

## Organizational Behavior and Procedural-Interactive Justice in HRM: A Secondary School Level Study

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### Abstract

The purpose of the present study was to explore the basic problems being faced in organizational behavior and human resource management. An empirical study was made, whether and how the organizational behavior (OB) influences the relationship between employees perception towards Procedural-Interactive Justice in human resource management (HRM). This study is based on the leadership-member exchange theory (LMX). A survey was conducted over the educational professionals of mixed cadres. Exploratory analyses of 300 employees representing 60 local secondary schools in Punjab, Pakistan showed that organizational behavior and procedural interactional justice are significantly correlated with each other. Two dimensions of the OB i.e. altruism and generalized compliance, have significant relationship between procedural and interactional justice dimensions like formal procedure and interactive justice in HRM. More over regression analysis also provided a significant effectiveness of organizational behavior with procedural and interactive justice.

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Keywords: organizational behavior, altruism, interactive justice, procedural justice and human resource management

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### INTRODUCTION

Organizational Behavior (OB) is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness. Organizational behavior is the systematic study of the behavior and attitudes of both individuals and groups within organizations (Vecchio, 1991). A collection of volunteer and non-obligatory behavior that is not defined in the official employee job descriptions but contribute to effective improvement of duties and roles in an organization (Cohen et al, 2004). Organ (1998) believes that there is a critical difference between these two types of activity; are these behaviors rewarded; and, are they punishable in case of omission. OCB (organizational citizen behaviour) and related activities should be understood independent of official reward system as OCB is considered a behavior that is not rewarded by the organization, (Organ, 1998).

Smith, Organ, and Near (1983) conceptualized OCB with two dimensions: altruism i.e. behavior targeted specifically at helping individuals and generalized compliance (behavior reflecting compliance with general rules, norms, and expectations). Later Organ (1988) identified five dimensions belonging to OCBs: Altruism, Courtesy, Civic Virtue, Conscientiousness and Sportsmanship. Largely based on Organ's (1988) five-dimensional taxonomy, Williams and Anderson

(1991) proposed a two-dimensional conceptualization of OCB: OCB-I (behaviors directed toward Individuals; comprising altruism and courtesy) and OCB-O (behaviors directed toward Organization; comprising the remaining three dimensions in Organ's (1988) conceptualization). Some researchers also have utilized a one-dimensional or overall OCB measure in their research Decktop (1999). Hoffman et al. (2007) suggested that "current operationalizations of OCB are best viewed as indicators of a general OCB factor, there is likely little to be gained through the use of separate dimensional measures as opposed to an overall composite measure". With respect to employee relations, experts generally define *organizational justice in terms of its three components*-distributive justice, procedural justice, and interpersonal or interactive justice. Distributive justice refers to the fairness and justice of the decision's result. Procedural justice refers to the fairness of the process. International or interpersonal justice refers to "the manner in which managers conduct their interpersonal dealings with employees," and in particular to the degree to which they treat employees with dignity as opposed to abuse or disrespect, Daniel & Robert (2003). One study investigated did supervisors treat pusher employees more fairly? Yes, they did: "Individuals who communicated assertively were more likely to be treated fairly by the decision maker." Studies also suggest that large organizations

have to work particularly hard to set up procedures that make the workplace seem fair to employees, Marshall et al (2000). The manager wants to sure disciplinary and discharge procedures, that will survive the scrutiny of arbitrators and the courts, and they will not if the procedures are blatantly unfair. Furthermore, perceptions of fairness relate to enhanced employee commitment; to enhanced satisfaction with the organization, with jobs, and with leaders; and to organizational citizenship behaviors in general, the steps employees take to support their employer's interests, Weaver & Trevino (2001).

The results showed that the instructors who perceived high distributive and procedural justice reported higher organizational commitment. Furthermore, their students reported higher levels of instructor effort, pro-social behaviors, and fairness, as well as more positive reactions to their instructors. Overall, the researchers says, "the results imply that fair treatment of employees has important organizational consequences", Suzanne (2001). The manager can do several things to ensure that others view the firm's assessment methods as fair. For example, the employee will tend to view the *formal procedure* (such as the selection interview) as fair to the extent that it tests job-related criteria, provides an opportunity to demonstrate competence, provides a way of redressing an error, and is used consistently with all applicants (or employees). The person's *interpersonal treatment* should reflect such things as the propriety of the questions, the politeness and respect of the person doing the assessment, and the degree to which there was an opportunity for two-way communication. Finally, candidates appreciate employers' *providing explanations*. Evidence suggests that individuals see a system as fair to the extent that the employer provides useful knowledge both about the employee's or candidate's own performance and about the employer's assessment procedures, Cropanzano and Wright (2003). Employers' ethics committees will often include HR professionals. These committees ensure that senior leaders like principals of schools engage in discussions about ethical issues. Schools are the organizations where Human Resource Management impacts its employees regarding their adherence to the ethics code. It then institutes new ethics training programs based on the feedback it receives. In Pakistani context, the need of the time is to predict and improve formal procedural justice towards the organizational behavior being adopted by the school employees. Research Questions to be attended in this study were; is there any relationship between organizational behavior and procedural & interactive justice? Is there any relationship between altruism and formal procedure? Is there any relationship between altruism and interactive justice? Is there any relationship between general compliance and formal procedure? Is there any relationship between general compliance and interactive justice?

