THE MEDIATING IMPACT OF ORGANIZATIONAL JUSTICE BETWEEN SUPERVISOR'S SUPPORT AND OCB IN HIGHER EDUCATION INSTITUTES OF KP, PAKISTAN

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ABSTRACT

The main objective of the research was to examine the connection between supervisor support and OCB with mediating role of organizational justice in all public sector universities of Khyber Pakhtunkhwa. Useable sample of 320 members of teaching faculty of all 19 public sector universities were analyzed and for empirical analysis PLS-SEM (Partial least square-structure equation modeling) was used. Analysis indicated that support of supervisor/chairman/HOD help in promoting organizational citizenship behavior (OCB) with mediating role of organizational justice (OJ). Results further revealed that organizational justice at HEI does actually emerge from the fair treatment of your immediate boss.

INTRODUCTION

The theory of Organizational Citizenship Behavior (OCB) was presented by Banard (1938), who initially investigated organization as the cooperative system. Later on, this was deeply discussed by different scholars like Organ (1988) described that concept of OCB is something beyond one's key responsibility, and this role is not usually acknowledged by the proper reward system, as it improves substantially the smooth working of organization. Some defined OCB as optional for employees which are not part of employees own job's description but these behaviors played effective role in organization. He introduced terms "in-role behaviors" and "extra-role behaviors" the latter is acknowledged by the official rewards system while the former is discretionary and promoted organizational efficacy. Researchers agreed that there are five attributes/ characteristics of human personality (Costa & McCrae, 1992) and these attributes are altruism, sportsmanship, conscientiousness, courtesy and civic virtue.

Regarding the connection between supervisor support and OCB, scholars since the last decade of twentieth century have been focusing on effectiveness of the leadership. Among them numerous studies have also been focusing on the connection between supervisor behavior and performance output (Podsakoff, MacKenzie & Bommer, 1996b; Piccolo & Colquitt 2006). In these studies the supervisor is meant to be the chairman/Head of the department, whose support can influence employees' behavior. Supervisor has to care about subordinates' welfare (Kottke & Sharafinski 1988). Previous research work has established that generally research has proved that supervisor

support can increase OCB in worker (Podsakoff, MacKenzie, Paine & Bachrach, 2000). Study conducted supported that people with high perception of supervisor support are comparatively show OCB but under some boundary conditions (Podsakoff et al., 1996b). This relationship is further confirmed by results of two meta-analyses (LePine, Erez & Johnson, 2002) that there is strong positive correlation among the supervisor support and OCB, representing that supervisor support is mostly supportive in enhancing worker's OCB. Colquitt, Conlon, Wesson, Porter & Ng (2001) observed that relationship of supervisor support and OCB is mediated by organizational justice which is the perception of fairness of employees in work environment.

LITERATURE REVIEW

Supervisor Support

Supervisor support refers to worker's opinions about how their contributions are valued and take measurement for the employee wellbeing (Kottke & Sharafinski, 1988; Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001). While other stated that supervisor support is the range to which supervisor value their employees input and care about their wellbeing. It has been observed that high performance and output can be ensured when employees' suggestions and grievances are heard and acknowledged. Previous research has recognized that in general employees can be inclined towards OCB with high supervisor support. Which is important to have organization's social system (Podsakoff et al., 2000). Organ (1995) taken together, above research observations show that through cognitive processes supervisor support can increase the display of employees' OCB. Podsakoff et al. (1996b) verified that employees with higher support may likely to show OCB.

Organizational Justice

Organizational justice has gained considerable attention of research scholar during the last three decades (Cropanzano et al., 2001; Cole, Costafreda, McGuffin & Fu, 2010; Erkutlu, 2011; Skarlicki & Rupp, 2010). Greenberg (1990) described that concept of organizational justice has developed an attempts to elaborate role of fairness in working environment. The organizational justice has been recognized as significant factor in developing working characteristics among employees like high performance and confidence in supervisor. (Pillai et al., 1999; Konosvky and Pugh, 1994), OCB (Colquitt et al., 2001; Charash & Spector, 2001) and psychological ownership (Chi and Tzu, 2008), Before empirical work of Colquitt et al. (2001), researchers hypothesized organizational justice into procedural, distributive, and interactional justice. Distributive justice refers to consistency of the reward system based on merit (Leventhal, 1976), procedural justice denotes perception of fairness of processes that would move to decision outcomes (Leventhal, 1980; Thibaut & Walker, 1975).

