

## **Mediation of Organizational Citizenship Behavior in Mediating links of Procedural, Distributive, and Interactional Justice with Psychological Capital of School Teachers in**

Dera Ismail Khan

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### **Abstract**

Literature shows that fair treatment of employees by organization management may lead to improved performance and development of interpersonal attributes like hope, resilience, optimism, etc. This fair treatment may also boost the level of organizational citizenship behavior (OCB) among individuals. A friendly environment can be produced in this way; where co-workers help each other beyond their job description.

This study is carried out to find the mediation effect of OCB in relationship between components of organizational justice (i.e. procedural, distributive and interactional justice) and psychological capital (PsyCap). A stratified sample of 400 school teachers in the territory of District Dera Ismail Khan, was chosen for this study. Data was collected through questionnaire by personally visiting in schools.

The study in question, resulted that all the variables follow normal distribution. Subsequent analysis showed that organizational management can develop interpersonal attributes (like, resilience, hope, self-efficacy, and optimism) through incorporating organizational justice at workplace. Characteristics of OCB also developed PsyCap attributes in individuals. OCB fully mediated the relationship of PJ & DJ with PsyCap but partially mediated the relationship between IJ & PsyCap.

**Keywords:** Distributive-justice (*DJ*), Procedural-justice (*PJ*), Interactional-justice (*IJ*), Psychological Capital (*PsyCap*), Organizational Citizenship Behavior (*OCB*)

## 1. INTRODUCTION

National and international organizations now a days are working hard to their transform human resource into competitive advantage just like capital or technological resources. It has been induced by the previous literature that human resources are also important for competitiveness of an organization(14). Unlike other resources, human resources are very sensitive and possess behavioral and psychological characteristics.

Employees in any organization talks about the policies, decisions and outcomes. And perceive that they should be valued by management of organization in all respects including, decision making, distribution of resources, outcomes, rewards, etc. (6), first talked about the Organizational Justice (OJ), where employees are given value and employees' perceptions may be honored; with the aim to increase likelihood and productivity. OJ has its three main dimensions as per literature; Procedural Justice (PJ) discussed by (10); Distributive Justice (DJ) discussed by (1) and Interactional Justice (IJ) by (6).

When employees in organizations are treated fairly (means perceive OJ), the attributes of Psychological Capital (PsyCap) are developed in individuals. OJ may lead to increase in confidence level of employees and develop interpersonal attributes like hope, optimism, resilience and self-efficacy (9). In the environment of justice, the employees perform better and this is the core of SET.

In the presence of OJ, individuals may also develop helping behavior in organizations. Researchers are in view that in the environment of justice, helping behavior among individuals is developed and Organizational Citizenship Behavior (OCB) prevails in them. OCB is generally voluntary behavior by employees to help their co-workers at workplace (12).

Previous literature logically tested the relationship between components of OJ (PJ, DJ & IJ) and attributes of PsyCap (including hope, resilience, optimism & self-efficacy) as per studies by (9). Additionally, the presence of OCB in employees may further increase the relationship between OJ components and PsyCap. This study was conducted to find mediation effect of OCB on the relationship between OJ and PsyCap; taking a sample of school teachers in District of Dera Ismail Khan.

Purposes of this study are to identify the linkage of PJ, DJ and IJ with PsyCap and testing mediation of OCB on the relations separately. And the test the following hypotheses;

- H1. PsyCap is significantly associated with PJ, DJ, IJ & OCB.
- H2. OCB significantly mediates between PJ and PsyCap.
- H3. OCB significantly mediates between DJ and PsyCap.
- H4. OCB significantly mediates between IJ and PsyCap.

To test the above hypotheses, different statistical test like, correlation, regression, mediation and test of significant were carried out using statistical software i.e SPSS v22.

The analysis showed that there is significant positive relationship between dependent (PsyCap) and independent variables (PJ, DJ & IJ). Study further revealed that OCB significantly affected the relationship between dependent and independent variables.

## 2. RESEARCH DESIGN

### 2.1 Philosophy, Approach and Methods

The study in question is conducted based on positivism theory, in which social research was carried out with the supplementary role of statistical analysis. Data was extracted according to the researcher's beliefs (ontology) and collected, recorded, analyzed and communicated passively (epistemology).

Current research is based on the survey observation method which is thought as valid approach to gain knowledge. Concepts were collected and measured according to the existing standards/scientific tools and are being communicated accordingly.

