

Impact of Organizational Justice on Organizational Citizenship Behaviour (OCB): The Mediating Role of Normative Commitment Among Selected Manufacturing Firms in Jos Metropolis

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ABSTRACT

The aim of this study was to investigate by measuring the relationship between Organizational Justice, Normative Commitment and Organizational Citizenship Behaviour. The population consisted of 962 staff of manufacturing firms in Jos Metropolis. Using simple random and probability sampling. The empirical results revealed that there was a significant statistical impact of the organizational justice (equity of distributions, fairness of procedures and fairness of transactions) on the organizational citizenship. Organizational Justice has a significant effect on Organizational Citizenship Behaviour. Also, Normative Commitment has significant effect on Organizational Citizenship Behaviour. Organizational Justice has a significant effect on Normative Commitment. The study recommended that the development of organizational citizenship strongly depends on deploying organizational justice through: (a) the fairness of tasks and duties distribution in the organization, (b) commensurate tasks and duties with employees' abilities, (c) distribution of incentives based on the merits of employees, (d) employees' participation in decision making process (e) transparency through providing sufficient information and discussing work-related decisions, also management should as much as possible provide sound conducive physical, social and mental working environment with adequate facilities to boast employee morale and increase organizational effectiveness, hence, that manufacturing firms should implement policies that supports and enhance OCB.

Key words: Organizational Justice, Organizational Citizenship Behaviour, Fairness of Procedures, Fairness of Transactions and Normative Commitment.

1.0 INTRODUCTION

Today, Organizations operate to provide a climate which motivate employees towards self-development, encouraging job responsibility and developing employees' organizational citizenship behaviours (Nandan & Azim, 2015) and demanding employees who are sensitive, thoughtful and effective in carrying out their work as well as willing to extend themselves to help employers (Rangriz, 2012). In these organizations, Individuals are expected via certain roles to exhibit supportive human behaviour based on formal job description and superior expectations. In some instance not all the expectations are explicitly described, however some individuals perform certain supporting tasks beyond call of duty for the interest of the organization which qualifies them as back bone and progressive partners with such organization, by acting in ways that positively help them succeed (Jain & Sharma, 2014; Daniel, 2016).

Organizational Citizenship Behaviour (OCB) is a concern to every organization and an interest area with proven significance on organizational effectiveness (Dinka, 2018). Nadim, Mohamed, and Mahmudul (2004) opines that OCB is individual's discretionary behaviour based on personal choice not directly or explicitly recognized by the formal reward system and in aggregate promotes the success and effective functioning of the organization; a voluntary commitment, actions or work behaviours of persons, though not of contractual task or basic requirement of the job, but to a large extent beneficial to an organization and how well it is sustained (Ismail, Iqbal, & Adeel, 2018). They are also selfless services in-role or extra role conduct that employees deliver to continue to keep the organization healthy to operate, while providing more resources, reducing cost- strengthening formal mechanism that assists productivity. These actions could manifest itself in form of helping colleagues with task related activities, communicating with superior in advance if one would be absent from work, giving aid to co-workers in accomplishing their task, as well as participating in functions that boost the image and life of the company as it applies (Daniel, 2016).

In the context of an organization, OCB is essential for all nature of organizations especially in improving the overall performance, for instance a happy employee satisfied with work, environment and responsibilities will in no doubt respond optimistically and productively (Nandan & Azim, 2015; Vuuren, Dhurup, & Joubert, 2016). Cohen and Vigoda (2000) affirms its vital role in improving the firm's overall performance; developing efficiency, promoting employees' participation, encouraging teamwork, facilitating productivity through resource allocation and problem solving especially in reducing the costs of mistakes and providing good work environment significant for organization's optimal performance and survival (Ismailet al., 2018).

Currently, apart from people joining and staying with an organization, it provides a motivating climate which propels and demonstrates increasing employees' willingness to engage in informal contributory input beyond their roles, hence displaying spontaneous

attitudes that are cooperative and essential for long run organizational sustainability (Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

Research has identified the importance of organizational citizenship behaviour as an influential factor that greatly affect organizational effectiveness and success, an impactful mechanism employees' used naturally to reciprocate when organizations treat them fairly (Spector& Che, 2014) and seen to supports the social and psychological environment in which task performance takes place (Deww, 2011).

Organizational Citizenship Behaviour is a crucial factor in social relations and believed to lead to a variety of positive outcomes like right staffing, noble relationship among workers, conducive work environment, and effective work performance which influences consistent performance standards (Organ, Podsakoff, & Mackenzie, 2006). It is a plus when employees go beyond their contractual role in special or temporal assignments and display spontaneous behaviours that are basically cooperative, and extremely necessary for organizational wellbeing based on their Perceptions hence, creating a harmonious environment and effectivenesswhich likely lead to a productive outcome in work place. Some of these employees notable behaviours can be displayed in a high or low degree inform of Altruism, Conscientiousness, Civic Virtue, Sportsmanship, Courtesy and Self Development (Organ et al., 2006; Podsakoff et al., 2000; Borial&Paille, 2012).

