Impact of Organizational Justice on Organizational Effectiveness with Organization Citizenship Behavior as a mediator in Higher Education Institutions of Pakistan
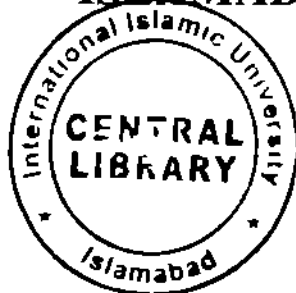
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Impact of Organizational Justice on Organizational Effectiveness with Organization Citizenship Behavior as a mediator in Higher Education Institutions of Pakistan

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A thesis submitted in partial fulfillment of the requirements for the Degree of Master of Philosophy/Science in Management with specialization in Human Resource Management

at

the Faculty of Management Sciences
International Islamic University,
Islamabad

Supervisor   September, 2016
Prof Dr Najeebullah

بسم الله الرحمن الرحيم

In the name of Allah, the most merciful and beneficent

DEDICATION

I dedicate this thesis to my parents, friends and my supervisor whose support

has enabled me

to complete this research study successfully

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DECLARATION

I hereby declare that this thesis, neither as a whole nor as a part thereof, has been copied out from any source It is further declared that I have prepared this thesis entirely on the basis of my personal effort made under the sincere guidance of my supervisor and colleagues No portion of work, presented in this thesis has been submitted in support of any application for any degree or qualification of this or any other university or institute of learning

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APPRECIATION AND GRATITUDE

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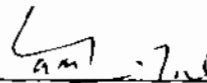
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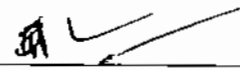
Registration No   162-FMS/MSMG1 F13

Accepted by the Faculty of Management Sciences INTERNATIONAL ISLAMIC UNIVERSITY ISLAMABAD, in partial fulfillment of the requirements for the Master of Science/Philosophy Degree in Management Sciences with specialization in Management
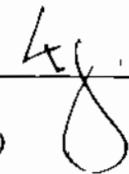
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Organization Citizenship as a mediator between Distributive, Procedural Justice and Organizational Effectiveness was found positive while mediation between Interactional Justice and Organizational Effectiveness was not established

Key words Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice, Organization Citizenship Behavior, Organizational effectiveness, Competing value frame work, Higher Education Institutions of Pakistan

Contents

CHAPTER 1

INTRODUCTION

Brief:

The chapter contains a background of the topic, Problem statement, Research Questions, Objectives of the research and its significance in our lives in the context of Higher Educational Institutions of Pakistan

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1.1. Background of the topic:

Organizational justice has been in the light of research for a long time, it is considered to be the fairness perceived by the employees in their work place (Greenberg J , 1990) Especially the employee's perception regarding the treatment of their supervisors and their co-workers in work related issues (Moorman R , 1991) Organizational justice on the basis of its process has been divided into three kinds that are Distributive justice, Procedural Justice and Interactional Justice (Moorman R , 1991) For almost thirty years now the human resource managers have been trying to establish the importance of Organizational justice in regards to the Organizational effectiveness whereas the perception of unfairness or being treated unfairly will have adverse effects on the Organization (Fatt, Khin, & Heng, 2010) Hence the managers are required to take interest and focus on increasing the fairness perception of justice within their employees to get positive and effective results (Ohana, 2014) But the question here is how Organizational Justice play a purpose in the effectiveness of an organization The answer to this statement lies in the statement of (Choi, Moon, Ko, & Kim, 2014) where they state that Organizational Justice contribute towards the Organization Citizenship Behavior The term Organization Citizenship Behavior refers to the additional efforts exerted by an employee that are not included in his or her duties (Kohan & Mazmanian, 2003) It actually is in the kind of helpfulness and cooperation towards others that support and help the organization to flourish in psychological and social reference (Sofiah, Padmashantini, & Gengeswari, 2014) In accordance with the research of (Organ, 1988), the attributes of Organization Citizenship Behavior can be exposed in

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five prominent ways that include (1) altruism, (2) conscientiousness, (3) sportsmanship, (4) courtesy, and (5) civic virtue A brief detail of the five ways of Organization Citizenship Behavior are coming forward in the second chapter that is Literature Review Now as the relationship of Organizational Justice has been established with Organization Citizenship Behavior we need to find the links of Organization Citizenship Behavior with Organizational Effectiveness The researchers take interest and give importance to Organization Citizenship Behavior because it affect many aspects of an Organization in a positive manner (Al-sharafi & Rajiani, 2013) In accordance to this (Tsai & Lin, 2014) says that the spontaneous involvement of employees in Organization Citizenship Behavior can not only fill the blank spaces of incompleteness in an Organizational system design but also can help to achieve the goals of an organization effectively

1.2. Gap Analysis:

The justice perception in the employees within an organization can lead towards Organization Citizenship Behavior (Abubakr Suliman, 2013) Same kind of a research has been carried out by (Choi, Moon, Ko, & Kim, 2014) that demonstrates that Organizational justice influence the Organization Citizenship Behavior in a positive manner The spontaneous demonstration of Organization Citizenship Behavior by employees help to achieve organizational goals more effectively (Tsai & Lin, 2014). Organization Citizenship Behavior with all its key factors can play a vital role in the effectiveness of an organization. If and only if the managers take care of the equity and fairness in the organization, the performance can improve to a great extent (Elamin & Tlaiss, 2015) Organization Citizenship Behavior result in positive consequences

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regarding employee retention, absenteeism and job satisfaction (Dash & Pradhan, 2014) Dash & Pradhan also mad some recommendations for the future researchers who can also incorporate some other variables as consequences of Organization Citizenship Behavior like increased employee commitment, job satisfaction, performance and organizational effectiveness

Keeping the above researches in mind we can relate Organizational Justice to Organizational Effectiveness, with Organization Citizenship Behavior as a mediator We will try to find whether all the three constructs of Organizational Justice that are Distributive, Procedural and Interactional Justice can be related to Organizational Effectiveness with Organization Citizenship Behavior as a mediator Because universities are also a service providing organizations In addition to this we are also taking individual performance as a proxy for Organizational effectiveness as it is not possible to measure organizational effectiveness

1.3. Theoretical foundation:

For an overall organizational justice leading towards the organizational effectiveness the theoretical support is extracted from Adam's Equity theory According to Equity theory, employees will determine if something is fair by comparing the ratio of their inputs (i e , pay) and outputs (i e , performance) to a referent (i e , co-worker)

1.4. Problem statement:

As we have found from the research gap that there are very few researches done on the proposed model, possibly the only two researches pursued in Korea with hospitals as its population and financial image as their tool of effectiveness

Our study is focused on higher education institution of Pakistan with competing value frame work as the tool of effectiveness And will find the role of Organization Citizenship Behavior in Higher Education Institutions of Pakistan

1.5. Research Questions:

Review of the literature regarding distributive Justice, Procedural Justice, Interactional Justice, Organization Citizenship Behavior and Organizational Effectiveness give rise to the following questions

- Is there any significant relationship between the constructs of Organizational Justice and Organization Citizenship Behavior in Higher Education Institution of Pakistan?

