

The Research Dialogue

An Online Quarterly Multi-Disciplinary
Peer-Reviewed / Refereed Research Journal

ISSN: 2583-438X

Volume-3, Issue-4, January-2025

www.theresearchdialogue.com



“Studying the Relationship of Employees’ Perception of Violation of Norms of Justice with Organizational Citizenship Behaviour and Organization Based Self-Esteem”

Dr. Hari Om Gupta

Associate Professor, Department of Psychology,
B.R.D. PG. College, Deoria

Abstract

The present research work was done to study the relationship of Employees’ Perception of Violation of Norms of Justice in an Organization with Organizational Citizenship Behaviour and Organization Based Self-Esteem. The study was done on 250 employees of public and private organizations (125 from each). On the basis of interview done on some of the employees from both the sectors i.e. Public and Private, a scale for measuring perceived violation of norms was developed. The scale developed consists of items relating to the three dimensions of justice i.e. distributive, procedural and interactional. For measuring Organizational Citizenship Behaviour and Organization Based Self-Esteem, standard scales were used. Results showed that employees felt perception of violation of norms of justice. Results also showed that the employees’ perception of violation of norms of justice is negatively related with the variables like Organizational Citizenship Behaviour and Organization Based Self-Esteem.

Introduction

Justice matters. Even small children understand justice in their own way “That’s not fair” (Wilson, 1993). In other words it can be said that “justice” is essential to our social functioning as is indicated by the fact that the concept of justice (as well as its violation) often dominates our daily experiences and discussions (e.g., Finkel, 2001; Folger, 1984). A brief survey of contemporary public issues supports the contention that justice is a

growing concern; yet agreement about what is just remains far from being universal. While justice concerns can be individual as well as social, the context of justice may also vary from social to organizational.

Justice Concerns in Organizations

We can understand why justice is important by remembering that fairness concerns itself with what things get allocated and how these allocations take place. Thus, to say that justice matters, are more or less synonymous with maintaining that people care about how they are with others. The roots of justice can be found in our inclination to affiliate with other people. This is also well explained by Sampson (1975) "Just solutions promote cohesion and order, including a state of psychological well-being while unjust solutions contribute to personal and social unrest and disorganization". Thus, Justice is essential for psychological functioning and well-being of the individual.

Issues relating to fairness become more salient in case of organizational work setting. Theorists have recognized justice as a key organizational value (Lind and Tyler, 1988) - "the morale problem for years to come will be one of justice. The modern survey to be maximally useful, will centre more on problems of fairness procedures of payment of promotion and so forth, than on conditions of work as the closeness of supervisions per se." People become no less animated by justice when they arrive at work. In fact, concerns over injustice have provided impetus to the labour movement (Fantasia, 1988). Presently, the language of justice is shaping dialogue concerning global capitalism in developing nations (Greider, 1997).

And also research conducted across a variety of contexts (e.g., layoffs, drug testing, and pay cuts) in both laboratory and field settings demonstrates the importance of treating employees in a fair manner (Konovsky, 2000). Recent reviews and meta-analytic studies examining justice at the individual level indicate fairness is a correlate or predictor of a no. of notable organizational outcomes. For example, perceptions of fairness have been positively associated with favorable employees attitudes and behaviors including organizational commitment, organizational support, OCBs, work performance, and trust in management (e.g., Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001). However, when treated unfairly, employees are likely to react in unfavorable ways such as engaging in counterproductive work behaviours (e.g., damaging company property or spreading rumors), turnover, and theft (Cropanzano, Byrne, Bobocel, & Rupp, 2001). Thus, it is clear that justice matters and that people care about justice for a variety of reasons (i.e., people may even defend the view that justice is omnipresent and that the pursuit of justice is in itself a guiding and moral directive in our social lives.

