Impact of organisational fairness and organisational Citizenship Behaviour

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ABSTRACT: *The main purpose of this study is to examine the impact of organizational fairness on organizational citizenship behaviour in fast food industries in Uyo Metropolis Akwa Ibom State, Nigeria. The study adopted a correlational approach by considering organizational fairness as an independent variable and organizational citizenship behaviour as the dependent variable. The sample for the study consist of 40 employees selected randomly from fast food industries in Uyo. Data were collected through two standard questionnaires after having been validated and confirmed by experts. A 4 scale with 16 items developed by Khuarana (2013) was used to measure organizational fairness with the following components. Distributive fairness, procedural fairness and interactive fairness, whereas, Podsakoff's (2003) 24 items scale was used to measure organizational citizenship behaviour based on Organ's (1988) five dimensions of organizational citizenship behaviour which are: Altruism, sportsmanship, civic virtue, conscientiousness and courtesy. For data analysis, correlation and regression analyses were employed in the study and the result showed that, there is a significant positive effect of organizational fairness on organizational citizenship behaviour. Secondly, the result also showed that among the construct of organizational fairness, procedural fairness has the highest and significant correlation with organizational citizenship behaviour. Therefore, it is recommended that, for fast food industries in Uyo, Akwa Ibom State, Nigeria to be effective in achieving its targeted goals and objectives, it is required of them to revaluate its performance specifically on the three basic dimensions of fairness and their associated variables.*

KEYWORDS: Organizational fairness, distributive fairness, procedural fairness, interactive fairness and organizational citizenship behaviour.

INTRODUCTION

The nature of the present business scenario is much more unpredictable and complex than ever before owing to the introduction of trade liberalization, privatization and globalization which caused the competition in the present business environment to increase astronomically.The achievement of goals in the shortest time demand from employees to perform beyond the requirement of their expectations. If an employee performs his or her duties beyond the requirements of an employer in the absence of any compensation or reward in return, such behaviour is known as discretionary behaviour. For the last two decades, discretionary behaviour of employees has been a major construct in the field of organizational behaviour and it has received a great deal of attention in past and recent studies (Organ and Ryan, 1995).

In the absence of hardworking and dedicated employees, many organizations would not have been where they are today, that is why organizations have started attributing their success to its employees. It is most probable that the hardworking employees are not only performing their assigned duties but also go beyond the expectations of their employers to benefit the organization as a whole. The extra role where an employee performs in addition or beyond his normal duties is termed Organizational Citizenship Behaviour (OCB). Borman (2004) defined OCB as "participating in activities or actions that are not formally a part of the job description, but which benefits the organization as a whole". According to Organ (1988), organizational citizenship behaviour is defined as "individual behaviour that is discretionary and not directly or explicitly recognized by the formal reward system but which aggregately promotes the effective functioning of the organization".

From the foregoing, we have seen that discretionary behaviour is not a product of motivation, but without certain functionalities, OCB would not have been a success. Perceived organizational support of which organizational fairness otherwise known as Organizational Justice is viewed as a key construct has significant impacts on Organizational Citizenship Behaviour. For instance, several researchers found that trust was an essential element that impacts on organization support (Gilbert and Tang 1988; Ferries, Connell and Travaglione 2003; Canipe, 2006). Besides, other studies also demonstrate that it is the perceived organizational support that affects trust which make the employees to put in extra efforts beyond normal expectations of the employer (Ristig, 2004, Chen, Aryee and Lee 2005; Cremer and Mercken, 2006). From the organizational stand point, OCB is self motivated and not predicted by formal incentive, rather it is a certain behaviour not necessarily a role that can be premeditated. Blakely, Andrew and Moorman (2005), in a research done in different organizations, found that when employees have a positive perception of their superiors' fairness, the possibility of OCB increases.

Considering employees positive working viewpoints, employees can carry on their assigned duties and roles beyond employers expectation and that is considered as one of the most significant competitive merits in organization. In other words, behaviours that have gone beyond the formal expectations are necessary for organizations' survival. Moreover, organizational fairness or organizational justice is a social phenomenon which concerns the social life of employees as well as that of the organization as a whole. The most important aspect of an organization is the human resource. How to behave with them and, treat them affects their behaviour and attitudes even in the future. Moreover, the higher the employees in organization are educate the better they are skilled, and also the better jobs they are not only, searching for, but also are expecting to be considered more respected and treated more politely.

