Impact of Organizational Justice on Organizational Citizenship Behavior: A Case Study of PTCL, Pakistan

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ABSTRACT

Organizational justice and organizational citizenship behavior plays a significant role in functioning of an organization, as it influences our work related attitude and behaviors. Though numerous studies on organizational justice and organizational citizenship behavior can be found in the western societies, not much is known about their relationship in the context of developing and third world countries. This paper is an empirical research that tests the relationship/association between organizational justice and organization citizenship behavior based on equity theory and social exchange theory in the largest telecommunication company of Pakistan, that is, Pakistan Telecommunication Limited (PTCL). A cross sectional study was conducted and data was collected through a survey from 200 employees working in various positions in PTCL. Results indicate that there is a meaningful positive relationship between organizational justice and organizational citizenship behavior. The relationship between interactional justice and organizational citizenship behavior was found to be stronger as compared to the relationship between procedural justice and organizational citizenship behavior, and distributive justice and organizational citizenship behavior. Findings show that employees' perception of distributive justice is endorsed when supervisors communicate with their subordinates about the way decisions were reached, and provide a justification when desirable outcomes are not met.

INTRODUCTION

Organizational justice has captured considerable interest of scholars in the recent years. It is associated with the perceptions and reactions of an individual to the presence of fairness in an organization and captures what individuals feel or evaluates to be morally correct rather than viewing it to be something prescriptive (Cropanzano& Greenberg, 1997). This makes organizational justice to be a subjective phenomenon as it depends upon individual's perception and interpretation of evaluating something to be fair or not. The concept of justice emerges in various organization contexts, such as, pay plans, selection and placement, evaluation policies, and so forth (Greenberg, 1997); however, what is central to these various milieus is the individual's perception of whether or not they are being treated fairly and justly. Fairness is an influential factor behind various positive job outcomes, such as, turnover intentions, organizational citizenship behaviors, and commitment. Thus, presence of organizational justice is advantageous both for the individual and the organization (Cropanzano & Greenberg, 1997).

The perception of fairness is crucial to explore as it has consistently been associated with employee attitudes and behaviors related to work that can either lead to withdrawal behaviors or can motivate a person to go beyond the call of duty and to demonstrate a citizenship behavior (Greenberg, 1990). The perception of unfairness can make people to indulge into an act of deviance targeted towards the source thereby resulting into less commitment and dissatisfaction that eventually results into lower performance (Akremi, Vandenberghe, &Camerman, 2010). Conversely, the perception of being treated fairly benefits the organization as well in terms of profitability (Baldwin, 2006) through organizational commitment, increased job performance, engagement of employees into organization citizenship behavior, trust in supervisors and management, and reduced conflicts(Konovsky, 2000; Cohen & Spector, 2001; Colquitt *et al*., 2001; Rhoades &Eisenberger, 2002; Akremi*et al*., 2010).

Organizational citizenship behavior is significant in organizations due to three important trends (Borman, 2004). Firstly, citizenship performance is needed by the organization due to increasing competition globally. Secondly, organizations that are team based are now trending which in turn raises the need for the citizenship performances' personal-support element. Thirdly, organizational needs an extra effort from their employees as more and more organizations are now going towards downsizing. Lastly, organizations have become more customers oriented for which citizenship performance of employees seems vital.

Nevertheless, organizational justice requires serious consideration in under developed countries. The current literature on this subject matter is overwhelmed with studies conducted in the western societies and is often overlooked in other contexts. Keeping in view this significant gap in the literature, this research aims to investigate the status of organizational justice within the specific context of PTCL (Pakistan Telecommunication Company Limited) and its impact or influence on the Organizational citizenship of PTCL employees in Pakistan. On the basis of Adam's equity theory, theories of organizational citizenship behavior, organizational justice and social exchange theory, this research endeavors to empirically study various parameters of fairness with organization citizenship behavior. Thus, the main intention of the study is twofold: to sort out the relationship/association between organization citizenship behavior and organizational justice, and to test the impact of organization citizenship behavior and organizational justice in PTCL in post privatization arena.

This paper begins with the introduction of organizational justice that reviews contemporary literature on this phenomenon in detail and sheds light on its relationship with organizational citizenship behavior followed by a theoretical framework that highlights the equity and social exchange theory in defining and understanding organizational justice. The next section discusses the methodology and the research design followed by research findings. We then discuss the research findings in light of the current literature and finally conclude the paper.

