RELATIONSHIP BETWEEN ORGANISATIONAL JUSTICE AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR: EXAMINING THE MEDIATING ROLE OF JOB SATISFACTION

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Summary: The relationship between organisational justice perceptions, job satisfaction, and OCB from the responses of 267 employees in the manufacturing sector showed that interpersonal justice positively influenced all dimensions of OCB. Among the justice factors, informational justice had a greater influence on job satisfaction than distributive justice, procedural justice, or interpersonal justice. The effect of job satisfaction on OCB was most significant on civic virtue, followed by courtesy, altruism, conscientiousness, and sportsmanship. The mediation analysis showed that job satisfaction fully mediated the relationship between organisational justice and OCB. Therefore, job satisfaction is a stronger predictor of citizenship behaviours than justice perceptions.

Keywords: job satisfaction, manufacturing sector, organisational citizenship behaviour, organisational justice

1. Introduction

Globalization and the advancement of technology has triggered much interest among organisational researchers to study the discretionary behaviour of employees at the workplace. As baby boomers retire, the core workforce in most organisations are dominated by Generation X and Generation Y, who generally are less likely to remain in an organisation for their entire working life. Being more techno-savvy, these workforce have access to information that provides career advancement opportunities which increase the incidence of leaving. Therefore, research on organisational citizenship behaviour (OCB) has attracted much attention as discretionary and extra-role behaviours of organisational citizens are instrumental for employee retention, job performance (Greenberg 1988) and the survival of many organisations (Fassina, Jones, & Uggerslev 2008). To understand what enhances OCB, various predictors of OCB have been examined, and among the most robust attitudinal predictors of OCB are employees'perceptions of fairness and job satisfaction. As perceptions of fairness have been associated with job performance and OCB, and OCB with job satisfaction, facilitating organisational justice becomes crucial. In essence, employees are more likely to exhibit OCBs if they perceive that their organisations treated them fairly. But, do perceptions of organisational justice have similar relationships with OCB in a collectivist orientation culture like Malaysia?

In the Malaysian context, there is limited study on organisational justice and OCB, specifically with job satisfaction as a mediator. Furthermore, the limited literature available show that the findings of prior studies are rather ambiguous. Hassan and Mohd Noor (2008) assert that there is no significant relationship between organisational justice and extra-role behaviour in a high power distance and collectivistic society like Malaysia. On the contrary, Abdullah and Mohd Nasurdin (2008) contend that the relationship between organisational justice (distributive and procedural) and OCB is positive and significant. Othman et al. (2005)

establish that justice perceptions moderated the relationship between psychological contract violation and OCB. Despite being a high power distance country, where open expression of dissatisfaction is much constrained, interest in research on organisational justice in Malaysia has increased. Mohd Nasurdin and Soon (2011) examine the the links between organisational justice (distributive justice and procedural justice) and job performance (task performance and contextual performance) while Hassan and Hashim (2011) explore the role of organisational justice in shaping teaching faculties' attitude (job satisfaction and commitment) and behavioural intention (turnover intention). However, limited studies in Malaysia have researched the relationship between organisational justice perceptions, job satisfaction and OCB in the manufacturing sector. Considering the job switching habits of the current Malaysian workforce, the question of how employee perceptions of organisational justice would be related to job satisfaction and OCB remains to be addressed. That question is the focus of this study.

The main objective of this study is to study the relationship between organisational justice and organisational citizenship behaviour; the relationship between organisational justice and job satisfaction; the relationship between job satisfaction and organisational citizenship behaviour; and the role of job satisfaction in the justice-citizenship relationship. Using stratified random sampling, survey questionnaires were administered to 10 full-time management staff of a sample of 100 manufacturing companies. Overall, 267 valid cases were used for the analysis. Items for all the constructs were measured using scales ranging from (1) strongly disagree to (5) strongly agree. Organisational justice was measured using 20 items taken from the scale developed by Colquitt (2001). Job satisfaction was measured using five items from a scale developed by Brayfield and Rothe's (1951). OCB was measured using 24 items developed by Podsakoff et al. (1990). Eight questions tapped the demographic data of the respondents as well as some characteristics of the organisations. After the removal of outliers, a factor analysis rotated with Varimax was conducted to examine the factor structure of the scales. Correlation analysis was then conducted to describe the strength and direction of the linear relationship between the variables. Confirmatory factor analysis was conducted to test for convergent and discriminant validity of the constructs. Then, the final model was assessed using structural equation modeling with the AMOS 18 program to analyse its validity.