- Is there any significant relationship between Organization Citizenship behavior and Organizational Effectiveness in Higher Education Institutions of Pakistan?

- Is there any significant relationship between the constructs of Organizational justice and Organizational Effectiveness in Higher Education institutions of Pakistan?

- Does Organization Citizenship Behavior play the role of a mediator between the constructs of Organizational Justice and Organizational Effectiveness?

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1.6. Objectives of the Study:

The study is aimed

- To examine the effects of constructs of Organizational justice on organization citizenship behavior

- To examine the effects of organization citizenship behavior on organizational effectiveness

- To examine the effects of constructs of organizational Justice on organizational effectiveness

- To examine the role of Organization Citizenship Behavior as a mediator between the constructs of Organizational Justice and Organizational Effectiveness

1.7. Significance of the Study:

The study is important in many ways such as the study is going to investigate the implications of earlier researches in a new dimension regarding universities of Pakistan The first ever thing it will bring forth is whether the justice is done in higher education institutions with the staff members that will include academic staff only at the moment Once it has been made clear that the organizational justice is done, the research will try to put forth the effects of organizational justice on the behaviors of the employees that whether they do have any good or bad effect of the organizational justice they receive, and that helps them develop an organization citizenship behavior which ultimately contribute towards the effectiveness of that particular organization The research will help the universities to realize the strength and weaknesses it have And will help the

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universities to focus on the part where they are lagging to maintain and retain the best staff both in academics as well as administration The study provides an understanding into the hearts of the academic members of educational institutions as what is it that they desire from the universities And all these things will contribute towards the betterment of an institution both in enhancing its staff satisfaction, as well as reputation because the satisfied staff produces better students

CHAPTER 2

LITERATURE REVIEW

Brief:

This chapter contains the evidences from the literature that support our topic, and provide an insight into the variables we have selected for our research. In addition to the literature it also include schematic diagram of our model, extracted variables and hypotheses

2.1. Existing research:

2.1.1. Organizational justice:

The nucleus of any organization is its fairness And fairness in the workplace is termed in the subject of Management as Organizational justice Especially the perception of employees' regarding fairness and how equitable treatment influences other employees at work Many researchers have found that the employees are affected with the perception of Organizational justice and they behave prosocial if they believe that they are being treated fairly in the Organization For almost three and a half decades now, Human Resource managers, scholars and researchers have realized the importance of relationship between organizational justice and organizational effectiveness (Fatt, Khin, & Heng, 2010)

Every Organization gives a system to its members which is perceived to be fair, open, and caring In any organization which is as much ethical as equitable, must have a reflection of fairness in its treatment towards its people and it should have concerns for its employee's betterment It is an important part of business strategy and decision making to have concerns regarding fair treatment of people at an organization Managers hence need to be well aware of the Organizational Justice and they must take keen interest in the justice perception of an organization (Ohana, 2014) Ethical and fair treatment is, what employees expect from their organization so that they may be able to invest their time, and energies in the best possible way for an organization to function properly It is Organizational justice that gives a leverage to the managers to hire the best people for its core business strategies If and only if the managers take care of the

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equity and fairness in the organization, the performance can improve to a great extent (Elamin & Tlaiss, 2015) Perceptions like fairness, justice, equity, balance are important because they spread a message around that organization is caring and it has concerns for the wellbeing and welfare of its members And as it can be respected and trusted for a person to perform his duties with full energy motivation and he feels fearless to work in such an organization He feels confident when he knows that information is going to be shared with every one and there is nothing going on behind the scene to hurt anyone inside or outside the organization

People working in Organizations, no matter at whatever designation they are, Managers, leaders, and even organizations itself can benefit by advocating to the social determinants of justice (showing genuine care and concern, sharing information) Employees anticipate and expect gratitude for their efforts and contributions towards an organization When gratitude is extended to employees, it can be received in very different ways, and depending on the expectations of the employee, it becomes a function of employee expectation And when the gratitude is expected by the employees, the effects of the extended gratitude matters less The rewards and gratitude that is not expected by employees and when they get the unexpected reward and recognition they develop a very fair behavior towards the Organization and its mangers Managers and leaders who use biased set of rules, make wrong ascription of a quality or character or person or thing Every employee in an organization have a complete faith in the fairness or an organization and justice to prevail in the organization and the manger need to keep that perception alive and reverberating while he or she makes any decision that elevates or demote or promote an employee or give him incentives or take back some incentives when he she makes a mistake that is punishable People in the

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managerial position who do not understand the importance of fair perception can face problems in the shape of absenteeism, turnover, employee commitment, job satisfaction and effective performance of the employees that may hurt the organization's functions Organizational justice contributes and led forward to the satisfaction of employees (Palaiologos, Papazekos, & Panayotopoulou, 2011)

Perception of Justice in organizations can lead employees towards motivation for innovation (Abubakr Suliman, 2013) Even though procedural justice has gained comparatively more popularity due to an ability to predict different out comes but both distributive and procedural aspects of the organizational justice are considered important in justice perceptions

2.1.1.1. Distributive justice:

The outcomes that an employee receive in the form of tangible benefits like pay and promotions are termed as distributive justice (Moorman R , 1991) The very early literature regarding justice was contributed mostly to distributive Justice and only this was termed for the justice procedure Employee concern about the fairness of resource distribution (such as promotion, rewards and pay) were thought to be the components of distributive justice and fair distribution The studies provide evidences of distributional justice as a key element in the enhancement of Organization Citizenship Behavior (Choi, Moon, Ko, & Kim, 2014) Distributive justice is more stable among the organizational justice antecedents (Rita & Caetano, 2014) Cultures that are similar often have similar patterns of distribution of awards, such as an individualist society wherever it is will follow the same trend of rewarding its employees as United states

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follow individualism, they distribute the rewards on the basis of performance, the one who performs better gets rewarded, and those who do not perform usually get punished, while in collectivistic cultures or societies the rewards are distributed equitably that is that everyone wbether performs or underperform gets a share of the reward such phenomenon happens in countries like Mexico, but one thing that need to be kept in mind is that cultures do affect the pattern of distribution, but the cultures are flexible enough to get adapted and let the change come in as far as the distribution of rewards are concerned. Fair distribution of rewards results in positive consequences, if the employees are receiving fair and favorable outcomes they do not bother about the qualities and motives of the supervisor, but if the employees perceive the outcome as unfair they are motivated to judge the attitude of their supervisor with them because in such situations they are concerned whether the management still care about them or not The expectations with regard to distributive justice when not met invoke frustration and anger in an employee, the same way if the expectations regarding distributive justice are met will add to the expectations of an employee

