EMPLOYEES PERCEPTION OF VIOLATION OF NORMS OF JUSTICE AND ITS RELATION WITH INTENTION TO LEAVE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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ABSTRACT

Purpose: The present research work was done to study the employees' perception of Violation of Norms of Justice in Public and Private Organizations and also its relation to the outcome variables like Organizational Citizenship Behaviour (OCB) and Intention to Leave.

Design/Methodology/Approach: The study was done on 250 employees of Public and Private Organizations (125 from each). By an interview done on some of the employees from both the sectors i.e. Public and Private, a scale for measuring perceived violation of norms of justice was developed. For measuring other variables, standard scales were used. Data were collected through questionnaire method. For analysis, correlational method and t-test were used.

Findings: Results showed that Public and Private sector employees differed significantly in their perception of violation of norms of justice. Results also showed that the employees' perception of violation of norms of justice is negatively related with the outcome variables like Organizational Citizenship Behaviour (OCB) and Intention to Leave

Practical Implications: The study has implications for scholars of organizational behavior, to look into the organizational problems from the perspective of employees i.e. what do the employees think of existing social norms.

Social Implications: This study shows that employees/humans are vital factors in the running/success of any organizations/society.

Originality: The research is original in the sense that it tries to compare employees' perception of Justice Norms in both Public and Private Organizations.

Key Words: *Perception of Violation of Norms of Justice, Organizational Citizenship Behaviour (OCB) & Intention to Leave*

INTRODUCTION

Justice matters. Even small children understand justice in their way "That is not fair" (Wilson, 1993). In other words, it can be said that "justice" is essential to our social functioning as is indicated by the fact that the concept of justice (as well as its violation) often dominates our daily experiences and discussions (e.g., Finkel, 2001; Folger, 1984). A brief survey of contemporary public issues supports the contention that justice is a growing concern, yet agreement about what is just remains for from being universal. While justice concerns can be individual as well as social, the context of justice may also vary from social to organizational.

Justice Concerns in Organizations

We can understand why justice is important by remembering that fairness concerns itself with what things get allocated and how these allocations take place. Thus, to say that justice matters are more or less synonymous with maintaining that people care about how they are with others. The roots of justice can be found in our inclination to affiliate with other people. It is also well explained by Sampson (1975) "Just solution-promote cohesion and order, including a state of psychological well-being while unjust solutions contribute to personal and social unrest and disorganization." Thus, Justice is essential for psychological functioning and welfare of the individual.

Issues relating to fairness become more salient in the case of organizational work setting. Theorists have recognized justice as a key organizational value (Lind and Tyler,1988) - "the morale problem for years to come will be one of justice. The modern survey to maximally useful will centre more on problems of fairness procedures of payment of

promotion and so forth, than on conditions of work as the closeness of supervisions per se." People become no less animated by justice when they arrive at work. In fact, concerns over injustice have provided impetus to the labour movement (Fantasia, 1988). Presently, the language of justice is shaping dialogue concerning global capitalism in developing nations (Greider, 1997).

Moreover, also research conducted across a variety of contexts (e.g., layoffs, drug testing, and pay cuts) in both laboratory and field settings demonstrates the importance of treating employees in a fair manner(Konovsky,2000). Recent reviews and meta-analytic studies examining justice at the individual level indicate fairness is a correlate or predictor of a no. of important organizational outcomes. For example, perceptions of fairness have been positively associated with favorable employees attitudes and behaviours including organizational commitment, organizational support, OCBs, work performance, and trust in management(e.g., Cohen-Charash & Spector,2001; Colquitt, Conlon, Wesson, Porter, & Ng,2001;).However, when treated unfairly, employees are likely to react in unfavorable ways such as engaging in counterproductive work behaviours(e.g., damaging company property or spreading rumors), turnover, and theft(Cropanzano, Byrne, Bobocel, & Rupp,2001).

Thus, it is clear that justice matters and that people care about justice for a variety of reasons (i.e., people may even defend the view that justice is omnipresent and that the pursuit of justice is in itself a guiding and moral directive in our social lives.