In this study the teachers (our respondents) were accessed personally. A random sample was visited out of total population for collecting data through a structured questionnaire. As in social research, survey approach is thought as more reliable by number of scholars. Standard method was used to draw sample from the population.

In this study, the population of school teachers as per Annual School Census report 2017-18 issued by E&SED Khyber Pakhtunkhwa, Pakistan is; there are 1533 government school in territory the of District Dera Ismail Khan, Pakistan. In which 4992 male and 2931 female teachers are serving.

The data from stratified sample of 400 teachers was collected including 136 female teachers. Population was first divided on Tehsil basis and then on Union Council basis. Subsequently, 2-5 teachers were given questionnaire in each school, keeping in view the teachers strength and level of school. Later on the statistical results for data reliability and validity proved that the technique for data collection went well.

### 2.2 Reliability and Validity Testing

To test the reliability and validity of testing concepts was checked by three different types of statistical tests: Cronbach's Alpha, KMO test, Bar

Cronbach's Alpha results in Table 1; below shows that the data collected is reliable, the obtained value (0.915) is greater than its critical value i.e. 0.70, collectively as well as reliable for all individual variables.

	Constructs/Questionnaire	N of Items	Cronbach's Alpha
1	Procedural Justice	6	0.853
2	Distributive Justice	6	0.855
3	Interactional Justice	6	0.820
4	Organizational Citizenship Behavior	10	0.888
5	Psychological Capital	11	0.855
6	Questionnaire	39	0.915

*a. Required Critical-values*

1. KMO test [Sampling Adequacy]: = or > 0.7
2. Bartlett's test [test of Sphericity]: = or < 0.05
3. Factor-loading: = or > 0.4

*b. Pretests [KMO & Bartlett]*

KMO (Kaiser Meyer Olkin) test for checking the reliability of data for factor analysis was carried out; results of which are presented in table 2. The test statistics greater than 0.70 shows that sample was adequate for each variable and for the model as a whole.

	Procedural Justice	Distributive Justice	Interactional Justice	OCB	PsyCap
KMO test	.822	.793	.774	.753	.773
Bartlett's test	Chi-square [924.858] [df.15] p-value = .000	Chi-Square [894.161] [df.15] p-value = .000	Chi-Square [903.022] [df.15] p-value = .000	Chi-Square [2459.672] [df.45] p-value = .000	Chi-Square [1912.234] [df.55] p-value = .000

*c. Factor-Loadings*

Examining the score of factors loading in PJ, it is seen that score is closer to 1 and express that all factor in PJ better explaining the variable. Same is the case of DJ where all obtained values are closer to 1. In IJ all the items took considerable value but only first factor has less value as compare to other (but still significant). Likewise all factors of OCB took considerable value but only one with comparatively low but still significant. All the factors in PsyCap gained significantly high values and close to 1. This means all the variables in study were best explained by their respective factors.

Procedural Justice		Distributive Justice		Interactional Justice		OCB		PsyCap	
Items	Score	Items	Score	Items	Score	Items	Score	Items	Score
PJ	.844	DJ	.785	IJ	.431	OCB	.639	PsyCap	.601
PJ	.884	DJ	.740	IJ	.737	OCB	.758	PsyCap	.660
PJ	.774	DJ	.801	IJ	.725	OCB	.757	PsyCap	.717
PJ	.754	DJ	.852	IJ	.848	OCB	.832	PsyCap	.547
PJ	.724	DJ	.654	IJ	.921	OCB	.878	PsyCap	.636
PJ	.592	DJ	.736	IJ	.694	OCB	.858	PsyCap	.643
						OCB	.490	PsyCap	.695
						OCB	.580	PsyCap	.655
						OCB	.639	PsyCap	.602
						OCB	.603	PsyCap	.669
								PsyCap	.620

**3. LITERATURE REVIEW**

**3.1 Procedural Justice**

The fairness in processes relating to the outcomes or rewards of employees are referred as procedural justice. Following systematic processes or giving individuals the choice that leads to consistence, accuracy, un-biasness and ethnicity in employee related processes contributes in the degree of procedural justice (10). Researchers (7) suggested in their studies that when employees are in treated fairly, the attributes of PsyCap are developed in employees. With help of which

organizations can develop their human resource and it also help organizations in capitalizing human resources.