Different Norms of Justice

At most general level, organizational justice is a psychological inquiry that focuses on perceptions of fairness in the workplace. Instances of justice take a variety of forms and researchers have throughout the last few decades devoted much attention to distinguishing among different “types” of justice (e.g., Bies & Moag, 1986; Greenberg & Colquitt, 2005; Thiabou & Walker, 1975). More precisely, justice involves issues of distribution, treatment, formal and informal decision making procedures, and so forth. So it can be said that individuals’ perceptions of fairness in organizational settings have been conceptualized in terms of at least three separate types of organizational justice.

Distributive Justice: It is a kind of justice in which fairness was defined in terms of the outcomes as a resource allocation decision. Three rules have been identified as the basis people use for distributive justice i.e. equity, equality and need.

Procedural Justice: In the organizational context, procedural justice is considered an important resource in social exchange. Procedural justice is an appraisal of the process by which an allocation decision is (or was) made. Evidence now shows that when people believe that decision-making processes are unjust, they show less commitment to their employers, more theft, higher turnover intentions, lower performance, and fewer helpful citizenship behaviors (for recent reviews, see Cropanzano & Greenberg, 1997).

Interactional Justice: The literature on employee-employer relations shows that an employee expects the organization to treat him/her with respect, dignity, honesty and to extend equal treatment to all members (Janssens, Sels, & Van den Brande, 2003; Kickul & Liao Troth, 2003). Bies & Moag (1986) referred to this notion as interactional justice, which is the perception of the quality of treatment an employee receives when policies and procedures are implemented in the workplace. Perceptions of interactional justice play a role in the determination of employees’ attitudes and behaviour (Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Yee Ng, 2001).

As the literature reviews show that a no. of researches have done relating different types of justice to different type of outcomes, but there is meager studies showing the relationship of overall justice to organizational outcomes.

Responses to Violation of Norms of Justice:

Overall, the result of studies done, suggests that organizational justice may be predictive of different attitudes and behaviors (Greenberg, 1990). The different reactions are like outcome satisfaction, job satisfaction, organizational commitment, trust, agent-referenced evaluations, withdrawal, organizational citizenship behaviour, negative reactions, perceived organizational support and many more like that.

The present research undertakes to study how organizational level outcome variables such as perceived organizational support, organizational commitment get influenced when there is the perception of violation of norms in the organizations. The reason for taking these variables lies in their importance to organizations as a whole because if the employees in the organization do not feel perceived organizational support and show organizational commitment than it will adversely affect the both growth and production of the organizations. And the issues become more salient in the context of Public and Private Organizations.

Organizational Citizenship Behaviour (OCB): Katz and Kahn (1966) defined it as sup-role behaviours that improved the effectiveness of the organization. In the words of Katz and Kahn(1966) this, “includes any gestures that lubricate the social machinery of the organization and do not directly adhere to the usual notion of task performance”. The extra-role behaviours identified included helping other workers with work-related problems, accepting others into the work group without a fuss, either putting up with or minimizing interpersonal conflict in the organization, and protecting and conserving organizational resources. Katz and Kahn (1966) coined the term “citizenship” to represent the workers that displayed these extra-role behaviours.

Citizenship behaviour is employee behaviour that is above and beyond the call of duty and is therefore discretionary and not rewarded in the context of an organization’s formal reward structure. It is work behaviour that holds promise for long term organizational effectiveness and success. This behaviour is also referred to as prosocial organizational behaviour (Brief & Motowidlo, 1986), extra-role behaviour (Van Dyne & Cummings, 1990), organizational spontaneity (George & Brief, 1992), and even counter role behaviour (Staw & Boettger, 1990). Organ (1994) referred to a person who engages in OCB as a “good soldier”.

Thus, on the basis of studies done on organizational commitment and Organizational Citizenship Behaviour(OCB) , it can be infer that it is an important organizational level variable influenced by a no. of factors like perceived organizational support and job satisfaction, employee level variables.