Different Norms of Justice

 At most general level, organizational justice is an area of psychological inquiry that focuses on perceptions of fairness in the workplace. Instances of justice take a variety of forms and researchers have throughout the last few decades devoted much attention to distinguishing among different "types" of justice (e.g., Bies & Moag, 1986; Greenberg & Colquitt, 2005; Thiabout & Walker, 1975). More precisely, justice involves issues of distribution, treatment, formal and informal decision-making procedures, and so forth. So it can be said that individuals' perceptions of fairness in organizational settings have been conceptualized regarding at least three separate types of organizational justice. The first category centered on:

i. **Distributive Justice:** It is a kind of justice in which fairness was defined regarding the outcomes of a resource allocation decision. Three rules have been identified as the basis people use for distributive justice i.e. equity, equality and need.

ii. **Procedural Justice**: In the organizational context, procedural justice is considered a valuable resource in social exchange. Procedural justice is an appraisal of the process by which an allocation decision is (or was) made. Evidence now shows that when people believe that decision-making processes are unjust, they show less commitment to their employers, more theft, higher turnover intentions, lower performance, and fewer cooperative citizenship behaviors (for recent reviews, see Cropanzano & Greenberg, 1997).

iii. **Interactional Justice:** The literature on employee-employer relations shows that an employee expects the organization to treat him\her with respect, dignity, honesty and to extend equal treatment to all members (Janssens, Sels, & Van den Brande,2003; Kickul & Liao Troth,2003).Bies & Moag(1986) referred to this notion of interactional justice, which is the perception of the quality of treatment an employee receives when policies and procedures are implemented in the workplace. Perceptions of interactional justice play a role in the determination of employees' attitudes and behaviour (Cohen-Charash & Spector,2001; Colquitt, Conlon, Wesson, Porter, & Yee Ng,2001).

As the literature reviews show that a no. of researchers have done relating different types of justice to the different type of outcomes, but meager studies is indicating the relationship of overall justice to organizational outcomes.

Responses to Violation of Norms of Justice:

Overall, the result of studies done, suggests that organizational justice may be predictive of different attitudes and behaviours(Greenberg,1990).The different reactions are like outcome satisfaction, job satisfaction, organizational commitment, trust, agent-referenced evaluations, withdrawal organizational citizenship behaviour, adverse reactions and much more like that.

The present research undertakes to study how organizational level outcome variables such as organizational citizenship behaviour (OCB) and intention to leave get influenced when there is the perception of violation of norms in the organizations. The reason for taking these variables lies in their importance to organizations as a whole because if the employees in the organization do not show OCB   and reduced intention to leave then, it will

adversely affect the both growth and production of the organizations. Moreover, the issues become more salient in the context of Public and Private Organizations.

Organizational Citizenship Behaviour:

Van Dyne, Graham and Dienesch (1994) conceptualized organizational citizenship behaviour as the positive organizationally relevant behaviours of individual organization members that include the traditional in-role job performance behaviour, organizationally functional extra-role behviours, and political behaviours, such as full and responsible organizational participation.

Thus it can be stated that OCB is an important organizational level outcome variable that affects employees and organizational performance and it leads to positive consequences (Appelbaum, Asmar, Chehayeb, Konidas, Dusara & Duminicia, 2003).However, there is a necessity to look at the relationship between organizational justice and OCB.

Intention to Leave:

Intention to leave a job refers to the intent or predisposition to exit the organization where one is presently employed (Rahim MA, Psenicka C, 1996). Although intention to leave does not necessarily mean actual employee turnover, the intention has been found to be a strong predictor of quitting a job (Griffeth RW, Hom PW, Gaertner S, 2000). Thus intent to leave is also an important outcome variable resulting from the perception of violation of norms. So there is the need to study it.