The interactional justice refers the perception of interpersonal treatment that individuals get as procedures are endorsed (Bies & Moag, 1986). However, major amount of research work has

been done attributes of distributive and procedural justice (Cremer, 2004; Rosen et al., 2011) and small quantity of work has done on interactional justice (Cropanzano et al., 2002; Luo, 2007). The concept of interactional justice was floated by Bies and Moag (1986) and has four criteria comprising justification (leaders deliver sufficient clarification for decision making), truthfulness (clarifications should be honest, open & truthful), respect (treatment to assistants with the honesty and pride is vital), and propriety (leaders should abstain from improper or harmful statements). The recent research of organizational justice classifies the concept of respect and propriety under interpersonal justice and group justification and honesty in domain of informational justice (Colquitt et al., 2001; Greenberg, 1993; Colquitt & Shaw, 2005).

Organizational Citizenship Behavior

Organizational Citizen Behavior is more than what organizations mention in job description. OCB help in promoting in organizational functions smoothly builds a spirit of cooperating coworkers and promote a good image of organization in the market (Lee & Allen, 2002; Bowling, Wang & Li, 2012; Williams & Anderson, 1991). Concept of OCB was floated by Banard (1938), who initially investigated organization as cooperative system. Organ (1988) described the concept of OCB is something beyond one's key responsibility and this role is not usually acknowledged by proper reward system, and it improve substantially the smooth functioning of the organization. OCB in organization covers aspects including helping colleagues, volunteering and transmission of soft picture of the organization to outcasts (Lee & Allen, 2002; Bowling, Wang & Li, 2012; Williams & Anderson, 1991). Organizational citizenship behaviors are known as of unrestricted/ optional nature that are not part of employees job description but these behaviors played effective role in the smooth working of an organization (Robbins, 2001; Athanasou and King, 2002). In this regard, research work Organ (1988) indicated five attributes of OCB like conscientiousness, sportsmanship, civic-virtue, courtesy and altruism. These five dimensions include behaviors as aiding colleagues, obeying rules and regulations of organization, not complaining and efficient participation in companies' matters. Costa & McCrae (1992) described five different attributes of OCB like Conscientiousness, altruism, courtesy, sportsmanship and civic virtue.

The term Conscientiousness refers to level of conscience of employee, who take extra care about their attendance, punctuality, and housekeeping. Sensitive towards preserving resources, overall employee having these traits is considered very responsible citizen of the firm and it is believed that he/she requires less supervision (Podsakoff & MacKenzie, 1997). The term altruism refers to employee friendly and voluntary behaviors toward those individuals in organizations, who need some support in completion of their assignments under some difficult situations (Smith, Organ & Near, 1983). Sportsmanship is a spirit which boost employees to tolerate in hard conditions and refrain from unnecessary complaints, it has dual effect on working environment one to protect company's energies for completion of task. Secondly it relieves stress in environment. (Organ, 1990; Organ & Ryan, 1995). According to Podsakoff and MacKenzie (1997) sportsmanship is

effective in curtailing employee's turnover via boosting their morale in working environment. Organ, Podsakoff, & MacKenzie, (2006) Courtesy indicates to signs that support colleagues to avoid interpersonal issues from happening, such as providing information regarding schedule of work to those who are in need, consultation with concerned people prior to any action. According to Organ (1988) Civic virtue reflects responsibility of the workers for their active participation in activities/tasks and goes beyond employees' job's description. This feature of OCB was taken from research of Graham's observations, which expressed that employees ought to be responsible to be a good citizen of the organization (Graham, 1991).

Empirical Relationship between Different Concepts

Awang and Ahmad (2015) found Empirical relationship between organizational justice and OCB and academic staff of Malaysian higher education institute from five different regions (Norther, Central, Western, Eastern and Borneo) were taken as population, in which 363 employees were selected as sample size. For statistical analysis descriptive statistics and regression analysis were used. Results of this study found that distributive justice and interactional justice has a substantial relationship of OCB. Different studies conducted by researchers have supported the impact of various features of organizational justice on Supervisor support. They stressed that Employees will perceive more protection to have confidence in their supervisor and organization if they feel fair treatment of reward system against their contribution.(distributive justice), take opportunity in the appraisal process (procedural justice), receive fair information (interpersonal justice) and delivery of better interactive treatment from management (interactional justice).