From the beginning, researchers have generally considered organizational citizenship behaviour as an attributive way with the following dimension or components: sportsmanship, conscientiousness, Altruism, courtesy and civic virtue. Civic virtue reflects behaviours which indicates individual responsibly participating in organizations' affairs and also valuing the organization, Altruism indicates a discretionary behaviour of aiming at assisting one another to perform organizational task. Conscientiousness refers to another discretionary behaviour in which employees assist the organization by going beyond their normal duties. While Courtesy simply refers to treating others with respect especially during interaction. Sportsmanship just

like the name implies is simply the tendency for employees to tolerate the least condition or avoiding complaining behaviour.

However, it is empirically tested that managers are faced with difficulties in differentiating among the dimensions of OCB provided by Organ (1988). Williams and Anderson (1991) proposed another conceptualization for OCB. These authors categorized OCB on the basis of direction of the behaviour:

(i)   OCB: Behaviour directed towards the benefit of another individual.
(ii)   OCBO: Behaviour directed toward the benefit of organization. Organization neither survive nor prospers without its employees behaving as good citizens and engaged in sort of positive behaviours.

According to Organ (1988), the discretionary or extra-role behaviours are performed by employees only when social-exchange contract dominates over the economic contract between the employer and the employee, thereby motivating the employees to exhibit extra role behaviours.Furthermore, research regarding communal relationships indicates that some view these relationships in a different way and it is proposed that the maxims that regulates them also vary (Jehn and Shah, 1997). While answers have been found to many of the questions regarding the impact of various factors on interpersonal relationships, it is pertinent to further understand the processes involved in the development and maintenance of these relationships within organizations since it is considered that these communal alliances could facilitate a significant edge for the organization over its competitors (Jones and George, 1998, Shah and Jehn, 1993).

While numerous papers indicate the existence of high-quality relationship between organizational' Justice and OCB, this current manuscript focuses on organizational fairness with the following dimensions: Distributive fairness, procedural fairness and interactional fairness. The fair distribution of rewards of resources (distributive fairness), equitable decision-making procedure (procedural fairness), and supervisors treating employees with dignity and respect (interactional fairness).The subsets of major variables are chosen as dimensions to indicate and illustrate the best gauge of high-quality interpersonal or significant dyadic relationship between organizational' fairness and organizational citizenship behaviour.

Statement of the Problem
Achieving effectiveness is the ultimate aim of every organization, and employees are the main factors who distinguish the effective organizations from the ineffective ones by considering their organizations as their homes. According to Scott, Simon and Karina (2008), effectiveness is the likelihood of achieving the intended objectives of an organization. Today's organizations are faced with immense pressure to demonstrate their effective management to achieve more with fewer resources and of course, attained economic advantage.

One of the factors that has been identified is a serious management challenge is organizational fairness. A lot of fast food firms in Akwa Ibom State have changed their lines of business in order to survive, yet with little or no success due to poor attitude of employees toward work. According to West and Wood (1972), "…90% of all the business failures results from lack of

seriousness, inexperience and competency on the side of the employees. While it is accepted that employees are participating in organizational activities voluntarily on the basis of organizational citizenship behaviour, it is also seen that employees generally tend not to express their full potentials, ideas, views or feedback consciously due to lack of social climate. Accordingly, employees who have fair perception on their satisfaction toward their jobs have a higher tendency for organizational citizenship behaviour. It is also understood that intellectual capacity underscores organizational' fairness as a very important resource that can enhance organizational citizenship behaviour, but the acknowledgement of management challenge without mentioning the dimensions of the both variables to ascertain which dimensions of organizational fairness if modeled with the proxies of organizational citizenship behaviour will give a strong and significant relationship becomes somehow worrisome and most of the studies only identifies the dimensions of only one variable while holding the other constant and this does not allow for clear understanding of the strength of the dimensions.

Moreover, with so much success recorded in the area of organizational fairness and organizational citizenship behaviour in the developed economies of Europe and North America, a review of management literature reveals that only anecdotal empirical research in this area has been focused in the developing countries of Asia, with scanty of such studies in Africa like Nigeria. Furthermore, it will be foolhardy of business to assumed that organizational fairness and organizational citizenship behaviour findings in firms in one cultural context can be applied in other countries with different businesses and cultural context.The above conflicting views, and the theoretical gap so created particularly, in the developing economy and the challenges of ascertaining which dimensions influence OCB underpin the basis for this study.

Conceptual Framework.