LITERATURE REVIEW

Organizational Justice: an introduction

The notion of organizational justice was tapped by Greenberg (1987) that referred to individual's perception of justice in their organization. It is classified into: procedural justice, interactional justice and distributive justice(Tyler & Lind, 1992; Parker *et al.*, 1997; Cropanzano& Greenberg, 1997; Moorman, 1991; Colquitt, 2001).Distributive justice or fairness of outcomes which, "spotlight the content – the fairness of the outcomes received" (Greenberg, 1990: 400). In other words, it is about people's awareness of fairness of outcomes received (i.e. benefits or punishment) they receive (Cropanzano& Greenberg, 1997). Procedural justice deals with the employee's perception of fairness of procedures by which resources are allocated and disputes are resolved (Korsgaard*et al.*, 1995; Ali, 2011). It addresses the perception of fairness in terms of the process through which decisions are made (Folger, &Greenberg, 1990: 40). Finally, individuals are also concerned about their interpersonal treatment with others particularly with the management and higher authorities in the organization, which can be called as interactional justice (Bies, 1986).

Interactional Justice was treated as a sub type of procedural justice by Cropanzano*et.al*, (1997). It is associated with the interaction and communication of management with an employee, when decisions affecting employees are made. Employees can be motivated to engage into organization citizenship behaviors by providing sufficient explanations for decisions and conveying the news with high regard and thoughtfulness (Bies&Moag, 1986). Interactional justice is additionally categorized into: informational justice and interpersonal justice. Interpersonal justice is about how employees are treated when decisions about them are made, and that they are given explanations while treating them with utmost respect and dignity ;whereas informational justice means well informed individuals who know that what were the reasons behind procedures followed, or how were outcomes distributed(Greenberg, 1993b; Colquitt *et al*., 2001; Colquitt, 2001). Nonexistence of procedural fairness and distributive justice is attributed to organization that makes people to indulge into deviance behavior directed towards an organization

(Aquino *et al*., 1999; Ambrose *et al*., 2002; Bennett & Robinson, 2000) whereas absence of interactional justice is related it to supervisors/ immediate bosses which makes individuals to indulge into deviance behavior towards them (Aquino *et al*., 1999; Bennett & Robinson, 2000; Ambrose *et al*., 2002;).

Historically, research on different facets of organizational justice developed differently in different eras. The different intellectual themes have been divided into the metaphor of four waves by (Colquitt*et al*., 1997). The first wave began in the 1950s and spanned till 1970s and focused on distributive justice in terms of fairness in the distribution of resources followed by research on procedural justice that started form mid 1970s and carried on till 1990s with an interest to understand the fairness of procedures through which rewards were distributed. The third wave of research concentrated on interactional justice with a specific focus on interpersonal justice began in the mid-1980s and carries on till today. The fourth wave gained considerable momentum in the 21st century that started with interactional wave and is referred to as an 'integrative' wave that combines all aspects of organizational justice. This paper takes an integrative approach as well to study organizational justice as it takes into account all the three facets of organizational justice.

Organizational Justice and Organization Citizenship Behavior

Benefits of non-traditional types of job behaviors that are more under personal control and are not mentioned in the job descriptions, such as, organizational citizenship behavior of employees can be enjoyed by organizations when organizational justice is present (Organ, 1977; Moorman, 1991). To define it, it is *"Individual behavior that is unrestricted, not directly or overtly recognized by the prescribed system of reward and that comprehensively promotes the effective organizational functioning"* (Organ, 1988:5). Organization citizenship behavior is practiced by individuals apart from their prescribed job description and comes under the umbrella of "extra role behavior". This construct is not novel to scholars, as (Organ *et al*., 2006: 43) illustrated:

"For 70 years or more, the most important and influential theories of organization have made reference in some form to what we now call OCB".

If a perception arouses in employees that their organization is just and is concerned about their interests and wellbeing, they think of themselves not as an employee but as a proud citizen of that organization. As Organ (1990: 62) suggests that employees assume their relationship with their employers as a "social exchange relationship" if they think that employer is fair to them and concerned about them, they are willing to go further than required formally for their organization and ultimately become dedicated to their organization (Andrews & Moorman, 2005); otherwise this relationship is merely reduced to an economic relationship.