Organizational Based Self-Esteem: Pierce et al., developed a specific construct of self-esteem, organization-based self-esteem (OBSE), which is defined as „the degree to which organizational members believe that they can satisfy their needs by participating in roles within the context of an organization“ (1989: 625). This new construct has recently been investigated in the organizational context, and has been reported to be a significant predictor for some important organizational phenomena. For example, OBSE has been shown to be positively related to job-related affect and job performance (Gardner and

Pierce, 1998), job satisfaction (Wei and Albright, 1998), organizational commitment (Tang and Gilbert, 1994; Wei and Albright, 1998), organizational citizenship behaviour and need for achievement (Tang and Gilbert, 1994). It is also reported that OBSE has a negative relation with intention to leave (Wei and Albright, 1998). Moreover, Hui and Lee (2000) study shows that OBSE acts as a buffer against organizational uncertainty (job insecurity and anticipation of organizational change). However, despite its predictive usefulness in the organizational context and the increasing interest it has aroused, most research has searched for correlates of OBSE, especially in terms of several desirable organizational outcomes such as organizational commitment and organizational citizenship behaviour. Self-esteem is a person's overall evaluation, reflecting what he/she thinks of himself/ herself as an individual. It expresses an attitude of approval or disapproval, and indicates the extent of the individual's beliefs about himself/herself concerning his/her capability, significance, success and worth.¹ Brockner (1988) argues that people are motivated to preserve positive self-esteem, i.e. people desire to think, feel and behave in ways that either increase or protect their feelings of personal worth. This is because, as Baumeister (1995) points out, a sense of self-worth is one of the pillars supporting a meaningful life regardless of cultural differences. Pierce and his colleagues (1989) extended the scope of self-esteem with a suggestion that employees' work-related attitudes and behaviour are strongly relevant to the beliefs about themselves that are formed from their roles within the context of an organization. As a concept for reflecting these personal beliefs, they introduced organization-based self-esteem (OBSE). OBSE, i.e. the self-perceived value individuals have of themselves within a specific organizational context, reflects the extent to which their need for self-esteem is fulfilled by performing organizational roles. Individuals whose OBSE is high believe that they are important, meaningful and worthwhile within their employing organization. Thus, the organization is important to them because it is a core component of their self-worth and identity (Van Dyne et al., 2000). In the context of a dynamic organization, as found in high-tech firms, OBSE can be developed by managers, specifically in workers' perceptions of the fulfillment of obligations in the work arrangement. Furthermore, OBSE has been found to influence workers' ratings of organizational citizenship behaviour.

Objective of the Study

This research studies have been taken to address following objectives:

To study the employees' perceived violation of norms of justice and also its different constituents for organizations.

To study the relationship of Employees' Perception of Violation of Norms of Justice in an organization with Organizational Citizenship Behaviour and Organization Based Self-Esteem.

Hypotheses

Employees of organization will perceive violation of norms of justice and its different constituents significantly. Employees'perceived violation of norms of justice will be negatively related with, Organizational Citizenship Behaviour and Organization Based Self-Esteem

Methods

Sample

The present study will be based on a sample of 250 employees. The sample will include employees from both sectors i.e., public and private. Data will be collected through questionnaire method.

Development of scale for measuring Perception of Justice:

In order to develop a scale for measuring perception of justice in the organization by the employees, pilot interviews were conducted on the employees. The total numbers of employees were 20, out of which 12 were of private and 8 were from public.

On the basis of answers given to certain questions, items were formed. Finally, following no. of items was taken for administration:

Distributive Justice: 26

Procedural Justice: 19

Interactional Justice: 18

Organizational Citizenship Behaviour: It was measured using the sixteen items scale developed by Bettercourt et.al, (2000).

An example of the item:

I always say good things about my organization to others.

Organization based Self-Esteem: It was measured with the scale developed by Pierce et.al, (1989). The short Hindi version of the original scale was used. The alpha coefficient of the scale was found to be 0.91.

An example of the item:

In the organization, I am taken seriously.