Resultantly workforce will observe more organizational supports and develop sound relationship with supervisors, (DeConinck, 2009; Masterson et al., 2000; Valentine, Greller & Ritchtermeyer, 2006; Rupp & Cropanzano, 2002). Organ (1988, 1990) observed the close relationship between fair treatment with subordinates and organization outcome using OCB as mediator (Konovsky & Pugh, 1994; Niehoff & Moorman, 1993; Moorman et al., 1998). Another study conducted by Organ and Konovsky (1989) stated that emergence of OCBs in the organization is due to the employees feelings of fairness, Moreover this study revealed that fair treatment brings a good change in the attitude of employees for their relationships towards their organizations. In a meta-analytic review of 55 studies that involve the attitudinal and dispositional predictors of OCBs, Organ and Ryan (1995) found that among a huge number of other factors perceptions of fairness as the sole factor that correlates of OCBs. In an empirical research of Erturk (2010) who collected data from 1018 academicians of public universities of turkey.

Study found that organizational citizenship behavior is influenced by both trust in supervisor and organizational justice (distributive, procedural and interactional) jointly. This study also found that trust in supervisor and organizational justice influences both type of OCB's (directed toward organization (OCBO) and OCBs directed towards the individuals OCBI). An empirical study

conducted by Yaser et al. (2014) in Nigerian National Petroleum Corporation (NNPC) has found a positive association of supervisor support on employee's participation in organizational success. For hypothesis testing data were collected from 201 employees through questionnaire. Results showed positive correlation between organizational justice, supervisor support and organizational citizenship behavior, while supervisor supportive attitude has been found strongly correlated organizational commitment in Nigerian National Petroleum Corporation, in view of findings researcher recommended to encourage and rewarding the employees in organization.

Figure 1 The Theoretical Framework
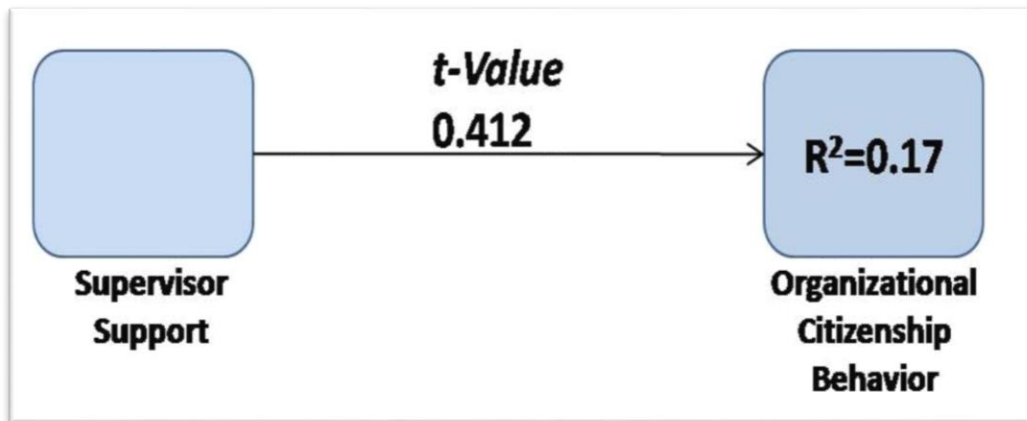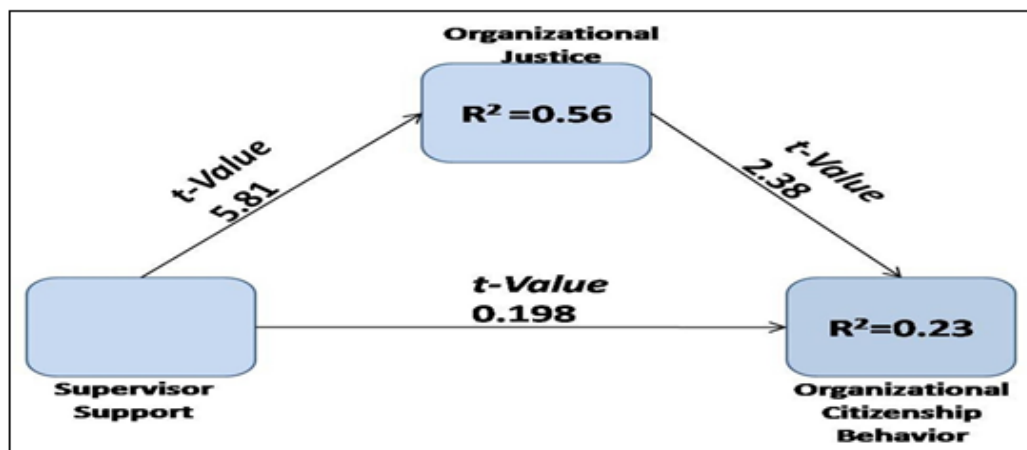