Is there any effect of organizational behavior on formal procedure and interactive justice?

**METHODOLOGY**

Under consideration, study was a co-relational study, and a survey was conducted over 300 subjects. Two questionnaires were served to know about the organizational behavior of secondary school leaders and their respective teachers in the Punjab public sector education department, Punjab, Pakistan. Sample was comprised over 60 schools selecting 4 from each 15 big cities of the Punjab. Five employees from each school were asked to fill both of the questionnaires who have affiliation with that particular school not less than three years.

**Organizational Behavior (OB) Questionnaire;**

This measure was developed by Smith et al (1983). The measure uses 16 items at 7- point likert scale to describe two dimensions of organizational behavior. The two dimensions are altruism and generalized compliance. Altruism is defined as helping co-workers personally, such as assisting a co-worker lift a heavy load. Generalized compliance is impersonal helpful behavior, such as punctuality and not wasting time on the job. Cronbach's Alpha was .86.

**Procedural and Interactive Justice (PIJ) Questionnaire:**

This measure developed by Moorman (1991), assesses the extent to which formal procedures are established that ensure fairness, as well as the nature of the interactions that supervisors and managers have with employees in implementing the procedures. The formal procedures items describe the degree to which fair procedures are established in the organization. The interactive items describe the perceptions that the interactions that accompanied an organization's formal procedures are fair and considerate. Cronbach's Alpha was 0.78, for 13 items at 7-point likert scale.

**DATA ANALYSIS**

Data were analyzed by using the special package for social sciences (SPSS), Pearson correlations were applied to find out the relationship between the variables. Mean and standard deviation were also found for all variables involving in the study from descriptive statistics as referred in

Table 1, Correlations between Organizational behaviors and procedural and interactive justice

Variables	Mean	SD	1	2
OB	4.97	.55	1	
Procedural Interactive Justice	3.97	.41	.58**	1

\*\* P < 0.01, (N= 300)

From table 1, the answer to first question of the study is that there is a significant relationship exists between Organizational behavior (OCB-Score) and procedural & interactive justice (PIJ-Score), ( $r = .58$ ,  $p < 0.01$ ).

Table 2: Correlations between OB dimensions and Formal procedure and interactive Justice

Variables	M	S D	1	2	3	4
Altruism	5.50	.64	1			
General compliance	4.55	.57	.66**	1		
Formal procedure	4.14	.48	.71**	.53**	1	
Interactive Justice	3.78	.62	.68**	.61**	.13*	1

\*\*  $P < 0.01$ , \*  $P < 0.05$ , (N= 300)

Table 2 shows that there is significant relationship between altruism and formal procedure ( $r = .71$ ,  $p < 0.01$ ), also altruism and interactive justice have a significant relationship ( $r = .68$ ,  $p < 0.01$ ). Accordingly there is significant relationship between altruism and formal procedure ( $r = .53$ ,  $p < 0.01$ ), there is also a significant relationship between altruism and interactive justice ( $r = .61$ ,  $p < 0.01$ ).

Table 3: Regression Analysis between organizational behavior and procedural & interactive justice. Coefficients<sup>a</sup>

Model	Un standard Coefficients		Standard Coefficient		
	B	Std. Error	Beta	t	Sig.
Constant	2.54	.20		12.73	.000
OB	.28	.04	.38	7.24	.000

a. Dependent Variable: Procedural Interactive Justice

From table 3 this is very clear that there is a significant effect of organizational behavior on the procedural and interactive justice in the schools under study ( $t = 12.73$ ,  $sig = .000$ ). Therefore, if one variable has strength the other would be effected accordingly and vice versa. Regression line also supports this result strongly.

Normal P-P Plot of Regression Standardized Residual

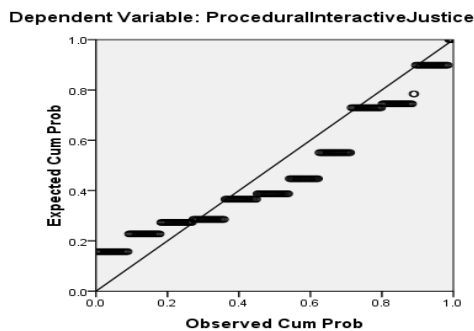


Fig-a, organizational behavior have on formal procedure and interactive justice.

**CONCLUSION**

Data analysis shows that organizational behavior and procedural and interactive justice are significantly correlated with each other. If the procedural justice as well as interactive justice is being provided to the employees of the schools at all levels, school

organizational behavior will be built up accordingly. Consequently the foundation facets of organizational behavior pertaining individuals i.e. altruism and general compliance are strongly correlated with the formal procedure and interactive justice (the core characteristics of the procedural & interactive justice of the organizations). Behavior of the individuals becomes better with the organizational process of justice. Employees become confident and committed in the result of leaders', principals' interactive & procedural justice and fair treatment in HRM of schools as reported by Organ, 1998. Straight line from regression chart predicts a prompt effect of organizational behavior on formal procedure and interactive justice.

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