

PROCEDURAL JUSTICE, ENVY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY OF HEALTH PROFESSIONALS IN PAKISTAN

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ABSTRACT

This study examines the impact of procedural justice on two dimensions of Organizational Citizenship Behavior (OCB) viz. Organizational Citizenship Behavior Individual (OCBI) and Organizational Citizenship Behavior Organization (OCBO) with mediating role of workplace envy among health professionals in Pakistan. The data was collected from 110 health professionals through questionnaires. Results indicate that though procedural justice is significantly associated with both dimensions of organizational citizenship behavior, the mediation of workplace envy is not established in case of relationship between procedural justice and OCBI. Implications that can help hospitals of Pakistan in augmenting the OCB are also discussed.

INTRODUCTION

A plethora of research during past few decades focused organizational citizenship behavior (OCB) (Cohen & Koi, 2004), since it helps organization to enhance effectiveness, productivity, efficiency, profitability and customer satisfaction (Podsakoff, N, Whiting & Podsakoff, P, 2009). OCB encourages an employee to work harder and contribute towards organizational performance (Somech & Zahavy, 2004; Dimitriades, 2007). Studies also focused those factors which negatively affect employee OCB, and one of the recent additions in those factors is workplace envy which has the tendency to reduce extra-role helping behaviors among employees (Kim & Radosevich, 2007).

Envy is the unpleasant and painful emotion illustrated by resentment, hostility and feelings of inferiority that originate by knowing that another person or group of person enjoyed the desired attribute (Smith & Kim, 2007), and this feeling lowers organizational outcomes including profitability (Goel & Thakor, 2005) and OCB (Hui, Law & Chen, 1999).

While procedural justice as perceived by the individuals in the organizations results in OCB (Masterson, Lewis, Goldman, & Taylor, 2000), the absence of it, along with other factors, will create the feelings of envy (Murphy, Wayne, Liden & Erdogan, 2003). The Affective Events Theory by Weiss and Cropanzano (1996) provides sufficient theoretical underpinning to argue that in case procedural justice is not prevailing in the organizations, it will generate envy

among employees which ultimately will reduce the OCB. However, this specific relationship has not been analyzed in extant literature.

This study will attempt to fill this literature gap by focusing specifically on the health professionals in Pakistan. Earlier studies suggest that though OCB has been extensively researched, yet little is known about its specific implications in health care sector (Farh, Zhong & Organ, 2004). Moreover, studies also suggest that OCB shows a discrepancy among various cultures (Euwema, Wendt & Emmerik, 2007), and the study of OCB in the Asian context will liberate the number of differences in the concepts as compared to European countries because of the cultural differences (Mohammad, Habib & Zakaria, 2010). So, an added offshoot of this study is examination of the phenomenon in an Asian context.

REVIEW OF LITERATURE

Procedural Justice and Organizational Citizenship Behavior

When the authority takes decisions on the grounds of fair procedures, it is known as procedural justice (Lind & Tyler, 1988). Procedural justice is considered to be the first step toward elevating the lawfulness in the environment (Sunshine & Tyler, 2003). For showing dedication towards the acceptance of law, procedural justification is a mandate (Hough, Jackson, Bradford, Myhill & Quinton, 2010). If the authority makes an impression of the fairness in procedural justice, it will

help them to have enduring relationship with their employees because the employees will construct an opinion that the organization will always act justifiably (O'Hear, 2008).