Feeling of organizational justice develops in individual's perceptions that lead them to organizational citizenship behaviors only when employees experience that they are receiving outcomes as desired and deserved perhaps; and when they feel that procedures which were followed to reach those outcomes were fair, and that supervisorregularly communicate andinteract with them. Thus, fairness perceptions have been found to be related positively to organization citizenship behavior (Moorman, 1991). Also, Organization citizenship behavior is associated to individual's perception of distributive justice (Cohen-Charash& Spector, 2001; Karriker& Williams, 2009) as well as fairness of procedures perceptions of employees (Karriker et al., 2009; DeConick, 2010)

Distributive justice and Organization Citizenship Behavior

Whenever resources are distributed among the employees, individuals judge the outcomes received by them against that of their referents and then judge whether the decision was just or not. when employees feel that they are not getting equivalent to their colleagues, or those who are equal to them working in the same rank, or position in some other organizations, or when they do not get according to the policies pertaining in their organizations, or what they were promised at the time of hiring, feelings of distributive injustice arises (Goodman, 1974; Summers & DeNisi, 1990; Robbins, Summers, & Miller, 2000). Such violation of contract that takes place within the mind of an individual

cost an organization adversely as employees never wish to have a long term affiliation with organization which is not fair to them (Robinson *et al.*, 1994) and so they always keep on looking for another better opportunity. Larry (1999) found a very interesting relationship that show organizations must raise the income of employees to increase job satisfaction among the employees and if they want to increase employee effort they should go towards the application of fair procedures; however if they want to boost the organizational commitment, they should raise the distributive fairness.

The question emerges how an individual will recognize that procedures are fair? Managers who intermingle with their sub ordinates connect with them talk to them and inform them about decisions and the way it impacts them, will create a perception of fairness in procedures. In other words people perception of fairness and their motivational level boosts when they are given "voice"(Kanfer *et al.*, 1987). If an organization is perceived to be fair to an employee, it will create a moral obligation to give in return in the form of an extra effort (Aryee *et al*., 2002).

Procedural justice and Organization Citizenship Behavior

Employee's perception of procedural justice is enhanced when they are granted a say in their organization and they are heard before any decision related to them is taken (Greenberg, 1994; Baldwin, 2006).Procedural justice may be associated to organizational citizenship behavior because individual perceptions of fairness in turn affect employee's perception that he or she is held valuable by the employers and they tend to counter with an accelerated engagement into extra role behaviors (Blakel *et al.*, 1998;Tepper & Taylor, 2003).

There are seven dimensions specified by researchers which makes employees perceive presence of procedural justice in organization (Thibaut& Walker, 1975, Leventhal, 1980, Colquitt, 2001) i.e. (a) when one has the freedom to give his opinion whenever a decision is made (b) and can influence the decision (c) when procedures applied are consistent (d) when biased decision making or makers are discouraged (e) the information on which decisions are made are truthful (f) authority to challenge any unfavorable judgments (g)

and when ethical dimension of decisions is considered. Ultimately when individuals perceive presence of procedural justice they begin exhibiting organizationally beneficial citizenship behaviors (Moorman, 1991; Skarlicki& Latham, 1996; Farh*et al.*, 1997).

Interactional justice and Organization Citizenship Behavior

When employees are treated interpersonally it not only results in an ideal work environment but also leads to job satisfaction and organizational citizenship behavior (Moorman, 1991); a feeling is aroused that they mean to their organization and that they are contributing something which is cherished by the organization, the more they will contribute the more favorable, positive and just outcome will be received by them (Agarwal&Ferrat, 1999; Gomolski, 2000). Human behavior is driven by recognition (Pare &Trembley, 2007), and with manager's interaction and admiration employers positive attitudes and behaviors are catalyzed and their creativity and proficiency of is stimulated (Pare *et al*., 2007) as they see opportunities of development in the organization. Employees who worked with those supervisors who were found to be not supportive and were abusive, engaged into lower organizational citizenship behavior's than those who had more supportive and interactive supervisors; whena feeling of dignity, affirmation, and association is given to employees a social relationship is evidenced by employees at workplace(Zellars*et al.*,2002; Ladebo *et al*.,2008).

Context of Study

PTCL is the largest telecommunication company in Pakistan. It was wholly owned by the Government but was then privatized in 2006. 26% of its shares were sold to Etisalat, which is a United Arab Emirates based Telecommunication Company , 12% to the general public, whereas 62% percent shares were left with the Government. Though numerous telecommunication companies have started their operations in the country, but PTCL still remains the backbone of country's telecommunication infrastructure.