2.1.1.2. Procedural justice:

Procedural justice is the phenomenon of fairness that deals with the procedures used in accessing the outcomes of employee responses Studies on fair treatment in Organizations have shifted its stress on the processes of fairness and the perceptions regarding fair treatments The studies on procedural justice started to develop in the mid of 1970 to early years of 1980 The second person who contributed towards the extension of Procedural justice was Leventhal, who founded his thoughts and ideas and based it on procedural justice Leventhal proposed that procedural concerns should be

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differentiated from the outcome concerns and proposed a set of six justice rules to guide the development of procedural justice theory These rules are (1) consistency procedures should be consistent across people and over time, (2) bias suppression procedures should protect against self-interested actions by decision makers, (3) accuracy procedures should be based on good information, (4) correct ability the opportunity should exist to modify or reverse decision at various points in the process, (5) representativeness the procedures should reflect the concerns, values, and outlook of subgroups in the population, and (6) ethicality the procedures should be compatible with the moral and ethical values of those covered by it After this the research has found its path from social psychology to organizational sciences, the field of organizational justice was hence created and has since flourished A thought process and perception of a person working in any organization should be concerned and is concerned about the fair processes and fair treatment in the decision making of an organization. Procedural justice is defined as the methods involved in deciding the expected outcome of an employee for his growth. If you search for the research articles, you are most likely to get hundles and bundles of researches on procedural justice that are on Policing and law enforcement agencies But the researches clearly leaves a space for other service providing organizations The balance and fair treatment in decision making procedures that are leading towards the outcome are considered as procedural Justice As previously noted, the early researches were focused on one form of justice that was distributive justice and it was considered the only form of justice at that time But in early 1970s the researchers started to realize that the evaluation of an individual was not just affected by the allocation of outcomes they receive hut also from the processes and procedures to determine the allocations (Leventhal, 1976a) And the idea of processes being included in the allocation and distribution of resources like pay and

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promotion was then termed as Procedural justice The process control in distribution of resources was perceived as more contributing towards the perception of fairness in organization as compared to the denial or veiling of the process and performing the processes under the table to result in the outcomes of distribution and allocation of resources When compared with the distributive fairness the procedural fairness is less costly and can help an organization get a positive perception at a cost much lesser than the latter form of fairness (Fatt, Khin, & Heng, 2010)

2.1.1.3. Interactional Justice:

The interpersonal treatment an employee gets by the hands of the decision makers in an organization and the processes which are followed for day to day decisions making are termed as Interactional Justice (Greenberg J , 1990) There are some scholars who on the basis of their research divide the domain of interactional justice into two separate forms that are informational justice and interpersonal justice The justice related to the personal treatment of an employee by his supervisors and colleagues, that might include the polite behavior, dignity, honor and respect is usually known as Interpersonal Justice, whereas the justice that deals with an explanation to the procedures adopted for a certain process are termed as informational justice Researchers also argue that if interactional justice is a separate element or is it a part of the procedural justice People are concerned about the nature of interpersonal treatment they receive from others Interactional justice emphasizes on the person to person treatment regarding the procedures of an organization A greater impact is caused due to Interactional justice as it affects the perception of wellbeing of employees and affect performance of the organization in a positive way (Cassar & Buttigieg, 2015)

2.1.2. Organizational Effectiveness and Criteria for its measurement:

2.1.2.1. Organizational Effectiveness:

Organizational effectiveness is an important aspect for every organization, including educational Institutions as educational institutions are in itself an organization When effectiveness of an organization is defined its evaluation based on the achievement of the target or lack of achievement comes afterwards (Quinn & Rohrbaugh, 1983) The scholars and researchers of management have made not much efforts on integrating the various strategies of performance enhancement There are eight cultural aspects revolving an individual that leads to the effectiveness of an organization Employee involvement influence the organizational effectiveness in a positive manner (Amah & Ahiauzu, 2013) In the same way as employee involvement positively affect organizational effectiveness leadership also have more or less same kind of effect Leadership play a vital role in Organizational Effectiveness (Taylor, Cornelius, & Colvin, 2014)

Organizational effectiveness is not easy to define as scholars find it difficult to provide a single criterion to measure organizational After studying and reviewing various studies on effectiveness for almost twenty, Forbes concluded that scholars have shifted their emphasis away from trying to measure effectiveness towards evaluating effectiveness because of the difficulty in pinpointing a single method of measurement for effectiveness The present study focuses on the educational institutions that provide higher education and have a complex infrastructure to manage The organizational form of the institutions also need to be measured and improved, and hence the research

focuses on Institutions in the form of an organization CVF has been taken as a tool of effectiveness by many scholars as described by (Yu & Wu, 2009)The Competing Values Framework (CVF) was initially based on research to identify indicators of organizational effectiveness (Lamond, 2003) Has termed competing values framework as Organizational effectiveness instrument The competing values approach (CVA) was, in part, developed to clarify effectiveness (Quinn, 1988, Quinn and Rohrbaugh, 1981, 1983) CVF can be used to explore the deep structures of organizational culture about compliance, motives, leadership, decision making, effectiveness, and organizational forms in the organization (Karimi, Latifah, & Kadir, 2012)

2.1.4. Organization Citizenship Behavior:

This is indeed a very important topic in which the social scientists, management researchers and scholars are taking keen interest People give importance to Organization Citizenship Behavior because it positively affects many aspects of an organization (Al-sharafi & Rajiani, 2013) The subject of Organizational behavior furnishes information and knowledge to the managers regarding the understanding of behaviors of various employees for the purpose of provoking cooperation from them in order to gain the objectives of an organization Another very contributing factor to increase organizational functioning is organization citizenship behaviour that seems discretionary but has been proven empirically to enhance the objectivity in performance of an organization It is the kind of cooperation and helpfulness towards others that support the achievements and objectives of an organization in the context of social and psychological behavior (Sofiah, Padmashantini, & Gengeswari, 2014) Organization

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citizenship behavior is referred to as set of behaviors that are not required legally in the work place or are not part of the basic job requirement but the employees do it because they feel good by doing them and the organization flourish with it creating a healthy social environment In any organization the behaviors that are focused on social wellbeing by individual and are not concerned with any rewards are termed as organization citizenship behavior To improve organization citizenship behavior enhancing the willingness removing formalities, boarders and increasing mutual interaction and supporting harmony play a very good Organizational citizenship behavior is the extra efforts put forth by employees without an expectation of rewards from the organization. According to (Organ, 1988), there are five ways to show citizenship behavior in an organization by employees that include (1) altruism, it is a behavior with special focus on a person who is facing a problem or on a project of an organization, (2) conscientiousness, the behavior not required by a group, department or an organizational as a whole as its obligatory process but even than as a social conscience when they follow it, it is call conscientiousness, (3) sportsmanship, when a person performs his job, with patience and tolerate the misbehaviors that is termed as sportsmanship (4) courtesy, a phenomenon of helping someone who has not faced the problem yet, and can probably face it by performing a specific task in a specific way, and finally (5) civic virtue, it is a behavior that involves the extroversion of an employee to participate in the issues of an organization actively without any expectation of rewards OCB would be measured by using (Podsakoff, Mackenzie, Moorman, & and Fetter, 1990)

