analysis of Perceived Procedural Justice and Organizational Citizenship Behavior on Gender as Moderating Variable

| Variable (n=150) | Civic Virtue | | | | | | | Altruism | | | | | |
|---------------------|----------------|-----------------|-------|------|-------|------|----------------|-----------------|-------|------|-------|------|--|
| | R ² | ΔR ² | F | Pf | β | p | R ² | ΔR ² | F | Pf | β | p | |
| 1 Proc.Just | .045 | .035 | 5.909 | .000 | .375 | .000 | .131 | .112 | 7.673 | .027 | .221 | .027 | |
| Proc | .048 | .032 | 2.525 | .005 | .370 | .000 | .134 | .109 | 4.92 | .075 | .227 | .027 | |
| 2 x Gender | | | | | -.037 | .839 | | | | | -.027 | .672 | |

6. CONCLUSION

In this research, it is aimed to explain the effect of employee perceptions of justice on organizational citizenship behavior. At the same time, as a moderator variable, gender differences is addressed. As a result, the data has obtained from the Pearson Correlation Analysis and the Hierarchical Regression Analysis are consistent with each other. In the first hypothesis, it is seen that the Civic Virtue, Courtesy and Conscientiousness in the sub-dimension of organizational citizenship are related with the perceived procedural justice in the sub-dimension of perceived organizational justice variable. Hence, the hypothesis 1 is accepted, in part because procedural justice can be argued to increase in organizational citizenship behavior.

In the correlation analysis for the second hypothesis, it has been seen that there is a significant correlative relationship only with the Civic Virtue and the Distributive Justice. There is no meaningful relationship between Distributive Justice and other sub-dimensions of the concept of Organizational Citizenship. Therefore, it can be argued that, in part, the increase in Distributive Justice will lead to an increase in organizational

citizenship behavior. In this study gender did not effect organizational outcomes. In summary; it is believed that the findings obtained from this research contributed to shed light on the future work that can be done in this regard.

As a result, the study can be restricted from the point of view of the sample group in order to give more healthy results. A large majority of the subjects are in the senior level manager position. However, this survey does not include a sectoral question. The most important of the theoretical problems is the determination of the borders of the Organizational Citizenship Behavior. For example, in the insurance sector, it has been determined that supervisors see the Conscientiousness dimension as a formal role rather than an extra role (Podsakoff and Mackenzie, 1994: 351-364). In this context, one of the most influential factors is how the leader's characteristics influence the employees' organizational citizenship behaviors and how they perceive organizational justice. Possible effects on organizational culture, Organizational Citizenship Behavior should be investigated. Culture can affect the types of Organizational Citizenship Behavior in an organization, the degree to which these behaviors are shown, the relationship between Organizational Citizenship Behavior and basic concepts and outcomes, and the mechanism of influencing the success of Organizational Citizenship Behavior's of the organization (Kose, Kartal and Kayalı, 2003: 1-19).

For other researches related to the concept of organizational citizenship behaviors, it can be suggested that the subjects such as the way of catching up, the gaze points of view, the attitudes of the managers, organizational characteristics, job satisfaction, job satisfaction can be emphasized. Job satisfaction has shown that organizational commitment is a clear predictor of Organizational Citizenship Behavior (Schappe, 1998: 277-291).

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