Perceptions of procedural justice can help in developing characteristics of OCB and attributes of PsyCap among employees (7). Employees perceive fairness in procedures when decisions are thought to be consistent, unbiased, accurate, correct, having voice of all stakeholders and fulfil the conditions of ethicality. Procedural justice may be given weight with the aim to attain favorable outcome and develop fair perceptions among employees (7). When the procedures adopted in an organization are just and based on true information, this also help employees psychologically in adoptions of these rules/procedures and organizational change. The results of this study also showed that there is significant positive relationship between PJ & PsyCap. Further, it was found that OCB fully mediated the relationship between both.

### **3.2 Distributive Justice**

Distributive justice comes when employees in an organization believe that outcomes are unbiased (4). The outcomes may be in the form of tangible (rewards, pay, etc) or intangible (promotions, appreciation, etc). According to (1), distributive justice occurs when employees are being paid fairly and according to their work contribution. The result of DJ comes in the form of productivity and efficiency at workplace (5). According to them, the environment of justice and degree of perceptions about DJ, support the employee behavior to work beyond their job description and hence develop the concept of OCB in them. The actions and decisions by organizational management in more just situation, compel employee to engage in OCB.

DJ as a component of organizational justice, has direct interaction with employee's performance, which may help in boosting the morel of employees and hence, results in positive relationship between job performance and PsyCap (5). The study in question has also validated the results and revealed that DJ is significantly associated with PsyCap and there is full mediation of OCB over this relationship.

### **3.3 Interactional Justice**

Interactional justice (IJ) has two dimensions: co-workers and bosses. It generally talks about the behavior of co-workers with each other and with their boss. If co-workers relates with each other like friends and bosses listen their subordinates; it is referred as IJ. In IJ managers or leaders interact their employees with fair, honest and respectful way. And with the help of it, managers create friendlier and more productive environment (6). This fair interaction of supervisors with their subordinates leads to attach themselves with supervisor (a kind of OCB behavior) and boost employees' confidence, commitment, self-efficacy (PsyCap attribute) and making themselves the part of organization. The results of this study has also confirmed there is relationship between PsyCap and IJ. The results further revealed that there is partial mediation of OCB between relationship of IJ and PsyCap.

### **3.4 Organizational Citizenship Behavior**

It generally talks about the attitude of employee towards their work performance when they do more than their job description; working/supporting organization in or outside their work place

in off hours and employees also exhibit helping behavior with each other not only at work place but outside the organization (in personal matters as well) (12). This helping behavior (mean OCB), help in developing of OJ perceptions and boosting the PsyCap among the employees (9). The fair behavior by the management at workplace, increase the level of OCB among employees. This study also revealed that there is relationship between OCB and PsyCap. Additionally, OCB clearly mediates the relationship among PsyCap, DJ, PJ and IJ. (2) also resulted in their study that OCB is positively and significantly associated with the components of OJ i.e. DJ, PJ and IJ).

### 3.5 Psychological Capital

In organizations two new branches of positive psychology were developed: positive organizational scholarship that talks about the positive characteristics of organizations to facilitate workers efficiently during crisis. Second is positive organizational behavior, first discussed by (11) about the individuals' psychological states that are open to develop and have significant impact over behavior, attitude and performance. The concept of PsyCap was derived from theory of positive organizational behavior. PsyCap is the psychological state of development in an individual through which he/she develops the characteristics of optimism, self-efficacy, hope and resiliency.

A notable research has been carried out taking PsyCap into consideration and find that it has many consequences in organizational settings. Studies has showed that PsyCap can help in employees' creativity (3), positive organizational behavior (13), boost up individual's creativity (3) and work engagement (8). Literature also shows that perceptions of OJ can help in developing PsyCap attributes among employees (9).

## 4. EMPIRICAL RESULTS

### 4.1 Descriptive Statistics

The below table (4.1) depicts descriptive statistics of individual variables used in the study. According to sample data; mean for PJ is 3.68 and deviation is 1.47, where data is slightly negatively skewed. DJ mean is 3.99 with standard deviation of 1.41 and is slightly positively skewed. IJ has a mean of 4.15 with deviation 1.49, OCB has mean 4.92 with deviation 1.25; whereas, PsyCap has a mean of 5.34 with deviation 0.94. All the three, IJ, OCB and PsyCap are negatively skewed but within acceptable range.