The Government officials boasted at the time of privatization that none of their employees will undergo issues or problems stemming from the process but PTCL employees faced severe problems eventually in terms of human resource practices and

policies though the company had won the 2nd Global HR (Human Resource) Excellence Award 2011 in appreciation of its exceptional organizational performance in the telecom sector in October 2011. However, underneath there were strong indications that PTCL was facing problems in dealing with its employees. A long march held all over the country in March 2012 and the downsizing of the employees under "VSS (Voluntary Separation Scheme)" created a perfect ground for allowing strong perceptions of unfairness among employees to grow and flourish. The News Tribe (2011) reported: *The total workforce of PTCL used to be 64,000 workers before 2007, including 56,000 regular and 8,000 on contract. More than 40,000 people got retirement from their employments in 2007, through Voluntary separation scheme.* PTCL employees once again were on strike in July 2014, but the strike was called off after negotiating with the management.

Thus, a weakened relationship could be sensed between management and employees and this solicited the attention of the researchers to investigate the perception of being treated unfairly and its impact on organizational citizenship behavior within context of PTCL specifically.

THEROETICAL FRAMEWORK

The theoretical framework of this research is built on equity theory and social exchange theory that looks at justice in organizations from different perspectives and compensates each other's deficiencies. According to Adams (1965: 280), *"Inequity is present for Person whenever he perceives/feels that the ratio of his outcomes to inputs and the ratio of Other's outcomes to Other's inputs are unequal".* This may occur either when (a) when he and those with whom he compares his received outcomes are in a direct exchange relationship or (b) when both are in exchange relationship with a third party and Person compare himself to other". Whenever employees perceive that their job ratio is treated equally as compared to others, they feel a sense of equity and justice. Similarly, their perception about the inequality in their job ratios as compared to others will create a sense inequity and they will perceive that, they are either under rewarded or over rewarded. Additionally, employees will attempt to correct the inequities and will try

to attain the status of satisfaction by changing unpleasant equitable states to a pleasant one (Greenberg, 1990).

This shows that after comparing received outcomes with outcomes of their referents, employees come across an inequality they will feel under rewarded and will take on withdrawal behaviors, harming to the organizations by stealing, lying, absenteeism, turnover intentions etc. (Greenberg 1990a, Cowherd & Levine, 1992). Alternatively, if they recognize that fairness has been practiced in distributing the outcomes they engage into various positive attitudes and behaviors like, organizational citizenship behavior (Moorman *et al.*, 1993; Skarlicki& Latham, 1996;Farh*et al.*, 1997).

> **H1:** *Distributive Justice has a positive relationship with Organizational citizenship behavior.*

Adams had taken a more reactive approach to equity theory, however, it was soon realized that equity standard cannot solely explain the fairness of an exchange (Husted, 1998) that could be explained through social exchange theory. Social exchange theory proposes that social behavior is the outcome of the exchange process which is aimed to maximize profits and minimize costs. Furthermore, people evaluate social relationships in terms of its potential benefits and risks and they tend to terminate them when the risks outweigh the rewards. Therefore, management have to pay attention that all the organizational processes are just and fair (Martin &Bies, 1991; Folger, 1993; Moorman *et al.*, 1993; Tepper& Taylor, 2003) so that they create a positive perception about organization decision making and demonstrate an act of organizational citizenship behavior (Ali, 2011). Moreover, based on social exchange theory, researchers have found that employees' responds to organizational justice in the form of elevated level of organizational citizenship behaviors (Organ, 1988, 1990).

Fairness is not limited to the outcomes distribution (i.e. distributive justice) but is also about the procedure outcomes allocation (i.e. procedural justice) (Thibaut& Walker, 1978). Employees are still ready to tolerate unfavorable outcomes if the process through which those outcomes were reached is perceived to be fair (Greenberg, 1990a; Cobb *et*

al., 1995;; Ali, 2011). Research on procedural justice suggests that procedural justice practiced by an organization envisage organization citizenship behavior (Malatesta, & Byrne, 1997). Moreover, Organ (1990) relates social exchange with performance of organization citizenship behavior as a reciprocal to the fair treatment and this relationship further has been supported by Konovosky& Pugh (1994); Blakely, Niehoff& Moorman (1998). Thus, following hypothesis has been developed on the foundation of social exchange theory:

> **H2:** *Procedural Justice has a positive relationship with Organizational citizenship behavior.*