2.1.5. Organizational Justice and Organization Citizenship Behavior:

The justice perception in the employees within an organization can lead towards innovation and motivation (Abubakr Suliman, 2013) Different dimensions of Organizational Justice have strong positive relation towards Organization Citizenship Behavior There is a stronger relationship between interactional justice and Organization Citizenship Behavior for organizations that are higher in respect for people and a weaker relationship between distributive and procedural justices and Organization Citizenship Behavior for organizations that are higher in team orientation (Erkutlu, 2011) Similarly, the recent research of (Choi, Moon, Ko, & Kim, 2014) demonstrates that Organizational justice influence the Organization Citizenship Behavior in a positive manner

2.1.5.1. Distributive justice and Organization Citizenship Behavior:

When the benefits sharing is flexible the perception of employees regarding distributive justice is enhanced as opposed to the traditional strict benefit plan and it bring a positive change in the organization citizenship behavior (Cole & Flint, 2004) The distributive justice done in a flexible manner, increases the Organization citizenship behavior The phenomenon of Justice is based on the perception of fairness And perception of fairness with respect to distribution of rewards predict the organization citizenship behavior of the employees in a particular organization (Niehoff & Moorman, 1993) The universities are as much of an Organization as any other Organization is (Stensaker, 2015) So Distributive justice in other organizations will have same kind of effects in Higher Educational Institutions as well Different cultures can influence the relationship of Organizational Justice with Organization Citizenship Behavior in

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traditionally, geographically and culturally different areas The distributive justice and

Organization citizenship behavior can have variation in its relationship with respect to

different cultures Different cultures can have different effects on the relationship of

Distributive justice with Organization Citizenship behavior

2.1.5.2. Procedural justice and Organization Citizenship Behavior:

In addition to the commitment, and satisfaction Procedural justice support relationships

towards organization citizenship behavior, (Moorman, Niehoff, & Organ, 1993)

Procedural Justice does not only provide basis for the satisfaction and commitment of

the employees but it also adds towards the organization citizenship behavior of the

employees Procedural justice shape officer's satisfaction in an organization (Angelis

& Aaron Kupchik, 2007) There are various behaviors that define organization

citizenship behavior and Quite strong relationship have been found between procedural

justice and 4 to 5 citizenship behaviors (Moorman & Robert, 1991) Just like the

Distributive Justice Procedural Justice can also have some variation regarding the

strength of its relationship to Organization Citizenship Behavior in culturally,

traditionally and economically different areas Cultures can bring about variation in the

relationship of Organization citizenship behavior with Procedural justice (Farh, Earley,

& Lin, 1997)

2.1.5.3. Interactional justice and Organization Citizenship Behavior:

The perception regarding Interactional justice was significantly related to specific

activities to an advantage of an organization Interactional justice cause greater impact

on the wellbeing of employees that effect organizational performance positively (Cassar & Buttigieg, 2015) Organizational performance automatically defines the intrinsic positivity of behaviors that is Organization Citizenship Behavior Interactional distributive justice as well as its other co antecedents like procedural justice and distributive justice have a relationship with Organization citizenship behavior that changes from culture to culture (Farh, Earley, & Lin, 1997)

2.1.6. Organization Citizenship Behavior and Organizational Effectiveness:

The spontaneous demonstration of Organization Citizenship Behavior by employees can not only compensate for the incompleteness of an organizational system design but can also help achieve organizational goals more effectively (Tsai & Lin, 2014) Behaviors do have effect on the performance of an individual Organization Citizenship Behavior with all its key factors can play a vital role in the effectiveness of an organization If and only if the managers take care of the equity and fairness in the organization, the performance can improve to a great extent (Elamin & Tlaiss, 2015)

2.1.8. Organization Citizenship Behavior as a mediator:

Organization Citizenship Behavior has hardly been taken as a mediator But as there are evidences of Organizational justice influencing Organization Citizenship behavior, like, (Abubakr Suliman, 2013) have said that perception of Justice in organizations can lead employees towards motivation for innovation And the motivation is what make employees put in an extra effort As said by (Sofiah, Padmashantini, & Gengeswari,

2014) that organization citizenship behavior in the context of psychological and social behavior can give support to a great extent Organizational justice influences the Organization Citizenship Behavior in a positive manner (Choi, Moon, Ko, & Kim, 2014) And the research has also focused on its impacts on organizational effectiveness as (Al-sharafi & Rajiani, 2013) have said that people give importance to Organization Citizenship Behavior because it positively affects many aspects of an organization and hence performance of organization over all improves So as Organization Citizenship Behavior fulfil the requirements of a Mediator between Organizational Justice and Organizational effectiveness, I have taken it as a mediator The theoretical support has been drawn from social exchange theory

2.1.8.1. Social Exchange theory:

In addition to the social exchange theory that describe the relationship of organizational justice to the organization citizenship behavior there is another theory that extend the relationship of Organization Citizenship Behavior to Organizational effectiveness and that is Social system theory of management presented by Chester Barnard In the perspective of management, Barnard gave a theory of formal organizations He defined it as "a system of consciously coordinated activities of forces of two or more persons " According to him, organisations are formed and consist of human beings and their activities in an integration and coordination make a system (Barnard, 1938) And hence contribute towards the effectiveness of an organization

2.2. List of Extracted Variables:

Independent variables	Mediator	Dependent variables
• Distributive justice • Procedural justice • Interactional justice	Organization citizenship behavior	Organizational Effectiveness

2.3. Schematic Diagram of Theoretical Framework:
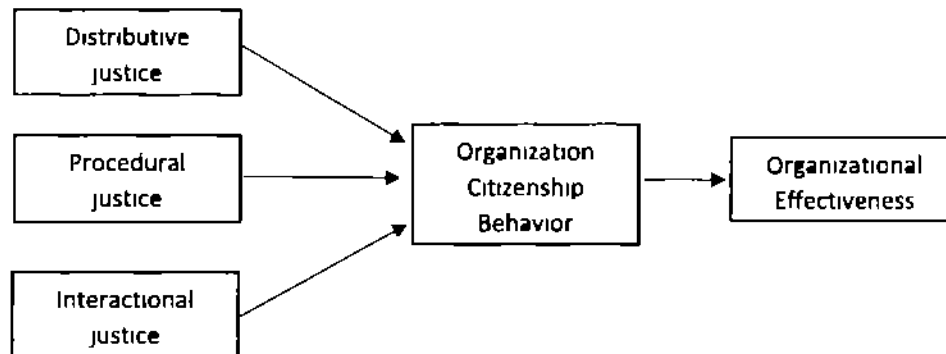
2.4. Hypothesis:

H1= Distributive justice has a significant relationship with Organization citizenship behavior