Independent variable   **Dependent Variable**
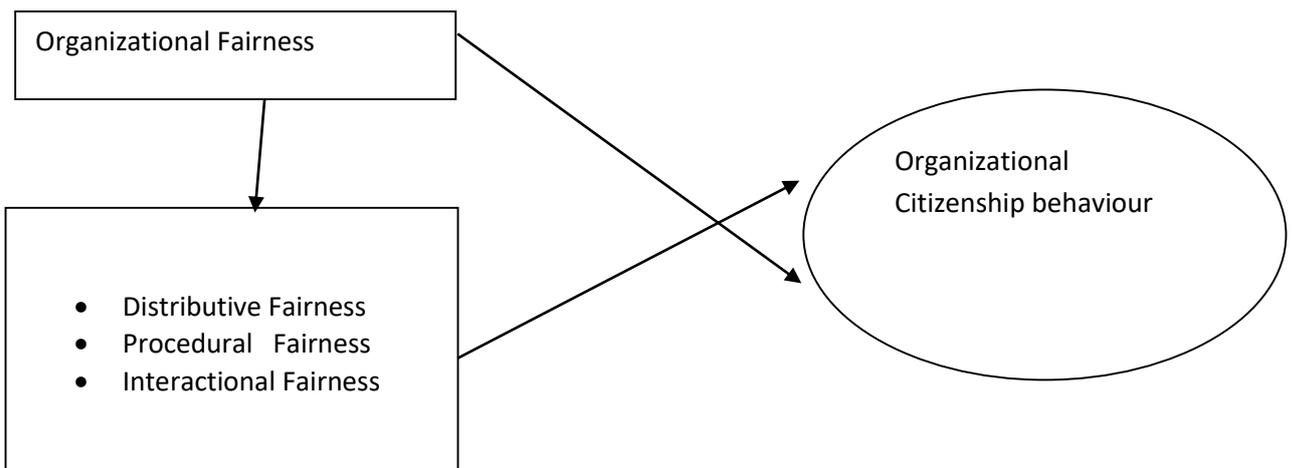
Researcher's Model, 2022.

Organizational fairness: fairness is an ethical principle that speaks how we treat one another in our social and economic interactions. Managers that may seek to improve the fairness of relationship between the firm and employees may see positive effects on employees behaviour.

Distributive fairness, procedural fairness and interactive fairness are the three dimensions of organizational fairness employed in this study.Distributive fairness talks about the fair distribution of rewards and resources, procedural fairness talks about equitable decision making procedures. Lastly, interactive fairness talks about employers treating employees with respect and dignity.

This concept conveys a sense of concern for employee well-being and recognizes their contributions to organizational citizenship behaviour (Rhoades and Eiseberger, 2002). Herile, 2005; Stecher and Rosse, 2005 revealed in their study that discrimination adversely impacted upon workers determination, leading to interpersonal deviance in the form of harm to the organization such as reduce work efforts, and even the termination of employment. Other scholars like Kelloway, Loughlin, Barling and Nault, 2002 suggest that employees who display deviance behaviour were unlikely to perform organizational citizenship behaviour. Loi, Ngoad Foley (2006) found that procedural and distributive fairness, when moderated by recognized organizational support brought an increase in employee's dedication to the organization and strengthened their intentions to remain within. Procedural fairness is derived from recognizing the equity of organizational policies and procedures that are responsible for decision made by management and the allocation of resources (Williams et al., 2002).

Considerate and impartial treatment of subordinate by their superiors will lead to interactive justice (Williams et al., 2002). Recognition of interactive fairness develops from supervisors displaying trust-building aspects such as availability, competence, consistency, discreetness, fairness, integrity, loyalty, openness, promise-fulfillment, receptivity and overall-trust (Deluga, 1994).

Organizational Citizenship Behaviour
The concept of organizational citizenship behaviour was first introduced by Bateman and Organ (1983). After Bateman and Organ, the concept was refined and conceptualized by several researchers. According to Organ (1988). Organizational citizenship behaviour (OCB) can be defined as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal system but in the aggregate, promotes the effective functioning of the organization. These are supportive or helping behaviours not prescribed by the organization and there is no reward for this behaviours.

Organizational citizenship behaviour is very crucial to organizational success, so it is very important for an organization to engage its employees in OCB.
    Organ (1988) has identified five dimensions of OCB:
(i)   **Altruism**: Helping others in organizational task.
(ii)   **Sportsmanship**: Avoiding complaining behaviour or high tolerance.
(iii) **Conscientiousness**: Performing one's duty beyond requirement.
(iv)   **Courtesy**: Treating others with respect.
(v)   **Civic Virtue:** The willingness to participate for the company's welfare.