If supervisors interact with their employees, employees will feel dignified and respected and thus are likely to engage in supervisor related organization citizenship behavior (Malatesta *et al.*, 1997). Different studies have established that the degree to which managers are trusted or interactional justice is the best antecedent of organizational citizenship behaviors (Masterson et al., 2000; Mayer & Gavin, 2005) as when in their social exchange relationship with their bosses or supervisors individual'sperceive that they are considered as an essential part of the organization and treated with greatest respect and dignity, they get into a sense of employee, obligation to reciprocate (Trevino & Brown, 2005). But if they consider being unfairly treated their social exchange relationship with supervisor seems to be losing ground as it is considered as less beneficial, and as a result they indulge into withdrawal behaviors (Andrews, & Moorman, 2005). They might withdraw in the form increased intention to quit and absenteeism (Hulin, 1991), retaliatory behaviors (Skarlicki *et al.*,1999; Ali, 2011), poor job performance(Cowherd & Levine, 1992), lower job commitment (Folger &Konovsky, 1989; McFarlin & Sweeney, 1992; Barling & Phillips, 1993), as well as reduced organizational citizenship behaviors (Moorman, 1991; Konovsky& Pugh, 1994). On the contrary, if they observe a fair workplace, they will counter back by responding accordingly and execute more organization citizenship behaviors (Andrews et al., 2005).

> **H3:** *Interactional Justice/ Informational justice has a positive relationship with Organizational citizenship behavior.*

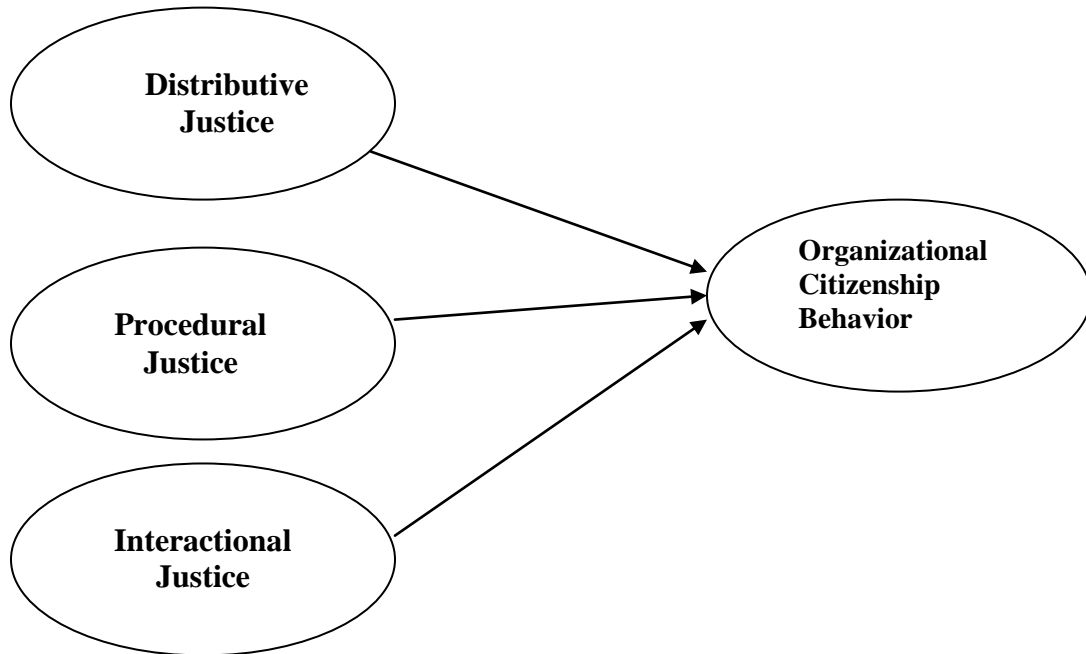Figure 1 explains the conceptual model developed from the above hypothesis.

Fig1. Conceptual Model of Organizational Justice and OCB

METHODOLOGY

Research Design

Research design is a detailed work plan that allows a researcher to specify which methods or procedures are required for collecting data and then analyzing it. Research design actually form the basic structure of the research, exactly like an architect who before ordering the building materials or devising a work plan first decide what type of building he is going to construct. According to Sekran (2005), with hypothesis testing research design, the relationship between the variables is understood in a better manner, by establishing a "cause-and-effect relationship". Thus this research study follows a causal- hypothetical model, due to the nature of association between the variables. Moreover the nature of the research is quantitative and hypotheses have been approved by the application of statistical techniques.

Data Collection and analysis

Primary data was collected through a survey questionnaire. A cover letter was attached along with the questionnaire to help employees understand the basic objective of the study and to ensure them that the information provided by them will be strictly confidential. Secondary data was collected from available books, publications, journals, websites and past/ recent literature in order to assist the interpretation of the data collected from questionnaires.