H2= Procedural Justice has a significant relationship with Organization citizenship behavior

H3= Interactional Justice has a significant relationship with Organization citizenship behavior

H4= Organization citizenship Behavior has a significant relationship with Organizational Effectiveness

H5= Organization citizenship behavior play a role of mediator between distributive justice and Organizational effectiveness

H6= Organization citizenship behavior play a role of mediator between procedural justice and Organizational effectiveness

H7= Organization citizenship behavior play a role of mediator between interactional justice and Organizational effectiveness

CHAPTER 3

RESEARCH METHODOLOGY

Brief:

The following chapter contains the methodology adopted for pursuing the research It gives us an insight about the research approach adopted, the total population, sample technique, sample size and data collection techniques

3.1. Approach:

Research approach is an important aspect which guide the research throughout the process The researchers and scholars have contributed and devised various ways to process the research that include at first division in qualitative and quantitative researches (Mazumdar, Raj, & Sinha, 2005) Our research on the basis of these recommendations is Quantitative in nature Quantitative research basically deals with the objectivity of the subject rather than subjectivity Going in the further division the literature provides us three main approaches to conduct a research that are Interpretism, realism, and positivism The study focuses and utilize the approach of positivism because the study is a descriptive one that will try to analyze and evaluate quantitatively the behaviors of university academic staff And positivism according to (Walsham, 1995) the world is independent of the existence of human beings and facts regarding it can be measured, manipulated and constructed based on the mathematical statistical tools

3.2. Population:

The total target population of the study consist of academic staff from five different universities of Islamabad selected randomly As per data provided on Higher education Commission of Pakistan website the Islamabad has almost 18 universities that are recognized (Ahmad & Qayyum, 2015) The five universities mentioned below in a table have total population of 1701 teachers in various faculties Table 01 show the official websites, names and total number of academic staff of the universities under study

Sr no	University name	Total number of academic staff	Official Web site
1	"International Islamic University Islamabad"	548	http //www iiu edu pk/
2	"Quaid-e-Azam university"	290	http //www qau edu pk/
3	COMSATS Islamabad	560	http //ciit-isb edu pk/
4	"National University of Modern Languages"	175	http //www numl edu pk/
5	"National University of Computer and Emerging Sciences (FAST)"	128	http //www nu edu pk/
	Total	1701	

3.3. Determination of Sample size:

1701 one thousand seven hundred and one is the total target population that is the

number of academic staff teaching in five universities mentioned earlier Determination

of sample size is done through the formula of sample determination of finite population

by (Krejcie & Morgan, 1970) The formula and its calculation is as follow

$$\text{"}S = X^2NP\ (1\text{-}P) - d^2\ (N\text{-}1) + X^2P\ (1\text{-}P)\text{"}$$

S = sample size

X = Z value (e g 1 96 for 95% confidence level)

N = Population Size

P = Population Proportion (expressed as 0 5 (50%)-this provides the

maximum sample size)

d = Degree of accuracy (5%), expressed as portion (05), It is margin of error

Calculation:

$$S = (1\ 96)^2 \times 1701 \times 0\ 5(1\text{-}0\ 5) - (0\ 05)^2\ (1701\text{-}1) + (1\ 96)^2 \times 0\ 5(1\text{-}0\ 5)$$

$$= 3\ 84 \times 1701 \times 0\ 25 - 0\ 0025 \times 1700 + 3\ 84 \times 0\ 25$$

$$= 1632\ 96 - 5\ 21$$

$$= 313\ 428$$

3.4. Sampling with sampling technique:

The technique used for sampling is the multistage random sampling technique having two stages

Stage 1.

The stage 1 consist of identifying five universities out of the total eighteen universities registered and recognized by Higher Education Commission of Pakistan Five universities are selected randomly and the academic staff working in the universities have been identifies as 1701 That is the total population of our study

Stage 2.

The second stage consisted of selection of the respondents from the five universities under study Total of 313 three hundred and thirteen questionnaires were distributed in different universities randomly The sample size proposed is almost 18% eighteen percent of the target population

3.5. Measuring instruments:

A set of questions devised from three different scales with an addition of some demographic questions and adaptation has been used as a measuring instrument The demographic questions in questionnaire designed for the study contains education, department, experience designation and gender of the respondents While three scales for measuring Organizational Justice, Organization citizenship Behavior and Organizational effectiveness have been adapted from scales developed by Moorman, 1991, Podsakoff, 1990, and Quinn, 1996 to fit the scope of study

Organizational Justice has been measured with its three components such as Distributive, Procedural and interactional Justice through Moorman (1991) and it has 18 items in total

Organization Citizenship Behavior having its five components that are altruism, conscientiousness, sportsmanship, courtesy and civic virtue is measured through (Podsakoff, Mackenzie, Moorman, & and Fetter, 1990) scale having 20 items

While Organizational Effectiveness is evaluated through an adapted scale of Quinn, (1996) 24 items The actual scale contains 70 items and is known as OCAI Five point Likert scale that range from 1-5 demonstrating strongly disagree to strongly agree have been used for the measurement of the variables

3.6. Data Collection Technique:

Secondary data:

The study contains secondary data collected from all the available sources including online sources, newspaper, journals, hooks etc

Primary data:

The primary data was obtained through questionnaires based on 5 point Likert scale
The questionnaires were self-administered

3.7. Data Analysis:

The data collected was analyzed both in descriptive as well as inferential way The
descriptive analysis has covered reliability analyses, frequencies, measure of central
tendency, and correlational analyses

While inferential analyses were executed through proper application of paired
sample t tests to evaluate the significance of relations between variables

To measure the mediation, we have used Baron & Kenny (Baron & Kenny, 1986) four
step model of mediation Regression analyses have been run to provide us with the
results to inculcate in our studies

The data was analyzed through a software that is Statiscal Package for Social
Sciences (SPSS) version 22

3.7.1. Reliability analysis:

Reliability statistics are the measure of internal consistency in a set of items that are grouped in the questionnaire Cronbach's alpha is considered to be a measure of reliability of a scale greater the value of Cronbach's alpha greater will be the reliability of the scales If the value is near 0 the reliability is questionable and if it is near 1 it is considered as reliable (Tavakol & Dennick, 2011).