Skewness and Kurtosis values shown in descriptive statistics depicts; all variables got acceptable ranges and nearly follow normal distribution. So, we can analyze the variables considering them normal distribution. Whereas, PJ, DJ & IJ are slightly negatively skewed but OCB and PsyCap are slightly positively skewed.

**Table 4.1. Descriptive Statistics**

	N	Min	Max	Mean	Std. D	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	SE	Statistic	SE
PJ	322	1.00	6.67	3.6879	1.47301	-0.080	0.136	-0.907	.271
DJ	322	1.00	6.83	3.9881	1.41113	0.037	0.136	-0.533	.271
IJ	322	1.00	6.67	4.1537	1.49295	-0.132	0.136	-0.657	.271
OCB	322	1.00	6.90	4.9211	1.25325	-0.543	0.136	0.048	.271
PsyCap	322	2.00	6.91	5.3433	0.94688	-0.865	0.136	1.297	.271

## 4.2 Testing of Hypotheses

### *H1. PsyCap is significantly associated with PJ, DJ, IJ & OCB.*

The results in Table 4.2.1, depicts that PsyCap has significant correlation with PJ, DJ, IJ and OCB. The correlation between PsyCap and OCB looked strong; which means developing the characteristics of OCB in an organization can also help in developing attributes of PsyCap among individuals. Subsequently, high level of PsyCap significantly affect the performance of employees (3).

The correlation results of this study among PJ, DJ, IJ and PsyCap are same as reported by (5) in his study. He stated that all the three dimensions of OJ (PJ, DJ, IJ) has significant positive relationship with PsyCap.

Results further revealed that OCB closely relates with all components of OJ. The results of OCB and components of OJ are in line with the finding of (2). Based on the statistical analysis we reject the null hypothesis and conclude that PsyCap has significant relationship with PJ, DJ, IJ and OCB.

**Table 4.2.1. Association of PsyCap with PJ, DJ, IJ & OCB.**

		Correlations	PJ	DJ	IJ	OCB
DJ	Pearson Correlation		.637**	1		
	Sig. (2-tailed)		.000			
IJ	Pearson Correlation		.638**	.595**	1	
	Sig. (2-tailed)		.000	.000		
OCB	Pearson Correlation		.215**	.213**	.130*	1
	Sig. (2-tailed)		.000	.000	.020	
PsyCap	Pearson Correlation		<b>.234**</b>	<b>.081</b>	<b>.213**</b>	<b>.544**</b>
	Sig. (2-tailed)		.000	.148	.000	.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

### *H2. OCB significantly mediates between PJ and PsyCap.*

Considering the second hypothesis, with the aim to discuss mediation of OCB in the relationship between PJ and PsyCap; it is seen that both p-value and F statistics are significant in equation 1. The p-value is <0.005, which indicates that model is good fit. Baron & Kenny model (1986) was used to find mediation relation in table 4.2.2. From equation 2, coefficients of the variables show that PJ is the function and positively related with OCB. P-values in equation 1 & 2 validate first 2 assumptions of Baron & Kenny model. From equation 3, it has observed that there is significant relation between PsyCap and OCB but insignificant relationship between PJ & PsyCap (due to intervention of OCB). From equation 3, it can be inferred that by the inclusion of OCB, relationship of PJ got insignificant with PsyCap.

So, based on the statistical calculations of p-value and F-statistics, we can easily reject the null hypothesis and conclude that there is significant but full mediation effect of OCB over the relationship between PJ and PsyCap. It means OCB has dominated the effect of PJ while developing the attributes of PsyCap in teachers. (13) also resulted in their studies that OCB has the capability to develop PsyCap attributes among individuals in different organizations.

**Table 4.2.2. Mediation of OCB on relationship between PJ and PsyCap**

	Dependent Variable	Independent Variable	$R^2$	$Adj R^2$	$F$	$p$	$\beta$	$t$	$p$
1 <sup>st</sup> equation	PsyCap	PJ	.024	.022	9.995	.002	.110	3.162	.002
2 <sup>nd</sup> equation	OCB	PJ	.040	.037	16.524	.000	.166	4.065	.000
3 <sup>rd</sup> equation	PsyCap	PJ	.390	.387	126.820	.000	.023	.834	.405
		OCB					.523	15.418	.000

***H3. OCB significantly mediates between DJ and PsyCap.***

While discussing the mediation effect of OCB over the relationship between DJ and PsyCap, Baron & Kenny (1986) model was used. Equation 1, shows that there is significant positive relationship between DJ & PsyCap at 10% level of confidence. In equation 2, p-value < 0.001 and F-statistics is greater than critical value which shows that there is also positive but significant relationship between DJ & OCB. Which shows that DJ has significant positive relationship with both PsyCap & OCB, individually. So, 1 & 2 assumption of Baron & Kenny model are fulfilled.