Results

Table: 1 Showing the Means of the employees 'perceived violation of norms of justice and its different constituents in an organization

	N	Mean	Max. Score	Min.Score	S.D
Perception of Violation of Norms of Justice	250	175.66	250	50	35.48
Perception of Violation of Distributive Justice	250	85.19	120	24	17.38
Perception of Violation of Procedural Justice	250	62.99	90	18	12.39
Perception of Violation of Interactional Justice	250	27.48	40	8	6.78

**p<0.01

Table: 2 Showing the correlation of Perceived Violation of Norms Of Justice with the variables Organizational Citizenship Behaviour and Organization Based Self-Esteem. (N=250).

	Organization citizenship Behaviour	Organization Based Self-Esteem
Perception of Violation of Norms of Justice	-0.59	-0.58

**p<0.01

Discussion

Justice is essential to our social as well as organizational functioning as is indicated by the fact that the concept of justice (as well as its violation) often dominates our daily experiences and discussions (e.g., Finkel, 2001; Folger, 1984). This research has been done with objective of understanding how does the perception of violation of norms of justice in the organizations by the employees influence the variables like organizational citizenship behaviour and organization based self-esteem. In general, the results supported most of the developed hypothesized relationship. Since in our study, the focus was to study employees' perception of violation of norms of justice, Results (Table No.1) supported that employees in organization perceive violation of norms of justice. Studies conducted in organizational context, have found that these organizations differ in terms of climate and norms (Roy, 1974; de, 1974; Prasad, 1979; Sinha,1973);organizational activities and reinforcement patterns, control of economy, autonomy, layers of management, communication network, etc. These differences generated a complicated system of feelings, expectations, perceptions, attitudes and values in their employees which in turn influences variables like.

Another result (Table No.2) showed that employees' perceived violation of norms of justice was negatively associated with organizational citizenship behaviour and

organization based self-esteem. Thus results are supporting the hypothesis. Since perception of prevalence of injustice norms in the organization sent a message among the employees that organization do not care for their well being and growth which is necessary for their involvement in proactive behavior that ultimately benefitted the organization. Organizational justice is able to elicit citizenship behaviors in many cases and citizenship behaviors are the mainstay in many organizations with high organizational justice. Moorman (1991) found a relationship between organizational justice and organizational citizenship behavior, in a study conducted on two Midwestern companies. And regarding the findings on organization based self-esteem; many studies concluded that if there is perception among the employees that organization is not providing just environment and fair treatment then it will result in reduced level of organization based self-esteem.

Our finding suggests that workers' perception of violation of norms of justice in the organization is associated with behaviours that may compromise the integrity of organization and may lead to regulatory problems for the organization as well as for the employees.

References:

- Appelbaum, S., Asmar, J. A., Chehayeb, R., Konidas, N., Dusara, V. M., & Duminicia, I. (2003). Organizational citizenship: a case study of MedLink Ltd. Team performance management: An International Journal, 9(5/6), 136-154.
- Bies, R. J. & Moag, J. S. (1986). Interactional justice: Communication criteria for fairness. In b. Sheppard (ed.), Research on negotiation in organizations 9 vol.1, pp.43-55). Greenwich, CT; JAI.
- Cohen-Charash, Y. and P.E. Spector: 2001, The Role of Justice in Organizations; A Meta-Analysis, Organizational Behaviour and Human Decision Processes 86(2), 278-321.
- Colquitt, J. A., (2001). 'On the Dimensionality of Organizational Justice: A Construct Validation of a Measure' Journal of Applied Psychology 86(3), 386-400.
- Colquitt, J. A., D.E. Conlon, M.J. Wesson, C.O.L.H. Porter and K. Yee Ng: 2001, Justice at the Millennium: A Meta- Analytic Review of 25 years of Organizational Justice Research, Journal of Applied Psychology 86(3), 425-445.
- Cropanzano, R., Z. S. Byrne, & D. E. Rupp: 2001, 'Moral Virtues, Fairness Heuristics, and Social Entities, and Denizens of Organizational Justice,' Journal of Vocational Behaviour 58(2). 164-209.