Table 3.1: Reliability statistics of the scales DJ, PJ, IJ, OCB, OE

Variables	Cronbach alpha	Items
Distributive justice	865	5
Procedural justice	766	7
Interactional justice	775	6
Organization citizenship behavior	932	20
Organizational effectiveness	918	24

Tables 3 1 is showing Cronbach alpha value for above mentioned variables, which is ranging from 775 to 932 The results indicate that calculated value of Cronbach alpha for distributive, procedural and interactional justice is 865, 776 and 775 respectively whereas the calculated Cronbach alpha value for organizational citizenship behaviour is 932 and for organizational effectiveness it is 918

3.7.2. Descriptive statistics; frequency distribution:

Descriptive statistic in the study involve frequency distribution of the demographic questions asked from the correspondents Demographic questions included gender,

education, and department experience Tables 7 show the demographic profiles of the respondents

Table 3.2: Gender of the respondents

Valid	FEMALE	30	12.4	12 4	12 4
	MALE	212	87 6	87 6	100 0
	Total	242	100 0	100 0	

Table 4 2 shows the gender distribution which illustrate the responses of males to be 87 6% while the responses of females calculated are 12 4%

Table 4.3: Departments of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Social sciences	46	19 0	19 0	19 0
	Engineering	64	26 4	26 4	45 4
	Languages and literature	4	1 7	1 7	47 1
	Natural sciences	14	5 8	5 8	52 9
	Economics	8	3 3	3 3	56 2
	Management sciences	104	43 0	43 0	99 2
	Sharia and law	2	8	8	100 0
	Total	242	100 0	100 0	

Table 4 3 shows the response of the respondents in accordance to the faculty they belong to or teach in 43% of the respondents belonged to the faculty of management sciences that include students from all the related fields of management such as Human resource Management, Marketing, Finance, Entrepreneurship and Project Management, 26 4% of the respondents were from the different disciplines in faculty of engineering including staff members from, electrical engineering, mechanical engineering, electronic engineering and telecommunication engineering, 19% of the

35

respondents belonged to different branches in the faculty of social sciences including Psychology, sociology and anthropology 5 8% respondents were serving in the faculty of natural sciences such as environmental sciences 3 3% belonged to the faculty of economics, 1 7% to the faculty of languages and literature while only 0 8% belonged to the faculty related to sharia and law

Table 3.4: Experience of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 YEAR	140	57 8	57 8	57 8
	6-10 YEARS	40	16 5	16 5	74 3
	11-15 YEARS	20	8 2	8 2	82 5
	16-20 YEARS	34	14 0	14 0	96 5
	21-25 YEARS	6	2 4	2 4	99 2
	26-30 YEARS	2	8	8	100 0
	Total	242	100 0	100 0	

Table 4 4 provide us with the data related to the teaching experience of the respondents As per our results experience of the respondents within the range of 1-5 years was 57 8%, faculty members falling under the range of 6-10 years of teaching experience were 16 5% Members of the teaching staff with experience range between 11-15 years were 8 2 among the respondents Percentage of respondents having teaching experience of 16-20 years was 14% Respondents having experience between the ranges of 21-25 years were 2 4% and respondents falling under the experience range of 25-30 were only 0 8%

Table 3.5: Qualification of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16 years	36	14 9	14 9	14 9
	18 years	188	77 7	77 7	92 6
	22 years	18	7 4	7 4	100 0
	Total	242	100 0	100 0	

Table 4 5 depicts the qualification of the respondents teaching in different faculties in different universities Respondents having qualification up to masters, and graduation level with 16 years of education were 14 9% Respondents with 18 years of education were 77 7% while the respondents having qualification of 22 years that is doctorate comprised 7 4% of the present data

3.7.3. Descriptive statistics: measure of central tendency and dispersion:

Table 3.6: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std Deviation
DJ	242	2 00	5 00	3 3884	82182
PJ	242	2 00	4 57	3 0880	61160
IJ	242	2 00	4 17	3 1915	59472
OOJ	242	2 19	4 38	3 2226	56702
OCB	242	1 20	4 25	3 4471	64444
OE	242	2 29	4 96	4 3042	45494
Valid N (list wise)	242				

Table 3 6 shows the descriptive statistics of the variable Descriptive statistics involve minimum, maximum, mean and standard deviation of the variables calculated from the collected data through questionnaires from different faculty members in different universities

CHAPTER 4

DATA PRESENTATION AND ANALYSIS

The main purpose of this chapter is to statistically analyze the collected data and draw conclusions The chapter include both the descriptive and inferential analysis The descriptive statistics cover reliability analysis, frequency distribution, measure of central tendencies and dispersion and correlation analysis Inferential analysis provides details about hypotheses testing test

It is pertinent to note that questionnaires were distributed among 313 randomly selected respondents in five universities that are IIUI, NUML, COMSATS, FAST, and QAU however we received 242 questionnaire with response rate of 77 3% with 12 4%female and 87 6% male academic staff

4.1. Correlation Analysis:

	DJ	PJ	IJ	OCB	OE
DJ	1				
PJ	520**	1			
IJ	510**	645**	1		
OCB	200**	260**	137*	1	
OE	270**	137*	020	774**	1

Table 4 1 show the Pearson Correlation between antecedents of Organizational justice and Organization Citizenship separately, as well as combined effect is also mentioned The values of correlation between distributive justice, procedural justice, and interactional justice with Organization Citizenship behavior are 0 200, 0 260, and 0 137 respectively The correlational value between distributive justice and Organization Citizenship behavior explains the moderate correlation between the variables and the correlation is significant at 0 01% confidence interval Similarly, the value of correlation between Procedural Justice and Organization Citizenship Behavior also have a moderate correlation between the variables with confidence interval at 0 01% The value of correlation between Interactional Justice and Organization Citizenship behavior is slightly low but still effecting positively The correlation is significant at 0 05% confidence interval So the relationship as a whole explains the significance correlation of all the three antecedents of Organizational Justice towards Organization Citizenship Behavior

Table 4 1 also incorporate the relationship of Overall Organization Citizenship Behavior with Organizational Effectiveness The Pearson correlation calculated between the variables is 0 774 that show a very high positive significant relationship between the variable at 0 01% confidence interval That mean a change in one variable will bring a fairly significant change in the other variable

4.2. Hypotheses testing:

H1= Distributive justice, has a significant relationship with Organization citizenship behavior.