In equation 3, the mediation effect of OCB has been tested between DJ and PsyCap. The p-value of the model and F-statistics, shows that model is good fit. Beta values showed that OCB mediation is affecting the relation between DJ and PsyCap. But p-values show that OCB has dominated the effect of DJ over PsyCap.

Base on test statistics p-value and F-statistics, we can reject the null hypothesis and accept that OCB has significant full mediation affect over the relationship between DJ and PsyCap. From results it has observed that naturally there is positive effect of DJ over PsyCap. But with the intervention of OCB, DJ got insignificant. The results of previous study by (7) also revealed that OCB significantly contributes in developing PsyCap attributes among employees.

**Table 4.2.3. Mediation effect of OCB on relationship between DJ & PsyCap**

	Dependent Variable	Independent Variable	$R^2$	$Adj R^2$	$F$	$p$	$\beta$	$t$	$p$
1 <sup>st</sup> equation	PsyCap	DJ	.086	.005	2.952	.087	.063	1.718	.087
2 <sup>nd</sup> equation	OCB	DJ	.045	.043	18.743	.000	.184	4.329	.000
3 <sup>rd</sup> equation	PsyCap	DJ	.391	.388	127.455	.000	.029	-1.213	.226
		OCB					.538	15.815	.000

***H4. OCB significantly mediates between IJ and PsyCap***

Talking about the mediation effect over the relationship between IJ and PsyCap; our statistical results showed that there is positive relationship of IJ with PsyCap and OCB. P-value and F-statistics shown in table below revealed both relationships are significant at 1% level of significance in equation 1 & 2.

In discussing the mediation effect of OCB, it has been observed that intervention of OCB weakens the relationship between IJ and PsyCap. F-statistics showed that obtained value (129.504) is greater than critical values (10.827 & 3.84) at 1% and 5% levels of significant, respectively. And there is enough evidence to reject the null hypothesis.

From analysis it is easy to infer that IJ & OCB contribute well in developing PsyCap attributes among teachers but the effect of OCB is more than IJ. Previous studies by (7) and (13) also reported that OCB significantly contributes to develop positive psychological attributes among employees in an organization.

**Table 4.2.4. Mediation effect of OCB on relationship between IJ & PsyCap**

	Dependent Variable	Independent Variable	$R^2$	$Adj R^2$	$F$	$p$	$\beta$	$t$	$p$
1 <sup>st</sup> equation	PsyCap	IJ	.045	.042	18.633	.000	.147	4.317	.000
2 <sup>nd</sup> equation	OCB	IJ	.047	.045	19.724	.000	.178	4.441	.000
3 <sup>rd</sup> equation	PsyCap	IJ	.395	.392	129.504	.000	.055	1.994	.047
		OCB					.514	15.155	.000

## 5. DISCUSSIONS AND CONCLUSIONS

Employees are very keen and sensitive to organizational decisions and decision making processes. Co-workers talk with each other about the procedures, distributions and interaction with their supervisors. It is human psychology that he/she want fair treatment not only in his/her personal life but at workplace. The fairness at workplace not only develop interpersonal attributes but it is also good for organizational productivity and commitment (10) and (9).

Like all other organizations, teachers in education department perceive fair treatment, either these are about procedures, disbursements and interpersonal engagements. They perceive procedural justice, distributive justice and interpersonal justice at workplace. This study finds that fair treatment by management of education department, can help in developing the interpersonal attributes (like, hope, resilience, optimism and self-efficacy) in teachers. The association of procedural, distributive and interpersonal justice was seen with PsyCap through statistical analysis.

Other hand it is seen that exhibiting OCB characteristics at workplace by the teachers also resulted in developing PsyCap attributes among teachers. The association in between OCB and PsyCap was more than components of organizational justice. The individual effect of PJ, DJ and IJ over OCB was also studied and found the positive relationship.

The research can be broadened through applying study model in other organizational settings. The analytical results showed the OJ perceptions are dominated by the effect of OCB over the relationship of PJ, DJ & IJ on PsyCap. Further research can enhance its consequences and possible opportunities.

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