On the other hand, Williams and Anderson (1991) proposed another conceptualization for OCB. These authors categorized OCB on the basis of direction of behaviours;
(i)   **OCBI**: Behaviour directed towards the benefit of another individual

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(ii)   **OCB**: Behaviour directed towards the benefit of organization. According to Organ (1990), the discretionary of extra-role behaviour are performed by employees only when social-exchange contract dominates over the economic contract between the employer and the employee thereby motivating the employees to exhibit extra-role behaviour.Research has demonstrated that, the elements, of OCB mentioned above have demonstrated significant relationship with proxies of organizational fairness. Blakely et al., (2005), in a research done in different organizations found that when employees have a positive perception of their superiors' fair behaviour, the possibility of OCB increases. Moorman (1991) conducted a research on organizational justice and OCB reveals a casual relationship between the two concepts.

Also in a study conducted by Rioux and Penner (2001), they concluded that inferiors in organization who have a higher perception of organizational justice show a greater tendency to involve and participate in OCB. With all these research findings recorded by researchers, it goes on to confirm that organizational fairness or employees' fairness in competition (possibly organizational justice as the case may be) has positive implication on OCB hence organizational productivity.

Organizational Fairness and Organizational Citizenship Behaviour
When a person is motivated to act in anticipation of receiving a return, where that act is voluntary and beneficial to another, then social exchange is said to occur (Blau, 1986). The norm of reciprocity suggests that help may be given in the expectation that the beneficiary will reply in a similar manner, at some future occasion (Gouldner, 1960). Organ and Konovsky (1989) suggested that employees will be prepared to offer organizational citizenship behaviour with the expectation of gaining rewards or other benefits from the organization. Similarly, any working environment that is favourable to employees will definitely develop a social climate in which the employees will wish to repay the organization through their supportive behaviours (Jordan and Sevastos, 2003).

According to Cropanzana and Mitchell (2005), workers' attitudes, commitment, and work rate are mediated by supportive and equitable treatment by the organization. Furthermore, the virtue of the social exchange between employee and employer is demonstrated by the discerned level of the organizational support (Cropanzana and Mitchell, 2005).It is important for both employees and organization to be trusted in order to fulfill their accrued responsibilities within the social exchange. Also, Organ and Konovsky (1989) postulate that, equitable allocation of resources, the decision making process, and the organizational procedures must be trusted and in good perception by the employees to induce supportive behaviour. While there are numerous papers that indicate that interpersonal relationship in the organization can induce supportive behaviours, this current research study focuses on organization fairness and organizational citizenship behaviour with particular concern to the fast food industries in Nigeria, particularly Akwa Ibom State

Analytical Model and Findings
The study seeks to answer the main question: "Is there any significant relationship between organizational fairness and organizational citizenship behaviour?

➢ First hypothesis: There is no significant relationship between distributive fairness and organizational citizenship behaviour.

➢ Second hypothesis: There is no significant relationship between procedural fairness and organizational citizenship behaviour

➢ Third hypothesis: There is no significant relationship between interactive fairness and organizational citizenship behaviour

METHODOLOGY

The study is an applied research. The population under study where the employees of 5 purposively selected fast food industries in Uyo metropolis. 50 employees were sampled randomly. A total of 50 questionnaires were distributed but received 40 usable responses which stands at 80% rate. The statistical package for social sciences (SPSS) version 20 is used to test the hypotheses and determine the relative associations between the variables under study.

Research Tools

(a) Organizational fairness: A scale with 16 items developed by Khurana (2013) was used to measure organizational fairness. The scale covered questions about the important areas used to measure organizational fairness as follows:

(i) Distributive fairness.(ii) Procedural fairness.(iii) Interactive fairness

(b) Organizational Citizenship Behaviour: A scale with 24 items developed by Podsakoff et al., (2003) based on Organ's (1988) five dimensional taxonomy was used for measuring organizational citizenship behaviour. The scale covered questions in five important areas used to measure OCB as follows"

(i) Altruism. (ii) Sportsmanship(iii) Courtesy (iv)Conscientiousness and

(ii) Civic virtue

The overall organizational fairness measure exhibited adequate internal consistency of (x=0.77). While organizational Citizenship Behaviour records (x=0.87)

Analysis of Data

To ascertain the relationship between organizational fairness and organizational citizenship behaviour, Pearson Product Moment Correlation will be used and to test the impact, linear regression will be applied.