- Cropanzano, R., & Greenberg, J. (1997). Progress in organizational justice: Tunneling through the maze. In C. L. Cooper & I. T. Robertson (Eds.). *International Review of Industrial and Organizational Psychology* (pp.317-372). New York: Wiley.
- Fantasia, Rick. 1988. *Cultures of Solidarity: Consciousness, Action and Contemporary American Workers*. Berkeley and Los Angeles: University of California Press.
- Finkel, N. J.(2001). *Not Fair! The Typology of Common Sense Unfairness*, Washington, D C: American Psychological Association.
- Folger, R. (1984). Preface. In Folger, R. (ed.). *The Sense of Injustice: Social Psychological Perspectives*, Plenum, NewYork, pp.ix-x.
- Greenberg, J., & Colquitt, J. A. (2005). *Handbook of Organizational Justice*, Mahwah, New Jersey: Lawrence Erlbaum Associates.
- Greider,W,(1997).*Oneworldready,ornot*.Penguin, London.
- Griffeth RW, Hom PW, Gaertner S, (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *J Manage* 2000, 26; 263-488.
- Greenberg, J. (1990). Organizational justice: Yesterday, Today and Tomorrow, *Journal of management*, 16, 399-432.
- Finkel, N. J. (2001). *Not Fair! The Typology of common Sense Unfairness*, Washington, D C: American Psychological Association.
- Folger, R. (1984). Preface. In Folger, R. (ed.). *The Sense of Injustice: Social Psychological Perspectives*, Plenum, New York, pp.ix-x.
- Jansens, M., Sels, l., & Van den Brande I. (2003). Multiple types of psychological contracts: A six- cluster solution. *Human Relations*, 56, 1349-1378.
- Konovsky, M.A., (2000).Understanding Procedural Justice and Its Impact on Bussiness Organizations, *Journal of Management*, 26: 489-511.
- Kickul, L., & Liao Troth, M. A. (2003). The meaning behind the message: Climate perceptions and psychological contracts. *Mid_American Journal of Bussiness*. 18(2), 23-32.
- Lind,E.a.,Tyler,T.R.(1988). *The social psychology of social justice*, NewYork:Plenum.
- Moorman, R.H.:1991, 'Relationship Between Organizational Justice and Organizational Citizenship Behaviours: Do Fairness Perceptions Influence Employee Citizenship?'*Journal of Applied Psychology* 76(6), 845-855.
- Prasad, L.(1979).What worker's want from their jobs?
IntegratedManagement.14(7).30-37.

- Roy, S. K. (1974). Corporate image in India: A study of elite attitudes towards public and private industry. New Delhi: Sri ram Centre.
- Sampson, E. E. (1975). On Justice as Equality. Journal of Social Issues, 31, 45-64.
- Sinha, J. B. P. (1973). Some Problems of Public Sector Organizations. Delhi: National.
- Thibout, J., & Walker, L. (1975). Procedural Justice: A Psychological Analysis, Hillsdale, NJ: Erlbaum.
- Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational citizenship behaviour; Construct redefinition, measurement and validation. Academy of Management Journal, 37: 765-802.
- Wilson, J. Q. (1993). The Moral Sense. New York: Free Press.



THE RESEARCH DIALOGUE

An Online Quarterly Multi-Disciplinary
Peer-Reviewed / Refereed National Research Journal

ISSN: 2583-438X

Volume-3, Issue-4, January -2025

www.theresearchdialogue.com

Certificate Number Jan.-2025/33

Impact Factor (RPRI-4.73)



Certificate Of Publication

This Certificate is proudly presented to

Dr. Hari Om Gupta

for publication of research paper title

“Studying the Relationship of Employees’ Perception of Violation of Norms of Justice with Organizational Citizenship Behaviour and Organization Based Self-Esteem”

Published in ‘The Research Dialogue’ Peer-Reviewed / Refereed Research Journal and

E-ISSN: 2583-438X, Volume-03, Issue-04, Month January, Year-2025.


Dr. Neeraj Yadav
Executive Chief Editor


Dr. Lohans Kumar Kalyani
Editor-in-chief

Note: This E-Certificate is valid with published paper and the paper must be available online at www.theresearchdialogue.com

INDEXED BY