Employees develop a positive perception about procedural justice if they find that higher authorities are making decisions accurately, and exhibiting fairness in their procedures (Bottoms & Tankebe, 2012). If the policies exhibit justice, there will be enhancement in the quality of the relationships, which will ultimately reduce conflicts and augment the satisfaction level (Griffith, Harvey & Lusch, 2006). Procedural justice is linked with intrinsic motivation level of an employee that will envisage the task performance of that employee in the organization (Zapata-Phelan, Colquitt, Scott & Livingston, 2009). The mindset of the employees can also be modified if they are assured of the procedural justice in the organization. Greater the awareness of procedural justice, better are the behavioral outcomes (Workman, 2009). William and Anderson (1991) formed the two categories of OCB; first, that is beneficial for other individuals because of supporting, cooperating and helping behavior that is exhibited by the employee during work, was termed as OCBI, and second, behavior that benefits the organization because of the participation in implications for organizational development, was termed as OCBO. Organizational justice is related with the dimensions of OCB, i.e., OCBI and OCBO (Aryee & Chay, 2001). An employee's OCBI is beneficial for the coworkers while OCBO is beneficial for the supervisors (LePine, Erez & Johnson, 2002).

Pare and Tremblay (2007) found out through their studies that when employees sense that organization is executing their procedures justly, they become psychologically connected to the organization that blooms out the OCB in their actions. The focus on procedural justice is due to its impact on the OCB; it is not only to say that the organization is implying justice, it should be guaranteed to the employees that organization is functioning on the basis of fairness, as making employees conscious about procedural justice enhance their OCB (Blader & Tyler, 2009). Fairness of procedures enhances their OCB (De Cremer & Knippenberg, 2002).

Hypothesis 1. Procedural justice has a significant and a positive relationship with the OCBI.

Hypothesis 2. Procedural justice has a significant and a positive relationship with the OCBO.

Procedural Justice and Workplace Envy

If organizations take care of the execution of the legitimacy in the procedures, then employees will feel that

they are being considered important by the organization, otherwise they will judge organization as an entity that have no concern for its employees (Posthuma, Maertz, & Dworkin, 2007). When the employees perceive injustice in the procedures of the organization, their trust level decreases which elicit negative events (Bal, deLange, Ybema, Jansen & van derVelde, 2011), and workplace envy is one of the negative event. Hence we can argue that procedural injustice can cause envy.

Hypothesis 3. Procedural justice has a significant and a negative relationship with workplace envy.

Workplace Envy and Organizational Citizenship Behavior

Envy is characterized as a negative emotion (Stein, 1997), and it varies across cultures (Beckman, Formby, Smith & Zheng, 2002). Envy is the evaluation of outcomes resulted by comparison (Herreiner & Puppe, 2009). People have a tendency to be envious by referring to the others' benefits (Shamay-Tsoory et al., 2009). The social comparisons result in the negative behaviors such as envy (Takahashi et al., 2009). Envy will lead to the behaviors that are against the law (Gino & Pierce, 2010). Envy is also generated on the good luck of other people (Shamay-Tsoory, Tibi-Elhanany & Aharon-Peretz, 2007).

People are humane to others who are in their judgment, at lower level, and envious to the people who are at a higher level comparatively (Fehr, Ernst & Schmidt, 1999). Envy is such a behavior that occurs frequently and repeatedly (Ven, Zeelenberg & Pieters, 2011b). Individual, at first, forms a group who share common interests, and in the next step envy arises if the individual perceive that the other members of the group are performing well as compared to themselves (Goel & Thakor, 2005). Envy has no aptness with individual well-being (Silver & Sabini, 1978). The person who is envious become irritated and discouraged which are self-damaging behaviors, and is not able to alter or make the situation better (Ven, Zeelenberg & Pieters, 2011a). Envy can be minimized if each individual focus on their own benefits (Hartline & Yan, 2011).

By applying the attribution theory in the perspective of envy, it can be seen that the person who is experiencing the emotion of envy become dissatisfied by identifying the benefits enjoyed by the other person that he was hoping to have, thus will create inferiority complex and lower self-esteem (Salovey, 1991). Hence, when the employees are faced with organizational injustice, they will develop an emotion of hatred and anger (Skarlicki & Folger, 1997) leading to envy that will result in employee dissatisfaction, turnover, aroused feeling of

revenge, decreased OCB (Dogan & Vecchio,2001).

Hypothesis 4. Workplace envy has a significant and a negative relationship with the OCBI.