By running a regression analysis on Distributive Justice being independent variables and Organization Citizenship Behavior being dependent variable we get the following results

Table 4.2 Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	200[a]	040	036	63272

a Predictors (Constant), DJ

The table 4 2 represent the model summary and we can see that the value of R square is 0 040 that means that model explains 4% variation in the outcome variables

Table 4.3 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	4 008	1	4 008	10 012	002[b]
	Residual	96 080	240	400		
	Total	100 088	241			

a Dependent Variable OCB

b Predictors (Constant), DJ

The table 4 3 represent the ANOVA and also suggest that the model is fit as the $P<0\,05$ which proves the fitness of the model

Table 4.4 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std Error	Beta	t	Sig
1	(Constant)	2 915	173		16 862	000
	DJ	157	050	200	3 164	002

a Dependent Variable OCB

The table 4 4 provide the beta values and significance of the relationship between Distributive Justice and Organization citizenship Behavior as we can see that the $P<0\,05$ and beta is equal to 200 that mean 20% of change can be brought in Organization Citizenship Behavior by Distributive Justice

So we can accept our H1

H2= Procedural justice, has a significant relationship with Organization citizenship behavior.

By running a regression analysis on Procedural Justice being independent variables and Organization Citizenship Behavior being dependent variable we get the following results

Table 4.5 Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	260[a]	068	064	62356

a Predictors (Constant), PJ

The table 4 5 represent the model summary and we can see that the value of R square is 0 068 that means that model explains 6 8% variation in the outcome variables

The table 4 9 represent the ANOVA and also suggest that the model is fit as the P<0 05 which proves the fitness of the model

Table 4.10 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std Error	Beta	t	Sig
1	(Constant)	2 973	225		13 217	000
	IJ	149	069	137	2 146	033

a Dependent Variable OCB

The table 4 10 provide the beta values and significance of the relationship between Interactional Justice and Organization citizenship Behavior as we can see that the P<0 05 and beta is equal to 137 that mean 13 7% of change can be brought in Organization Citizenship Behavior by Interactional Justice

So our H3 is also substantiated

H4= Organization citizenship Behavior has a significant relationship with Organizational Effectiveness

To check the significance of relationship between Organization Citizenship Behavior and Organizational effectiveness, a linear regression was run by keeping Organization citizenship behavior as independent and Organizational Effectiveness as dependent variables The results are as follows

Table 4.11 Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	774[a]	599	597	28872

a Predictors (Constant), OCB

The table 4 11 suggests that the model is explaining 59 9% variation as the R square value is 0 599

Table 4.12 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	29 875	1	29 875	358 396	000[b]
	Residual	20 006	240	083		
	Total	49 880	241			

a Dependent Variable OE

b Predictors (Constant), OCB

The table 4 12 suggests that the model is fit as the P value is 0 000 which is less than 0 05

Table 4.13 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std Error	Beta	T	Sig
1	(Constant)	2 421	101		23 923	000
	OCB	546	029	774	18 931	000

a. Dependent Variable OE

The table 4 13 suggests that there is a significant relationship between Organization citizenship Behavior and Organizational Effectiveness as the significance value that is 0 000 is less than 0 05 and the beta score suggest that 77 4% variation can be brought in Organizational Effectiveness by Organization Citizenship behavior

Hence our H4 has been substantiated

H5 = OCB play the role of mediator between Distributive Justice and Organizational Effectiveness:

In other words in mediational hypothesis the mediator is the intervening or process variable (Baron & Kenny, 1986) We used Baron and Kenny 1986 four step model to determine the role of mediation

Table 4.14: summary of mediation analysis

Steps	Description	B	R^2	AR^2	Sig
1	DJ ⟶ OE	270	073	069	000
2	DJ ⟶ OCB	200	040	036	002
3	OCB ⟶ OE	774	599	597	000

| 4 | DJ→OCB→OE | 120 | 613 | 610 | 004 |

In step 1 we have found that there exist a significant relationship between Distributive Justice and Organizational Effectiveness as P<0 05 and β= 270

In step 2 we have found that there exist a significant relationship between Distributive Justice and Organization Citizenship Behavior as P<0 05

In step 3 we have found that there exist a significant relationship between the Organization Citizenship Behavior and Organizational Effectiveness as the P<0.05

Now as the 3 steps have successfully been substantiated we can propose that there exist a mediation in the model

In step 4 the β value has been decreased to 120 whereas the P value has slightly increased to 004 that means that there is a partial mediation between the variables

So our H5 is accepted

H6 = OCB play the role of mediator between Procedural Justice and Organizational Effectiveness:

In other words in mediational hypothesis the mediator is the intervening or process variable (Baron & Kenny, 1986) We used Baron and Kenny 1986 four step model to determine the role of mediation

Table 4.15: summary of mediation analysis

Steps	Description	β	R^2	AR^2	Sig
1	PJ → OE	137	019	015	033
2	PJ → OCB	260	068	064	000
3	OCB → OE	774	599	597	000
4	PJ → OCB → OE	- 069	603	600	105

In step 1 we have found that there exist a significant relationship between Distributive Justice and Organizational Effectiveness as P<0 05 and β= 137

In step 2 we have found that there exist a significant relationship between Distributive Justice and Organization Citizenship Behavior as P<0 05

In step 3 we have found that there exist a significant relationship between the Organization Citizenship Behavior and Organizational Effectiveness as the P<0 05

Now as the 3 steps have successfully been substantiated we can propose that there exist a mediation in the model

In step 4 the β value has been decreased to negative 069 whereas the P value has increased to 105 hence making it insignificant that means that there is a full mediation between the variables

H7 = OCB play the role of mediator between Distributive Justice and Organizational Effectiveness:

In other words in mediational hypothesis the mediator is the intervening or process variable (Baron & Kenny, 1986) We used Baron and Kenny 1986 four step model to determine the role of mediation

Table 4.16· summary of mediation analysis

Steps	Description	β	R²	AR²	Sig
1	IJ ⟶ OE	020	000	- 004	753
2	IJ ⟶ OCB	137	019	015	033
3	OCB ⟶ OE	774	599	597	000
4	IJ ⟶ OCB ⟶ OE	- 087	606	603	034

In step 1 we have found that there does not exist any significant relationship between Interactional Justice and Organizational Effectiveness as $P < 0.05$

So we cannot proceed to any further steps because the very first requirement of the Baron and Kenny four step model was not fulfilled. So we can assume that there is no mediation between Interactional Justice and Organizational Effectiveness

So this hypothesis has been rejected.

