

Interactional Justice and Organizational Citizenship Behaviour of Banks in Rivers State

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ABSTRACT

The purpose of this study was to determine how much interactional justice influences organizational citizenship behavior in Rivers State banks. A cross-sectional survey was used to obtain data from 193 respondents from the target deposit money banks in Rivers State. Because this was a quantitative study, the structured questionnaire served as the primary data collection instrument. At a significance level of 0.05, the Spearman's rank-order correlation coefficient was utilized to test hypotheses. According to the findings of the study, interactional justice has a significant impact on all three OCB measures (sportsmanship, courtesy, and civic virtue). This research confirms that managerial or supervisory practices and activities that identify and provide value or recognition to workers or employees within an organization increase their sense of respect, motivating them to engage in higher levels of citizenship behavior in terms of sportsmanship, civic duties, and courtesy.

KEYWORDS: *Interactional justice, organizational citizenship behaviour, sportsmanship, civic duty, courtesy*

INTRODUCTION

One of the most important factors impacting an organization's effectiveness is its organizational citizenship behavior (OCB) (Podsakoff, Whitting, Podsakoff, & Blume, 2009). OCB has long been a source of concern in organizational behavior research, and it's regularly used as a criterion variable (Azmi, Desai, & Jayakrishnan, 2016). A major objective or purpose management goal is to improve the efficacy and overall performance of businesses (Ng, Ke, & Raymond, 2014). Among the listed factors, OCB has been recognized as a key contributor to organizational productivity and effectiveness (Podsakoff et al., 2009).

Katz (1964) defined OCB as a category of discretionary and spontaneous actions that exist outside of stated job requirements yet are vital to organizational efficiency. Smith et al. (1983) define these extra-role contributions as organizational citizenship behavior (OCB), later defined by Organ as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system,

and that promotes the organization's effective functioning in aggregate (Farh, Zhong & Organ, 2004).

As previously stated, one of the important aspects that drives OCB is interactional justice, where employees' perceptions of fairness in companies influence their feelings toward the company and their coworkers (Chen & Jin, 2014). The need of justice and fairness in management discipline has been spurred by the changing trend of employment contracts inside workplaces (Viswesvaran & Ones, 2002). Employees' perceptions of fairness can influence job results and behavior, making interactional justice an important topic for scholars to explore (Pillai, Williams, & Tan, 2001).

Although there has been a significant amount of research on the relationship between interactional justice and organizational citizenship behavior (Chen & Jin, 2014; Colquitt, et al, 2013), the majority of these studies have focused on developed countries and organizational contexts that, as previously stated,

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are significantly different from those of developing countries. As a result, there is a strong case to be made for the likely conditioning effects of unique context-related features on research outcomes (Farh, et al, 2004). This is because, according to Schein (2004), an organization's culture is its culture, and

assessments of attitudes and behavior are best represented and portrayed when the culture of the organization is examined. As a result, the goal of this research is to investigate the relationship between interpersonal justice and organizational citizenship behavior in Rivers State banks.