Hypothesis 5. Workplace envy has a significant and a negative relationship with the OCBO.

Mediating Role of Workplace Envy

The emotion of envy is indexed with injustice (Ferguson, 2002). Injustice is the perception of the employee when they are not experiencing equality (Ambrose, Seabright & Schminke, 2002). A number of authors studied the relationship between procedural injustices and envy (Cohen-Charash & Byrne, 2008). The employee negative behavior arises when they are unjustly treated by the organization (O'Leary-Kelly, Grin & Glew, 1996). Employee's belief of injustice is associated with his/her violent behavior (Greenberg & Barling, 1999).

Envy leads to violent and rude behaviors (Khan, Peretti & Quratulain, 2009). The social exchange theory by Gouldner (1960) depicts that employees confer their efforts and assistance to the organization with anticipation that the organization will grant them the equivalent level of privileges, and if this exchange is perceived as procedurally illegitimate then this standard in the minds of the employee will be debilitated. When the employees see that the organization is treating them unfairly and unjustly in the execution of procedures, distribution and interaction, it will bring employees to the point where they would want to take revenge from the organization by deliberating and executing the negative outcomes (Skarlicki & Folger, 1997) and declining the level of OCB (Lavelle, Rupp, & Brockner, 2007).

Hypothesis 6. Workplace envy mediates the

relationship between procedural justice and OCBI.

Hypothesis 7. Workplace envy mediates the relationship between procedural justice and OCBO.

METHODOLOGY

Measuring Instrument

A 32-items questionnaire was used. Procedural Justice was measured using six items, a scale developed by Niehoff and Moorman (1993). Workplace Envy was measured through a five items scale adopted from Vecchio (2000), while Organizational Citizenship Behavior was measured using fourteen items scale developed by Williams and Anderson (1991). A five point Likert scale was used to measure respondent's possible responses ranging from 1=strongly disagree to 5=strongly agree. The reliability test was done that showed cronbach's alpha value of .800 for Procedural justice scale, 0.78 for workplace envy scale and 0.81 for organizational citizenship behavior scale, which showed the questionnaire used is reliable.

Sample Characteristics

Results were collected from medical doctors. Among these doctors 30 % were employed for less than 1 year, 10% were employed from 1 year to 2 years, 10.9% were employed from 2 years to 3 years and 49.1 % were employed for more than 3 years. 30.9% of employees were holding MBBS degree, 21.8% of employees were holding the BDS degree and 47.3% had other specialization degrees. Among respondents, 69.1% were married and 30.9 % were unmarried. Majority of respondents 60.9 % were males and females represented 39.1%.

TABLE 1
Correlation Analysis

	1	2	3	4	5	6	7	8	9
1. Employed	1								
2. Qualification	0.006	1							
3. Status	-.876**	0.236	1						
4. Gender	-.775**	0.299	.835*	1					
5. Age	.709**	-0.266	-.660*	-.584*	1				
6. Procedural justice	.461*	-.330**	-.332*	-.573*	.565*	1			
7. Workplace Envy	.466*	.596*	-.340*	-.247*	.333*	-.226*	1		
8. Organizational citizenship behavior Individual	.497*	.189*	-.301*	-.345**	0.169	.229*	-.530*	1	
9. Organizational citizenship behavior organization	.682*	-.495*	-.614**	-.618*	.812**	.777**	-.322*	0.151	1

** Correlation is significant at the 0.01 level (2-tailed), * Correlation is significant at the 0.05 level (2-tailed).

The above table is showing the correlation values between the independent, mediating and dependent variables. The correlation values between OCBI and procedural justice is .229*, showing Procedural Justice to have a positive relationship with OCBI. Workplace envy has the value of -.530* with OCBI which shows that workplace envy is negatively associated with OCBI. The correlation values between OCBO

and procedural justice is .777** which depicts that procedural justice has positive association with the OCBO and the value of OCBO with workplace envy is -.322* showing that Workplace Envy is negatively associated with OCBO. The correlation value between workplace envy and procedural justice is -.226* which shows that procedural justice is negatively associated with workplace envy.