Figure 2 After Mediation of Organizational Justice

Where as
Organizational Justice: Mediating Variable
Supervisor Support: Independent Variable
Organizational Citizenship Behavior: Dependent variable

The Hypotheses

H_1: Supervisor support positively influence on organizational justice

H_2: Organizational justice positively influence on organizational citizenship behavior

H_3: Supervisor support positively influence on organizational justice

H_4: Supervisor Support promotes OCB with the mediating effect of organizational justice

RESEARCH METHODOLOGY

Sample Characteristics and Procedures

Survey approach was adopted for the collection of data from the members of teaching faculty of all higher education institutes of KP, Pakistan. Electronic questionnaire was developed and was sent through email. Questionnaire comprised (53) questions including six demographic variables were sent to teaching faculty of all categories (lecturer, assistant professors, associate professors and professors). Approximately among 4734 employees of 19 universities of KP, 365 responded out of which 320 questionnaires were found complete and correct. For sample size bootstrapping technique of PLS-SEM was applied. which is a latest approach to cover large population with small sample size, As a popular rule of thumb about sample size through bootstrapping, Barclay et al. (1995) suggest using a minimum sample size of ten times of the maximum number of paths aiming at any construct in the outer model (i.e., the number of formative indicators per construct) and inner model (the number of path relationships directed at a particular construct).

Instruments of Study

Questionnaires were used for this purpose which contained diverse sections for different variables like supervisor support, organizational support, organizational justice and demographic variable. Seven point Likert scale was used, ranging from 1=Entirely disagree to 7=Entirely agree. In order to measure the above mentioned variables different item scales were extracted from various other studies, the OCB was selected by 20-item scale, employed by Niehoff and Moorman (1993), covers five dimensions of OCB, altruism, courtesy, civic-virtue, sportsmanship, contentiousness. 20-item scales for Organizational justice were extracted from study of Niehoff and Moorman (1993) which covers four dimension of OJ, procedural justice, distributive justice, informational justice and interpersonal justice. To measure the supervisor support 5-item scales were adopted from the study of House and Dessler (1974).

Respondents

The except HOD's/ Chairman, all the members of teaching faculty, lecturers, assistant professors, associate professors and professors from Ninteen (19) public sector universities of KP were selected as respondents. It needs to be mentioned that respondents included both permanent and contract employees.

DATA ANALYSIS

This study has used variance based partial least square approach (PLS-SEM) in structure equation modeling, was initially developed by Wold (1975) under the name NIPALS (nonlinear iterative partial least squares), which was further extended by Lohmöller (1989). PLS-SEM was developed as substitute to CB-SEM that would focus prediction while simultaneously relaxing the demands on data and requirement of relationships (Dijkstra 2010; Jöreskog & Wold 1982). The following measurements mentioned in Table 1 are required under SEM-PLS.

Table 1 SEM-PLS

Name of Test	Acceptance level	Reference
Composite Reliability (CR) Test	CR ≥ 7 (in exploratory research 0.60 is considered acceptable)	Bagozzi and Yi (1988)
Convergent validity (AVE)	(Average Variance Extracted) AVE ≥ 0.50	Bagozzi and Yi (1988)
Discriminant Validity	Fornell-Larcker criterion	Fornell and Larcker (1981)
Multicollinearity	VIF<5	Hair et al. 2011
Significance of weight (value t)	t > 1.96	Hair et al. 2011
Coeffecient of determination (R-square)	Acceptable level depends on research context, but value at 0.75, 0.50 or 0.25 is considered as substantial, moderate and week level respectively.	Hair et al. 2011, Henseler et al., 2009