CHAPTER 5

DISCUSSION, AND CONCLUSION

Chapter Brief

The chapter include a conclusive touch to the study and discuss the logical

conclusions drawn from results

5.1. Discussion:

The research was carried out to give an insight into the educational institutions of Pakistan The researchers over the decades have applied the management theories on a number of manufacturing and service providing organizations The researchers in the west have contributed towards the researches in education sector and hence have improved the quality and capacity of their educational institutions Educational institutions also function like an organization as it has a lot in common with respect to administration (Ahmad & Qayyum, 2015)

The problem with our researches is that they are focused more on the organizations and less on the institutions hence affecting the stability and stature of the institutions (Rafeeq & Ameen, 2012) The present research is based on investigation of Organizational Justice relationship to Organizational Effectiveness with mediating role of Organization Citizenship Behavior Organizational Justice significantly affect the Organization Citizenship behavior in any organization (Choi, Moon, Ko, & Kim, 2014) and Organization Citizenship behavior ultimately results in the effectiveness of an Organization (Elamin & Tlaiss, 2015) Let's discuss them one by one

5.1.1. Organizational Justice and Organizational Effectiveness:

The support for this has been drawn from Adam's equity theory and the theory of Justice judgmental model by Leventhal According to this model, people evaluate allocation criteria used by decision-makers established on a situation, in effect proactively engaging several norms of justice like equality, equity and needs (Leventhal G S, 1980) Many scholars have given their research based opinion about the

Organizational justice leading towards the effectiveness of an organization Organizational justice contributes and led forward to the satisfaction of employees (Palaiologos, Papazekos, & Panayotopoulou, 2011) Perception of Justice in organizations can lead employees towards motivation for innovation (Abubakr Suliman, 2013) Even though procedural justice has gained comparatively more popularity due to an ability to predict different out comes but both distributive and procedural aspects of the organizational justice are considered important in justice perceptions (Cropanzano, Byrne, Bobocel, & Rupp, 2001) All of these justice variables explain the effectiveness of an organization in their own capacity

Our research has found that Organization Justice fairly predict the Organizational effectiveness as it can be seen in chapter 4 that both the variables are fairly related and Organizational Justice being a very well predictor of the Organizational effectiveness

5.1.2. Organizational Justice and Organization Citizenship Behavior:

Social Exchange theory of George Homan explains the relationship of Organizational Justice and Organization Citizenship Behavior Many scientists bave repeatedly proved and approved the contribution of Chester Bernard regarding the relationship of Organizational Justice and Organization Citizenship behavior The justice perception in the employees within an organization can lead towards energy and motivation to support and help their colleagues and subordinates (Abubakr Suliman, 2013) Similarly the recent research of (Choi, Moon, Ko, & Kim, 2014) demonstrates that Organizational justice influence the Organization Citizenship Behavior in a positive manner

Our research supports the theory and relationships between Organizational Justice and Organization Citizenship Behavior are quiet significant that explains that

Organizational Justice in the higher education Institutions can lead towards the Organization Citizenship Behavior of the employees

5.1.3. Organizational citizenship behavior and Organizational Effectiveness:

Social system theory of management presented by Chester Barnard explains the relationship of Organization Citizenship behavior with Organizational Effectiveness Many scholars have time and again proved the theory with their researches The spontaneous demonstration of Organization Citizenship Behavior by employees can not only compensate for the incompleteness of an organizational system design but can also help achieve organizational goals more effectively (Tsai & Lin, 2014) (Elamin & Tlaiss, 2015) Have explained how fairly the organization citizenship behavior contributes towards the effectiveness of an organization

Our research has found that there exists a very strong relationship between the Organization Citizenship Behavior and Organizational effectiveness Organization Citizenship Behavior have been found an excellent predictor of the Organizational Effectiveness in the context of Pakistani Higher Education Institutions

5.1.4. Organizational citizenship behavior as mediator between constructs of Organizational justice and Organizational effectiveness:

By combining all the earlier stated theories we can formulate a theory of Organization Citizenship Behavior being the mediator between Organizational Justice and

Organizational Effectiveness Researchers have made their studies on the very model in Korea on hospitals and they have found it to be a fair mediator Now we need to see if Organization Citizenship Behavior is acting as a mediator between all the constructs of Organizational Justice and Organizational Effectiveness

Secondly our research is directed to find whether all the three constructs of Organizational Justice that are distributive Justice, procedural Justice and Interactional Justice being mediated by Organization Citizenship Behavior with respect to Organizational effectiveness in the context of Higher Education Institutions of Pakistan

5.2. Conclusions:

The study revolved mainly around the hypotheses drawn from the study of former researchers and theories presented in the past that explained the relationship between the variables That are constructs of Organizational Justice (Distributive Justice, Procedural Justice, and Interactional Justice), Organization Citizenship Behavior and Organizational Effectiveness Implementing the studies in context of Pakistan had results approve former theories and researches by the scholars As we can see that 6 out of the total 7 hypotheses have been accepted in the perspective of our results We can say that

- Distributive Justice has a significant relationship with Organization Citizenship Behavior

- Procedural Justice has a significant relationship with Organization Citizenship Behavior

- Interactional justice has a significant relationship with Organization Citizenship behavior

- Organization Citizenship Behavior has a significant relationship with Organizational Effectiveness

- Organization Citizenship Behavior play the role of a mediator between Distributive Justice and Organizational Effectiveness

- Organization Citizenship Behavior Play the role of a mediator between Procedural Justice and Organizational Effectiveness

- Organization Citizenship Behavior does not play the role of Mediator between Interactional Justice and Organizational Effectiveness

5.2.1. Implications of the study:

The study is important in many ways such as the study investigated the implications of earlier researches in a new dimension regarding universities of Pakistan It is a common belief that People of the developed countries have different attitudes, and people who belong to the country of underdeveloped processes in institution and in every other field have different attitudes But our study proves vice versa of the myth and shows results that are almost in accordance to what researchers have got in the developed countries

5.2.1.1. Theoretical Implications:

The study contributes towards the theory as the theories presented are testified in the present case scenario Different regions can have different cultures and different cultures can have different results for the same kind of variables, but in our case that is

the academic staff of higher education institution, the behavior is unaffected by cultures A relationship can be fairly changed in different situations in different cultures and environment due to the traditional, religious, or social bindings of a particular region

5.2.1.2. Practical Implications:

Practically the research shows a way forward, and tell us as to focus on the ignored areas of our research As contribution of Organizational Justice is observed promoting Organization citizenship behavior and then organization citizenship behavior contributing towards Organizational effectiveness shows that Organizational Justice need to be provided and encouraged at every stage in our academic life

5.2.2. Limitations of the study:

As the study covered all research questions framed in the beginning and all the objectives of the research have subsequently been achieved, but there are still some limitations that need to be described to help the researchers in future

First the study had involved respondents from a single sector and that is Higher Educational Institutions, the Institutions included are all situated and function in the Capital territory Islamabad Though Higher Educational Institution is a two tire system having administration functioning separately and Academic Staff functioning separately The focus of this study was only Academic staff Both parts have separate functions to perform

The sample collection had a basic limitation that involved the low response rate of the female respondents as well as hesitation from my side to approach female respondents due to which the ratio is not evenly expressed in the research

5.2.3. Future directions:

The study can be replicated to include more institutions from different parts of Pakistan

In addition to this the view point of more females can contribute towards the study. The

future researchers can also add the administrative staff, can have comparative analysis

between academic staff and administrative staff within the universities. The questions

can be framed as to get a perception regarding the variables discussed in the study

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