2. Summary of findings on hypothesized relationships

2.1 Hypothesis 1: Organisational justice – organisational citizenship behaviour relationship

The hypothesis relating employee perceptions of organisational justice to the dimensions of OCB was partially supported. Distributive justice positively influenced civic virtue whilst informational justice had a significant positive effect on courtesy. Procedural justice positively influenced civic virtue, but had a negative effect on courtesy and sportsmanship. Employee perceptions of interpersonal justice, however, positively influenced all dimensions of OCB. Comparatively, interpersonal justice had a more significant effect on conscientiousness than on courtesy, altruism, civic virtue, or sportsmanship. The influence of interpersonal justice on civic virtue was stronger than the effect of procedural justice or distributive justice. Similarly, interpersonal justice was more significant on courtesy as compared to informational justice or procedural justice. Comparatively, interpersonal justice had a stronger influence on sportsmanship than procedural justice.

2.2 Hypothesis 2: Organisational justice – job satisfaction relationship

Employee perceptions of organisational justice positively influenced job satisfaction. All dimensions of organisational justice were significantly related to job satisfaction. Among the justice factors, informational justice had a greater influence on job satisfaction than distributive justice, procedural justice, or interpersonal justice. Therefore, the hypothesis that employee perceptions of organisational justice positively influence job satisfaction was supported.

2.3 Hypothesis 3: Job satisfaction-organisational citizenship behaviour relationship

Job satisfaction positively influenced all dimensions of OCB. Thus, the hypothesis that job satisfaction positively influence OCB was substantiated. The effect of job satisfaction on organisational citizenship behaviour was most significant on civic virtue, followed by courtesy, altruism, conscientiousness, and sportsmanship.

2.4 Hypothesis 4: The role of job satisfaction in the justice-citizenship relationship

The possibility that the relationship between organisational justice and OCB was mediated by job satisfaction was analysed using a two-step process. At Step 1, the significant relationships between the constructs were established. From the analysis of the correlations that were obtained after standardisation, the interconstruct correlations were significant for all the four constructs. Step 2 was to estimate the mediated model and assess the level of mediation. First, was to estimate the original model, which did not estimate the direct effect from organisational justice to OCB. Then, a revised model, with the added direct path between organisational justice and OCB was estimated. This was to assess if adding the direct effect would substantially change the model fit. The magnitude of the mediating effect was demonstrated by breaking down the total effects into direct and indirect effects. The results of the mediated relationship implied that job satisfaction fully mediated the relationship between organisational justice and OCB. In short, organisational justice had no direct effect on OCB, but was fully mediated by job satisfaction. Therefore, the hypothesis that job satisfaction mediates the relationship between organisational justice and OCB was supported.

3. Conclusion

This study presented an integrated analysis of the organisational justice-OCB relationship by including job satisfaction as a mediator to provide a wholesome perspective of the associations between organisational justice and OCB. The study has expounded on the importance of job satisfaction in the organisational justice-OCB relationship, and therefore, the correlation between these constructs must not be overlooked. Practitioners may have to focus on job satisfaction to enhance OCB. Increased job satisfaction together with effective training to improve managerial competence in decision making would likely increase OCBs which ultimately results in better performance. Therefore, organisations would have to improve organisational justice in tandem with job satisfaction to enhance OCB. Among justice factors, interactional justice is important in influencing OCB, in particular interpersonal justice. Concisely, the findings indicate that personal factors are imperative for advancing OCBs.

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