OBJECTIVE OF THE STUDY

These research studies have been taken to address following objectives:

- To study and compare the employees' perceived violation of norms of justice and also its different constituents for Public and Private sector organizations.
- To investigate the relationship between employees' perceived violation of norms of justice with the organizational citizenship behaviour (OCB) & intention to leave

HYPOTHESES

- Employees of Public and Private sector organization will differ in their perception of violation of norms of justice and its different constituents significantly.

- Employees' perceived violation of norms of justice will influence the outcome variables i.e. it will be negatively related with, organizational citizenship behaviour and positively related to intention to leave.

METHODS

Sample

The present study will be based on a sample of 250 employees. The sample will include employees from both sectors i.e. public and private. Data will be collected through questionnaire method.

1. Development of scale for measuring Perception of Justice: To develop a scale for measuring perception of justice in the organization by the employees, pilot interviews were conducted on the employees. The total numbers of employees were 20, out of which 12 were of private, and eight were from the public. By answers given to some issues, items were formed. Finally, following no. of the articles was taken from administration:

Distributive Justice: 26

Procedural Justice: 19

Interactional Justice: 18

2. Organizational Citizenship Behaviour: was measured with the scale developed by Bettercourt et.al, (20000). The scale has 16 items.

3. Intention to Leave: was measured with the scale developed by Meyer et.al, (1993). The scale has five items.

RESULTS

Table: 1 Comparison of Means of the employees' perceived violation of norms of justice and its different constituents and also of intention to leave, organizational citizenship behavior for the Public and Private sectors.

	Public (N=125)		Private (N=125)		t
	Mean	S.D	Mean	S.D	
Perception of Violation of Norms of Justice	202.15	12.38	149.18	31.00	17.73**
Perception of Violation of Distributive Justice	97.38	6.18	73.00	16.39	15.55**
Perception of Violation of Procedural Justice	72.05	4.80	53.93	10.95	16.93**
Perception of Violation of Interactional Justice	32.71	2.89	22.24	5.38	19.14**

**p<0.01

Table: 2 Showing the correlation of Perceived Violation of Norms Of Justice with the outcome level variables Organizational Citizenship Behaviour and Intention to Leave (N=250).

	Organizational Citizenship Behaviour	Intention to Leave
Perception of Violation of Norms of Justice	-0.59**	0.63**

**p<0.01

DISCUSSION

Justice is essential to our social as well as organizational functioning as is indicated by the fact that the concept of justice (as well as its violation) often dominates our daily experiences and discussions (e.g., Finkel, 2001; Folger, 1984).This research has been done with the objective of understanding how does the perception of violation of norms of justice in the organizations but the employees influence the organizational level outcome variables like organizational citizenship behavior and intention to leave.

In general, the results supported most of the developed hypothesized relationship. Since in our study, the focus was to study employees' perception of violation of norms of justice, so the two organizations were taken. Of the two agencies, one was from public sector while other was from the private sector. Results (Table No.1) supported that private organization employees will perceive less violation of norms of justice in comparison to the public organization employees. Studies conducted in an organizational context, taking Public/Private sector as antecedent factors have found that these organizations differ regarding climate and norms. (Roy, 1974; de, 1974; Prasad, 1979; Sinha, 1973); organizational activities and reinforcement patterns, control of economy, autonomy, layers of management, communication network, etc. These differences generated a complicated system of feelings, expectations, perceptions, attitudes and values in their employees which in turn influences outcome variables like an intention to leave and organizational citizenship behavior.

Another result (Table No.2) showed that employees' perceived violation of norms of justice was positively associated with intention to leave and negatively related to organizational citizenship behavior. Thus results are supporting the hypothesis. Research demonstrates that the perceived fairness is related to significant organizational

behaviours and attitudes. When individuals feel unfairly treated by their organizations they respond with increased turnover and decreased helping behavior (Colquitt et. al.2001; Konovksy, 2000).

Our finding suggests that workers' perception of violation of norms of justice in the organization is associated with behaviours that may compromise the integrity of the organization and may lead to regulatory problems for the organization as well as for the employees.

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