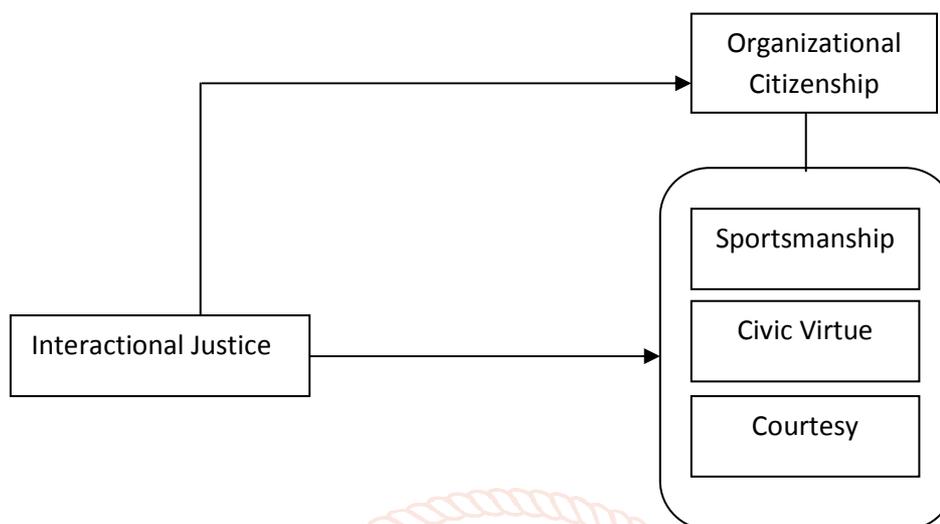


Figure 1 Conceptual framework of interactional justice and organizational citizenship behaviour.

Source: Researchers desk (2019).

LITERATURE REVIEW

Theoretical Foundation

The social exchange theory is used to examine the relationship between interactional justice and organizational citizenship behavior in this study. Individuals' voluntary acts motivated by the benefits they expect from others, as well as the values they place on such connections, were defined by Blau (1986). When it comes to social contact, employees who are treated with respect are more likely to participate in OCBs (Cho & Johanson, 2008). Because employees and their supervisors form social exchange ties, researchers discovered that the support of leaders and supervisors may lead to organizational citizenship behavior (Organ, 1988). Similar findings have been made in the domain of coworker social interactions (Ilies, Nahrgang & Morgeson, 2007).

Interactional Justice

In determining the allocation proportion, interpersonal justice considers honesty, as well as timely explanation and justification of resource allocation and procedure, as defined by Greenberg (2010), whereas informational justice considers honesty, as well as timely explanation and justification of resource allocation and procedure. Interactional justice became interpersonal justice as a result. Choi (2011) and Tam (1998), for example, focused on interpersonal justice before assessing informational fairness independently, taking into account how people were treated by supervisors. Others, such as Belanger (2007), have confounded the two terms.

Interactional justice emphasizes interactions among individuals who may be impacted by distribution decisions and outcomes. Interpersonal justice, according to Bies and Moag (1986), is the quality of people's attitudes and behaviors when faced with organizational procedures (Bies & Moag, 1986). It's how people see a decision or how it will be communicated to them, to put it another way.

Organizational Citizenship Behaviour

Goodman and Svyantek (1999) described organizational citizenship behavior as contextual performance, whereas Schanke (1991) defined it as social organizational behavior. The component that determines corporate citizenship behavior, according to Katz and Kahn (1978), is "extra-role behavior," which refers to an employee performing voluntary deeds with no expectation of reward or punishment other than his responsibilities.

Organizational citizenship behavior is defined by Schanke (1991) as multi-level practical initiatives directed at the person, group, and organizational levels. This type of adaptable behavior is critical for organizational success because it contributes to the organization's well-being by providing special assistance to those in need, a personnel initiative to improve individual and group performance, an additional endeavor beyond defined task roles, and strict commitment to the organization.

The willingness to put up with the inherent challenges and limits of labor without complaining is referred to as sportsmanship. Organ and colleagues, 1990. When faced with the inevitability of inconveniences and abuse that come with carrying out a professional activity, it refers to a person's desire not to complain. Sportsmanship entails not moaning unnecessarily about work problems and keeping happy and tolerant of working issues. Without complaining, appealing, accusing, or protesting, sportsmanship is the willingness to put up with modest and transitory personnel obstacles and job limits.

2.3.4 The act of treating the firm as if it were a family, accepting personal responsibility for events that impact the company, and being involved and displaying voluntary commitment are all examples of civic virtue. According to Organ (1990), employees with personal development goals are more likely to express and display civic virtue, which is the third dimension of OCB used in this study (Podsakoff et al., 2000).

Civic virtue refers to constructive participation and contribution in the organization's political process by freely and openly expressing opinions, attending meetings, discussing organizational issues with colleagues, and reading organizational communications such as mails for the organization's good.