The cross sectional survey design was used to analyze the relationship between organizational justice and organizational citizenship behavior. All employees of PTCL working in Peshawar, Kohat, and Timargara (KPK), who were chosen as the population for this study, were voluntarily subject to purposive sampling method. The sample size for this study was 200. Rather than collecting data from any one type of the unit (top, middle, lower management), it was collected from all the three different level of management i.e. the sample included respondents holding full time jobs from, middle management, entry level management, clerical staff and Engineers of PTCL. The purposive sampling was objectively used by looking at the issue of organizational justice and citizenship behavior in a broader perspective so that the issue could be better investigated. The sample composition was consisting of 47.5% recipients with bachelors degree, 44% of recipients were holding masters degree, whereas 8.5% held MS and PHD degree with mean age of 30 years.

The collected responses were analyzed using multiple regression. All the prerequisite assumptions of multiple regression including multicollinearity, linearity, normality, were fulfilled. The VIF and tolerance values were within the acceptable range, where as the data was found to be normally distributed by looking its pattern through histogram and skeweness.

Measures

Utmost effort was made to employ well-established measures that were simple in language and easy to understand. Respondents did not report any kind of unease, in understanding the items of scale, which implied that respondents were capable of understanding all the items of the questionnaire.

Questionnaires were mailed to the respondents working in PTCL Timargara and Peshawar, whereas in Kohat they were administered by researcher's representative. Representative ensured that the responses were purely on a volunteer basis and that his presence does not generate biased responses.

Dependent variable of the study was measured using the scale adopted from Moorman & Blakely (1995), Williams & Anderson (1991), Podsakoff *et al*., (1990), Smith *et al*., (1983), and Farh *et al*., (1997) whereas Organizational justice variables i.e. distributive justice, procedural Justice, and interactional justice were measured by scale developed by Niehoff & Moorman (1993). The scale remained in English but questions were rephrased just to make them simple and easy to understand. All items, other than demographics, were captured using a five-point Likert-type scale with responses ranging from strongly agree = 1 to strongly disagree = 5.

FINDINGS

First the descriptive statistics of the data has been presented as to describe the features of data used in this research. After that, the Cronbach alpha of the scale used in this research has been computed. According to Gliem & Gliem (2003), it is crucial to compute and present Cronbach's alpha whenever Likert-type scale is used in order to know that how much the items of the scale are internally correlated to each other.

Reliability Statistics

Cronbach alpha was calculated to measure the internal consistency of the variables reliability of variables. According to George & Mallery, (2003) reliability coefficient of .90 or greater is excellent, .80 or greater is good, .70 or higher is considered "acceptable", .60 or greater is questionable, .50 or higher is poor, whereas lesser then .50 is unacceptable. Cronbach alpha for each variable's items were measured independently. Present study results show that Cronbach's alpha for distributive justice items was .829, for procedural justice it was found to be .805, .870 for interactional justice items which is good, whereas statistics shows that reliability of organizational citizenship behavior items

is .915 which is excellent. The reliability values suggest that the items have relatively high internal consistency.

Table 2: Reliability Statistics

Measure	Cronbach's Alpha	No of Items
Distributive Justice	.829	7
Procedural Justice	.805	5
Interactional Justice	.870	10
Organizational Citizenship Behavior	.915	14

Descriptive Statistics and Bivariate Correlation

Table (2)(a) represents the descriptive statistics and Table (2)(b) correlation matrix for each variable. Pearson Correlation was the measure used to sort out that how well were the variables related to each other. All correlations above .10 were significant at $p < .05$ (2 − tailed). The means for OCB (*M* = 4.12*, SD* = .68), distributive justice (*M* = 4.04, *SD* = .79), procedural justice (*M* = 4.07, *SD* = .71), interactional justice (*M* = 4.02, *SD* = .80). However, means for interactional justice is lower among all variables and high for organizational citizenship behavior. Mean for organization citizenship behavior is higher among all because the scale composed of more items of organization citizenship behavior as compared to other variables individually. All the variables were considerably found to be correlated with each other. Highest correlation was between interactional justice and OCB (r = .816, p <0.05) as also came across in the previous studies which showed the same trend (Greenberg, 1991; Moorman, 1991), followed by procedural justice (r = .812, p <0.05), and distributive justice (r = .784, p <0.05).