TABLE 2
Regression Analysis

	WE (Workplace Envy)			OCBI			OCBO		
	β	R ²	ΔR^2	β	R ²	ΔR^2	β	R ²	ΔR^2
MEDIATION									
Main effect:									
Procedural justice									
Step 1									
Control Variables		.787			.388			.870	
Step 2									
PJ	-.216**	.806	.019**	.174*	.519	.049*	.394***	.932	.063***
MEDIATION: WE									
Step 1									
Control Variables				.388	.851				
Step 2									
WE				-.879***	.634	.246***	-.230***	.868	.017***
Step 3									
PJ				.267**	.637	.026**	.523	.930	.062

* $p \leq .05$, ** $p \leq .01$, *** $p \leq .001$

The regression analyses show that procedural justice has the beta value of -.216** at $p \leq 0.01$ with workplace envy, explaining that procedural justice has the significant negative relationship with the workplace envy. The beta value between procedural justice and OCBI is .174* at $p \leq 0.05$ showing that procedural justice has the significant positive relationship with OCBI. The beta value between procedural justice and OCBO is .394*** illustrating that procedural justice has the significant positive relationship with OCBO. The beta values of OCBI and OCBO with workplace envy are -.879*** and -.230*** depicted that workplace envy has the significant negative relationship with the OCBI and OCBO. The mediation result shows that workplace envy mediates between the relationship of PJ and OCBO but does not mediate between the relationship of procedural justice and OCBI. So according to the results of hypotheses H₁, H₂, H₃, H₄, H₅ and H₇ are accepted whereas H₆ is rejected.

CONCLUSION & DISCUSSION

The main objective of this study was to analyze what role procedural justice plays in determining OCB, and whether workplace envy mediates the relationship among the health professionals. The results show that procedural justice is positively linked with the OCBI and OCBO meaning that fairness in the procedures boosts OCB. The result also depicts that when justice is prevailing in the organization, envy will decrease and if procedural justice is not present then it arises the negative feeling, i.e. envy, which will lead to the negative outcomes. Procedural injustice refers to the unfairness in the procedures making the employee negative towards the organization and it will create envy in them. When employees see that the higher authority is treating them unjustly, then the employees will go pessimistic about the organization that will enhance envy at workplace.

The results reveal that workplace envy will mediate

the relationship between the procedural justice and OCBO. So it shows that procedural justice helps in reducing the workplace envy that results in the increase of organizational citizenship behavior (Organizational). The research conducted by Moorman, Blakely and Niehoff (1998) shows that OCB is affected by the procedural justice because justice in procedures foster the support of the organization for their employees and also when relationships are maintained on the basis of justice, then that fair collaboration will direct the employee OCB (Cropanzano, Rupp, Mohler & Schminke, 2001).

This study indicates that health professionals in Pakistan consider procedural justice important for having OCB. Their nature of job is quite delicate and OCB can ultimately result in higher levels of patient satisfaction. Hence the organizations employing health professionals should foster such an environment where justice is visible in form of equitable rewards and opportunities for them. Since procedural justice is negatively associated with workplace envy, its opposite is equally true. Organizations having procedural injustice favor some employees which can cause envious behaviors in others. However, the mediating role of envy at organizational level indicates that health professionals' organizational level citizenship behavior is affect more by procedural justice mediated by workplace envy. The possible explanation can be linked to the affect that when employees feel that organizations lack integrity, it can result in a host of outcomes including a reduction in organizational commitment and organizational level citizenship behavior.

These findings provide basic guidelines for health sector organizations operating in Pakistan. If they really want to have dedicated professionals in their organizations, they will have to take initiative by promoting an environment where justice can be seen by everyone, which in turn will reduce envy, and employees will show citizenship behavior towards the organization.

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