Courtesy: Organizational members must be careful not to have a bad impact on other employees as a result of their work; inform others before a problem arises, be a reminder and relay information, and develop strong communication, all of which fall under this behavioural component. According to Podsakoff et al. (2000), the level of civility shows pleasant communication among the employees who make up the organization's workforce. "All of those gestures that aid someone else in avoiding a problem" is how courtesy is described (Organ, 1990).

Interactional justice and organizational citizenship behaviour

Interactional justice explains why some people are treated unfairly while others are treated fairly in a relationship. As a result, it is seen as a crucial factor in the workplace (Chiaburu & Lim, 2008). Greenberg (2000) defined interactional justice as the treatment employees receive from decision-makers on a human level, as well as the clarity with which formal decision-making procedures are conveyed. Interactional justice perception and citizenship behaviors have a favorable association, according to Giap et al., (2005). The amount of perceptions of interactional fairness is determined by the quality of an individual's interpersonal relationships.

This study examines the relationship between organizational justice perception and organizational citizenship behavior among teachers, taking into account the necessity of sustaining justice and fairness in education and the impact it may have on employees, particularly teachers' performance. Many studies have found a link between various variables of justice perceptions and various forms of OCBs among diverse samples in varied circumstances (Moorman et al., 1993; Chiaburu & Lim, 2008). As a result, it is proposed that:

HO₁: There is no significant relationship between interactional justice and Sportsmanship of banks in Rivers State

HO₂: There is no significant relationship between interactional justice and civic virtue of banks in Rivers State

HO₃: There is no significant relationship between interactional justice and Courtesy of banks in Rivers State

Research Methodology

This research project is structured around the use of a quantitative methodological approach, and it is intended to collect data in non-contrived, uncontrolled quasi-experimental conditions using appropriate quantitative data collection procedures and equipment. A cross-sectional survey design was used as a result. 455 middle and lower-level management professionals from Rivers State's 18 money deposit institutions make up the study's accessible population. The sample size for this inquiry was determined using Baridam's Taro Yamen Sampling formula (2001). There were 213 persons in all who were sampled.

In this study, the structured questionnaire was the primary method of data collection: A structured questionnaire is a sort of research in which a properly crafted and organized set of questions, indicators, or, in most cases, empirical referents of other latent categories are sent to specified persons, groups, or organizations. As a result, the primary data gathering instrument for this study was a self-report structured questionnaire. As a result, the questionnaire was split into two sections: (a) demographics and (b) variables.

Data Presentation and Analysis

The results of the analysis of the distributions and the tests for the hypothetical claims are presented in this portion of the study. This section focuses on the empirical portion of the investigation, and the results are presented using charts and contingency tables.

Table 4.1 Cronbach alpha reliability result

Variables	Dimensions (indicators)	Alpha Coeff.
Organizational citizenship behaviour	Interactional (5)	.731
	Sportsmanship (5)	.785
	Civic virtue (5)	.754
	Courtesy (5)	.726

Source: Research data, 2019

The study's variables all show substantial reliability coefficients, with alpha coefficients exceeding the specified threshold, according to the distribution of the variables' reliability coefficients. of $\alpha = .70$.

Demographic characteristics of sample: The descriptive analysis of the study begins with a review of the sample characteristics.