Table 1: Correlation Matrix (N=40)

	1	2	3	4
(1) Distributive fairness	1			
(2) Procedural fairness	.705**	1		
(3) Interactive fairness	.548**	.549**	1	
(4) Organizational citizenship behaviour	.500**	.529**	.495**	1

*Note: *P =.05; **P=.01.*

Table 1 represents the Pearson Correlation Coefficient of the variables under study. According to table 1, there is a significant relationship between distributive fairness and organizational citizenship behaviour with the calculated correlation value of 0.500 (significant at 0.01 level).

Procedural fairness is also found to be correlated with organizational citizenship behaviour with a significant value of 0.529, while interactive fairness is with a value of 0.495 (all significant at 0.01 levels). Hence the alternative hypotheses 1,2,3, are adopted. Correlation in the second dimension of organizational fairness, procedural fairness and organizational citizenship behaviour has been found to be most correlated at (significant of 0.01 level).Furthermore, in order to know how much variance will be explained in organizational citizenship behaviour by organizational fairness, regression analysis was applied.

Table 2: Model Summary Table

Model	R	R Square	Adjusted Square R	Std. Error of the Estimate
1	.574ᵃ	.330	.312	4.409

Table 2 provides the R and R2 values. The R value represents the simple correlation value and is 0.574 which indicates a moderate degree of correlation between organizational fairness and organizational citizenship behaviour. The R2 value indicates how much of the total variation in the dependent variable, i.e. organizational citizenship behaviour can be explained by the independent variable which is organizational fairness. According to table 2, 33% of the variation in organizational citizenship behaviour can be explained by organizational fairness.

Table 3: ANOVA Table

Model		Sum of Square	Df	Mean Square	F	Sig.
I	Regression	738-749	1	738.749	18.680	.000ᵇ
	Residual	363-151	38	19.441		
	Total	1101.900	39			

a.   Dependent Variable: OCB
b.   Predictors: (constant) OF

According to table 3, the significant value (p-value) is less than 0.05 (p<.05). So it is accepted that the impact of organizational fairness on organizational citizenship behaviour is significant, hence the alternative hypothesis 3 is also accepted.

Table 4: Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficient	T	Sig.
		B	Std. Error	Beta		
I	(constant)	16.346	11.059		1.478	.148
	OF	.539	.125	.574	4.322	.000

a.   Dependent Variable: OCB.

According to table 4, the value of the Beta that is 0.539 means that one unit increase in organizational fairness will bring 0.539 increase in organizational citizenship behaviour.

A=16.346 is the average of organizational citizenship behaviour when organizational fairness is zero.

The regression equation derived from table 4 is as follows:
(Organizational Citizenship Behaviour) = 16.346+ 0.539 (Organizational fairness). The above linear equation shows that 1% organizational fairness will bring 53.9% change in organizational citizenship behaviour.

CONCLUSION

The result of this research showed that there is a significant positive relationship between organizational fairness and organizational citizenship behaviour. The increasing fair treatment of employees by the management of the organization can possibly increase voluntary behaviour of employees in organization. Moreover, in the study, we found that distributive fairness has a significant positive relation with organizational citizenship behaviour with a calculated correlation value of 0.500 (significant at 0.01 level).

This finding goes on to correspond with that of Cropanzana and Mitchell (2005) which sees workers attitude as a virtue of employees' commitment. The study also discovered that procedural fairness dimension of organizational fairness has a positive relationship on organizational citizenship behaviour with calculated correlation value of 0.529 (at significant level of 0.01). This finding also corresponds with that of Rhoades and Gisenberger, 2002) which has it that equitable treatment of employees by the organization will increase work effort and eliminate deviant behaviour, hence encourage OCB.

Moreover, interactive fairness was also observed to a have a positive effect on organizational citizenship behaviour with a calculated correlation value of 0.495 at 0.01 level of significant showing a positive relationship between interactive fairness and organizational citizenship behaviour and this finding corresponds with that of Roch and Sbanock (2006), Chiabum and Marinova (2006) who found that interactive justice was related with positive subordinate – superior cross relation that can enhance supportive behaviours in individuals to be more committed in organization.

Limitations and Further Research
There are some limitations to this study. Firstly, we conducted the survey in one industry, ie. The fast food industry in Uyo Metropolis in Akwa Ibom State, Nigeria. The data was limited to this sample. The generalizability of the sampling is also a limitation to this study because the result may differ for employees of other industries. Caution should also be taken into consideration when generalizing the result in the context of different environment, business and culture.

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