Table 3 (a): Descriptive Statistics

	Mean	Std. Deviation	N
MeanOCB	4.1182	.68637	200
MeanDJ	4.0450	.79772	200
MeanPJ	4.0710	.71478	200
MeanIJ	4.0205	.79750	200

Table 3 (b): Correlations

		MeanDJ	MeanPJ	MeanIJ	MeanOCB
MeanDJ	Pearson Correlation	1	.837(**)	.842(**)	.784(**)
	Sig. (2-tailed)		.000	.000	.000
	N	200	200	200	200
MeanPJ	Pearson Correlation	.837(**)	1	.890(**)	.812(**)
	Sig. (2-tailed)	.000		.000	.000
	N	200	200	200	200
MeanIJ	Pearson Correlation	.842(**)	.890(**)	1	.816(**)
	Sig. (2-tailed)	.000	.000		.000
	N	200	200	200	200
MeanOCB	Pearson Correlation	.784(**)	.812(**)	.816(**)	1
	Sig. (2-tailed)	.000	.000	.000	
	N	200	200	200	200

** Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

Multiple regression analysis was used to find out the relationship between Organizational justice and organizational citizenship behavior as a dependent variable with the help of coefficient and R^2. A positive relationship was found between all the three types of organizational justice and organization citizenship behavior. The results show that F value is significant at .000, which shows that model is fit.

Table 4: Results of Regression Analysis

R	R^2	Adjusted R^2	F	df1	Standard Error	Significance
.846[a]	.716	.712	164.593	3	.36867	.000

a Predictors: (Constant), MeanIJ, MeanDJ, MeanPJ

Above results shows, that the model is fit, and consistent with the prescribed hypothesis.

DISCUSSION

Beginning with the first hypothesis stating a significant relationship between distributive justice and organizational citizenship behavior, the relationship was found to have established a positive association (β = .241, p <.001) (table 4). But statistical values showed that this relationship was weaker as compared to other two types of organizational justice, thus despite the fact that a significant relationship has been proved between distributive justice and OCB but individuals can compromise unexpected and detrimental outcomes if they receive respectful treatment and if management elucidate that procedures followed to reach outcomes were fair. The beta value elucidate that 1 unit raise in factor value distributive justice would result in.241 units (24%) increase in organization citizenship behavior, other variables being held constant.

Overall results indicated a good support for hypothesis 1. As known from Equity theory proposed by Adams (1965), employees match up the outcomes they receive with the outcomes received by their colleagues in same designation and position. When employees make sure that they have received outcomes equivalent to that received by their colleagues they recognize organizational processes as fair and as a response to it exhibit organization citizenship behavior. They feel grateful and consequently morally obliged to pay back their organization in the form of devotion and honesty. They are all set to take an extra mile for the benefit of their organization. On the other hand when employees sense an unfair treatment in comparison with their counterparts they engage into sabotage and anti-citizenship behavior i.e. stealing, lying, retaliation etc (Greenberg & Scott, 1996; Skarlicki & Folger, 1997; Ali, 2011) as they believe it is their right to snatch their deserved share from their employers. The results of the present study

signifies that when employees understand and believe that they are paid equal to their co-workers in the same rank and are paid according to their educational qualification, work load, and capabilities, and are having a suitable level of pay; they engages into behaviors advantageous to the organization. When they recognize that they are paid according to their input they do not have any kind of envious feeling towards their colleagues and with no fear of injustice they try to help them the way they can; a feature attributed to organization citizenship behavior.

The second hypothesis was about the relationship of procedural justice with organizational citizenship behavior. Regression results indicate a considerable positive relationship between procedural justice and organizational citizenship behavior (β = .314, p <.001) (table 4), in consistency with the results of (Organ & Moorman, 1993; Konovsky& Pugh, 1994). If employees recognize that procedures followed to reach the outcomes were fair their dedication directed to the organization is three-fold even if the outcomes are unfavorable. The beta value elucidates that 1 unit raise in factor value procedural justice would result in a .314 units (31%) increase in organization citizenship behavior, other variables being held constant.

Results of this research endorse that if employees feel that they are treated in an unbiased and impartial way and they are given say in any decisions about them, they feel obliged and consequently engage into organizationally beneficial behaviors. Results indicated that well informed employees respond positively even on the reception of unfavorable outcomes; and do not indulge into retaliatory activities(Lind & Tyler, 1988) as they trust their organization and fairness of procedures followed.

Absence of procedural justice leads to various negative outcomes such as spurring of organizational detrimental behaviors, theft, lying and lack of keenness and devotion to managers, work, and as a whole towards the organization. Conversely, existence of procedural justice results in presence of organizationally advantageous behaviors i.e. loyalty, commitment, devotion in short they exhibit OCB's.