Table 2 Result summary of Reflective Outer Models

Main Variable	Latent Variable	Indicators	Loadings	Indicator Reliability	Composite Reliability	AVE	t Value
OCB	Altruism	Alt-1	0.593	0.351649	0.79	0.434	6.37
		Alt-2	0.517	0.267289			
		Alt-3	0.753	0.567009			
		Alt-4	0.682	0.465124			
		Alt-5	0.721	0.519841			
	Courtesy	Court	0.817	0.667489	0.835	0.563	4.637
		Court	0.814	0.662596			
		Court	0.751	0.564001			
		Court	0.596	0.355216			
	Civic-virtue	Civic-Vir	0.831	0.690561	0.858	0.602	4.936
		Civic-Vir	0.753	0.567009			
		Civic-Vir	0.754	0.568516			
	Conscientiousness	CTN	0.904	0.817216	0.908	0.767	3.15
		CTN	0.827	0.683929			
		CTN	0.895	0.801025			
	Sportsman sprit	SMS	0.793	0.628849	0.929	0.726	3.15
		SMS	0.903	0.815409			
		SMS	0.841	0.707281			
		SMS	0.785	0.616225			
		SMS	0.928	0.861184			

Table 3 Result summary of Reflective Models

Main Variable	Latent Vairable	Indicators	Loadings	Indicator Reliability	Composite Reliability	AVE	t Value
OJ	Distributive	Dist.Justice	0.894	0.799236	0.941	0.8	4.218
		Dist.Justice	0.926	0.857476			
		Dist.Justice	0,885	0.783225			
		Dist.Justice	0.873	0.762129			
	Procedural	Pro.Justice	0.839	0.703921	0.954	0.748	5.956
		Pro.Justice	0.881	0.776161			
		Pro.Justice	0.926	0.857476			
		Pro.Justice	0.873	0.762129			
		Pro.Justice	0.846	0.715716			
		Pro.Justice	0.855	0.731025			
		Pro.Justice	0.834	0.695556			
	Interpersonal	Intper.Justice	0.887	0.786769	0.912	0.724	5.54
		Intper. Justice	0.854	0.729316			
		Intper Justice	0.915	0.837225			
		Intper.Justice	0.736	0.541696			
	Informational	Infor. Justice	0.839	0.703921	0.943	0.769	5.056
		Infor. Justice	0.905	0.819025			
		Infor. Justice	0.909	0.826281			
		Infor. Justice	0.784	0.614656			
		Infor. Justice	0.940	0.8836			
				0.799236			

Table 4 Discriminant validity (Fornell-Larcker Criterian)

	Altruism	CTN	Civic Virtue	Courtesy	Dist Justice	Infor Justice	Intper Justice	Pro Justice	SMS
Altruism	**0.659**								
CTN	0.141	**0.876**							
Civic Virtue	0.518	0.209	**0.776**						
Courtesy	0.581	0.228	0.367	**0.75**					
Dist Justice	0.138	0.161	0.096	0.125	**0.895**				
Infor Justice	0.014	0.089	0.166	0.036	0.158	**0.877**			
Intper Justice	0.056	0.23	0.19	0.169	0.374	0.569	**0.851**		
Pro Justice	0.252	0.085	0.195	0.407	0.234	0.193	0.17	**0.865**	
SMS	0.107	0.152	0.135	-0.083	-0.041	0.276	0.201	0.231	**0.852**

DISCUSSION AND CONCLUSION

Empirical results of this study are much compatible to the standard values mention in table 1. so it can simply be interpreted that OCB is teaching faculty in HEI's depends upon the fair perception of faculty members from their supervisor/Head of Department, mediating role of organizational justice has played a crucial role to enhance the OCB and teaching faculty can be made ready for tough competition, the value of coefficient of determination (R^2) between SS and OCB was 0.17

which is not strong relation but mediating role of organizational justice as a mediating variable in figure 1.1 value of R^2 increased to 0.56 which is substantial and this can simply be interpreted that 56% OCB can be generated, if teaching faculty perceive organizational justice from their supervisor/HOD/chairman, also value of t (test of significance) have also been found significant. Value of t between SS and OJ is 5.81, between SS and OCB is 1.98 and between OJ and OCB value of t is 2.38.

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