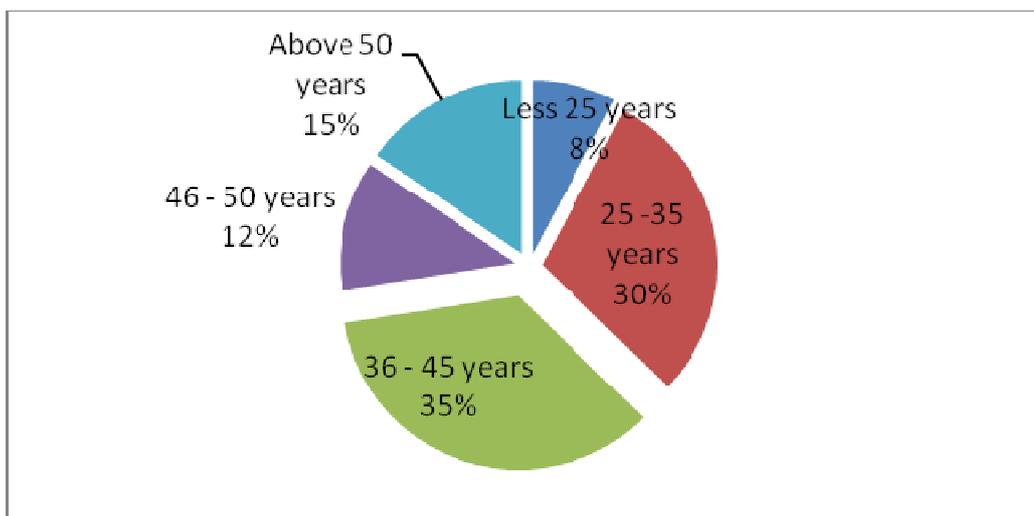


Figure 2 Demographic distribution for age

The age distributions show that workers between the ages of 36 and 45 have a greater percentage distribution (35%) than those between the ages of 36 and 45. This group is the most prevalent in the sample and has the highest prevalence. It is followed by the 25-35 year age group, which accounts for 30% of the total, demonstrating that this is a more substantial and dominant work group in their middle years. The frequency for workers over 50 years old is 15%, followed by the frequency for workers between 46 and 50 years old at 12%, and finally the frequency for workers under 25 years old at 8%.

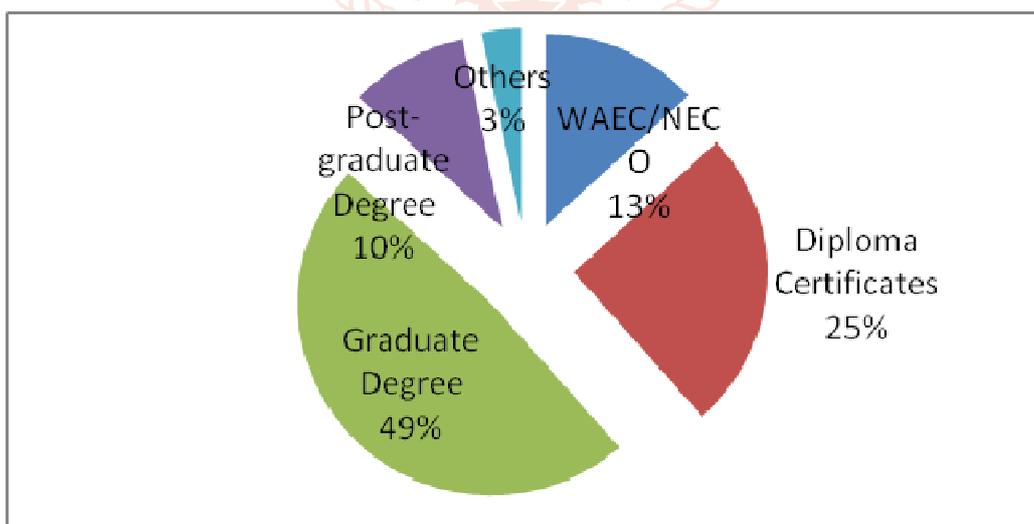


Figure 3 Demographic distribution for qualification

The distributions of the respondents' qualifications based on their qualification characteristic suggest that a considerable percentage of respondents (49%) have a graduate degree. This indicates that a large percentage of the responders have earned a bachelor's degree. This is followed by the category for diploma certificate holders, which accounts for 25%, WAEC/NECO, which accounts for 13%, postgraduate degree holders, which accounts for 10%, and the category for others, which accounts for 3%.