On testing the third hypothesis about interactional justice and organizational citizenship behavior, the results were found to be similar with prior researches (Mayer and Gavin, 2005; Karriker & Williams, 2009). Results testing H3 point toward a positive association between interactional justice and organizational citizenship behavior ($\beta = .333$, p <.001) (table 4). The beta value explicates that 1 unit increase in factor value distributive justice would result a boost in.333 units (33%) of organizational citizenship behavior, other variables being held constant. Researchers observed that this relationship is the strongest in comparison to the result received from testing H1 and H2. The reason behind is that when employees feels that they have received a dignified treatment they believe that they are an important component of their respective organization and for their managers they matter. Therefore they start working with more zeal, enthusiasm and dedication and engage into behaviors not part of their formal job descriptions. For employees their immediate boss means to be their company. They do not have direct linkage, interaction or communication with their higher officials or CEO's, consequently, if their supervisors or immediate boss are fair and just they consider that their organization is concerned about their interests; and morally as well as ethically they feel that it is their duty to pay back in adherence to the social exchange relationship.

During the survey while responding to certain items the respondents scored high, for e.g. were their supervisors sensitive to their needs and wants before reaching decisions related to them and were they treated with dignity and respect. Responses were also high on the likert scales to items such as were the supervisors well informed about their job performance and do they give sound justification on any pay rise or any bonus given or otherwise. Likewise after encountering such a favorable treatment according to the respondents they indulge into organizationalfavorable behaviors. They begin to rely on their organization and their supervisors, a feeling of attachment provokes and they begin to think that they are an essentialelement/citizen of their respective organization.

They begin to present a very positive image of their organization and feel pride in associating themselves with it in public. They are not only committed and dedicated to perform their job responsibilities but they are even ready to work additionally beyond their working hours. But if the management wants to enjoy the privilege of such extra

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role behaviors they have to interact with their employees and assure them that procedures followed to reach the outcomes were pretty transparent. Good news are easy to communicate but the bad/unfavorable one's are always difficult therefore managers should in a very courteous and polite way give them justification in case the outcomes are not as might have been expected by the employees. By such practices the management can actually endorse the presence of interactional justice.

Table: Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	Lower Bound	Upper Bound
1	(Constant)	.899	.152		5.914	.000
	MeanDJ	.208	.065	.241	3.195	.002
	MeanPJ	.301	.086	.314	3.515	.001
	MeanIJ	.287	.078	.333	3.667	.000

a Dependent Variable: MeanOCB

Even though all the hypotheses have been proved with considerable statistical endorsement but this study have some significant drawbacks which cannot be overlooked. Firstly entire measures which have been employed to collect data were actually developed by Europeans and American researchers. Although these measures are reliable and well developed but variations across the cultures are always present. There is a likelihood that practices or behaviors which are doable and acceptable in those cultures are in fact acceptable in our domestic as well as working environment. This aspect or limitation can affect results to a great level.

Secondly, this study found an association amid organization citizenship behavior and organizational justice, while taking the population for survey from a specific company /industry i.e. PTCL. The sample has been confined to certain districts of the country due to cost and time restraint. Since this study was not funded by higher education commission, any institute or organization therefore, due to financial restrictions, accessibility and availability as sample size of 200 was employed.

Thirdly, employees usually do not admit if they steal something from their organization or if they are guilty of exhibiting behaviors anti to their organizations, thus the results might not symbolize the level of organization citizenship behavior present among employees.

Conclusion

The results of the current study establish presence of a positive relationship of organizational citizenship behavior with organizational justice. Those employees who are willing to take an extra step towards the success and betterment of their organization are an asset and give their organizations a competitive edge (Podsakoff&MacKenzie, 1997). Organizational citizenship behavior significantly contributes towards effectiveness (Organ, 1988), thus management must ensure existence of organizational justice in order to be effective and unbeaten.

This study has found a relationship of organizational justice with organizational citizenship behavior broadly, future research can study it in more detail by relating organizational justice individually with five dimensions of Organization citizenship behavior explicitly altruism, courtesy, conscientiousness, civic virtue, and sportsmanship as identified by Organs (1988). There is a general perception that managerial decisions in Pakistan are implemented they are never discussed, future research should study this aspect empirically and try to study interactional justice in depth. Interactional justice can also be studied along with trust in management and together the effect on organizational citizenship behavior of employees. Moreover this research has studied the relationship in the context of PTCL employing a quantitative research methodology; this relationship can be explored in specific contexts with a qualitative approach. The three facets of organizational justice can each be tested with various job outcomes so that through light can be shed on it and its importance be understood both by researchers and practitioners.

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