Table 2 Analysis for the variables

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Distributive	193	3.5026	.84782	-.503	.175	-.565	.348
Sports	193	3.5565	.76633	-.463	.175	-.368	.348
Courtesy	193	3.2839	.79935	-.847	.175	.368	.348
Civic	193	3.2073	.84122	-.231	.175	-.858	.348
Valid N (listwise)	193						

Source: Survey data, 2018

Table 2 presents the findings of the five measures of organizational citizenship behavior that were investigated. According to the findings, all factors indicate significant elements and attributes of the businesses evaluated. The data shows that the mean distributions of the variables are all moderate, implying modest manifestations or expressions of these variables within the context of the organizations analyzed. ($2 < x \leq 4$).

Table 3 Test for effect of interactional justice on the measures of organizational citizenship behaviour

		Interactional	Sports	Civic	Courtesy	
Spearman's rho	Interactional	Correlation Coefficient	1.000	.686**	.433**	.468**
		Sig. (2-tailed)	.	.000	.000	.000
		N	193	193	193	193
	Sports	Correlation Coefficient	.686**	1.000	.404**	.453**
		Sig. (2-tailed)	.000	.	.000	.000
		N	193	193	193	193
	Civic	Correlation Coefficient	.433**	.404**	1.000	.265**
		Sig. (2-tailed)	.000	.000	.	.000
		N	193	193	193	193
	Courtesy	Correlation Coefficient	.468**	.453**	.265**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	193	193	193	193
		Sig. (2-tailed)	.000	.000	.000	.000
		N	193	193	193	193

Source: Survey data, 2019

Table 3 illustrates the results of the link between organizational citizenship behavior metrics and interactional fairness. As indicated by its consequences on all three aspects of the variable, interactional justice has a significant impact on organizational citizenship behavior. Here's a list of some of them:

1. Interactional justice is revealed to have a significant impact on sportsmanship where the $P = 0.000$ and this impact can be considered as high given the rho coefficient = .686 As such the null hypothesis is rejected
2. Interactional justice is revealed to have a significant effect on civic virtue where the $P = 0.000$ and this effect can be considered as moderate given the rho coefficient = .433. Hence, the null hypothesis is rejected
3. Interactional justice is revealed to have a significant effect on courtesy where the $P = 0.000$ and this effect can be considered as moderate given the rho coefficient = .468. Hence, the null hypothesis is rejected

Discussion and Conclusion

According to the findings, interactional justice is a powerful predictor of organizational citizenship behavior in deposit money institutions in Rivers State. Prior empirical research has shown that organizational justice is linked to the quality of social exchange relationships between employees and their employers, and that it is a significant predictor of a variety of important employee attitudes and behaviors, such as job satisfaction, organizational commitment, organizational citizenship behavior, and intentions to leave. (Masterson et al, 2000; Rupp and Cropanzano, 2002).

Prior empirical research has found that organizational justice is linked to the quality of social exchange relationships between employees and their employers, and that it is a significant predictor of a variety of important employee attitudes and behaviors, including job satisfaction, organizational commitment, organizational citizenship behavior, and intentions to leave. (Masterson et al, 2000).

Malatasta and Byrne (1997) The concept that procedural and interactional justice are different from each other because they are associated to different outcomes of social exchange exchanges was studied. Perceptions of procedural justice are based on an organization's stated policies, depending on their approach. According to the study, those who demonstrate organizational commitment and organizational citizenship conduct are perceived to be more fair in procedures. They also advocated alternate interactional justice outcomes, separating procedural from interactional justice. According to their findings, people's perceptions of interactional fairness lead to reciprocation in the form of commitment and organizational citizenship activity directed against supervisors.

Finally, this research confirms that managerial or supervisory practices and activities that identify and offer value or recognition to workers or employees within the organization increase their sense of respect, motivating them to engage in higher levels of citizenship behavior in terms of sportsmanship, civic responsibilities, and courtesy.

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