Mathur and Kumari(2013) asserts that Justice is an antecedent of OCB;anecessary demand for organizational management (Ghaziani, Sareshkeh, & Tayebi, 2012)a determinant in achieving OCB and a strong motivational tool for organizational behaviour (Al-Haziazi, &Muthuraman, 2017).It is an essential attribute of any organization and key for its health (Tahseen&Akhar, 2016). Itdescribes the perception and understanding of fairness in the organization explaining why employees retaliate against inequitable outcomes or inappropriate process. Notably, employees are committed and loyal to fair system;they are inclined to show more positive attitude and productivity when fairly treated and give better response to such organization (Colquitt, Greenberg, & Phelan, 2005).

From employee perspective, no matter the role they play employees still need to have a fair treatment in form of motivation from the organization they work for (Ismail et al., 2018). Organizational justice refers to an employee's perception of whether an event or situation is morally right, based on ethics, religion, equity, fairness or law, a personal evaluation or judgement about conduct and moral standing of an organization (Croppanzano, Bowen, & Gilliland, 2007).It relates to fair treatment and a necessary element for suitable and conducive work environment; an essential factor that influences OCB in workplace, with the capacity to shape the way employees appreciate their place of work and also develop employees' perception of organizational fair treatment practice which help organizations increase organizational citizenship behaviour among employees

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(Ismail et al., 2018) and predicted to influence employee sentiments towards their job and workplace meaningfully (Ghafuri, & Golparvar 2009).

Interestingly, personal employee's evaluation of a situation as morally right or not about organizational Justice is essential and paramount for industrial relations, effective team work especially in a highly competitive world where employees value and expects fairness at all times is a task. As a key research area that affects workplace behaviour even though currently receiving a great deal of attention will do better especially where a supporting variable uphold organizational success and well-being (Cropanzano et al., 2007).

Studies found significant relationship between organizational justice and organizational citizenship behaviour (Fatimah, Amira, & Halim, 2011; Al-Hyasat, Al shra'ah, & Rumman, 2013; Colquitt, Colon, Wesson, Porter, & Ng, 2001; Cohen & Spector, 2001; Chegini, 2009; Cheung, 2013; Erkutlu, 2011; Walumbwa, Hartnell, & Oke, 2010; Iqbal, Aziz, & Tasawar, 2012; Spector & Che, 2014). Another study shows that positive perception of organizational justice foster employee OCB (Jafari & Bikdarian, 2012). However, perception of injustice ie unfair treatment in view of time and effort employees put into an organization often results in nonchalant attitudes to work such as lateness to work, absenteeism, turnover, increasing counter-productive behaviours, intention to leave, and cumulates into low or complete withdrawal of OCB over time (Tahseen & Akhtar, 2016).

It is a fascinating ability when employees stay committed to an organization they feel a strong sense of obligation and duty to work for due to what the organization has done for them especially in managing workplace and sustaining job opportunities, based on esteem regard for the organization performing non contractually role behaviour and as a way to show appreciation to the organization who has added values to their lives; these remain issues meriting further investigation (Qureshi, Frank, Lambert, Klahm, & Smith, 2017; Ozdem, 2012; Dodman & Zadeh, 2014).

OCB is an emerging topic of investigation and deemed important to be revealed especially in manufacturing firms one of the largest industries (Okafor, 2012); the issue that still remains to be addressed is the mediating mechanism through which the organizational justice created by the organization is translated into organizational citizenship behaviour (OCB). Hence, empirical study need to be conducted to reveal more possible factors that increase organizational citizenship behaviour in the context (Turgut, Tokmak, & Gucel, 2012).

Studies have examined other variables as mediating effect such as psychological capital (Nandam & Azim, 2015). According to the studies, Boiral and Paille (2012); Almasizadeh (2016) employees who display normative commitment are likely to encourage organizational citizenship behaviour. Thus, Normative commitment is believed to increase citizenship behaviour and better mediate between organizational justice and organization citizenship behaviour of employees (Zarei, Tojari, Esmaili, &

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Zadeh, 2015; Fatimah et al, 2011; Golparvar, & Javadian, 2012; Alireza, Soheyla, & Zahra, 2015).

The study included four (4) dimensions of organizational justice namely: distributive, Procedural, Interpersonal and Informational (Goman, Vem,&Panshack, 2017; Rangriz, 2012; Khalifa &Awad, 2018; Galparvar&Javadian, 2012; Colquitt, 2012) to determine its influence on OCB:-Altruism, Consciousness, Civic Virtue, Sportsmanship, Courtesy and Self Development(Podsakoff et al., 2000;Borjali&Paille, 2012)mediated by Normative Commitmentssince there are consistent findings regarding the relationship between OJ and OCB (Fatimah et al., 2011;Khalid, Jusoff, Ali, Ismail, Kassim,& Rahman, 2009). Thus, NC is assumed to exert greater impact on the relationship (Waheed& Mufti, 2015). However, this relationship to the best of my knowledge has rarely been studied or insufficiently fully investigated, particularly in manufacturing firms. Thus, this research tends to explore the influence of Organizational Justice whether it better serve as a catalyst towards Organization Citizenship Behaviour or whether a stronger variable like Normative commitment expresses the influence better?

These studies, Karriker, Williams, and Williams, (2017); Qureshi et al., (2017); Turgut, et al., (2012); Iqbal et al., (2012); Galparvar andJavadian (2012); Yaghoubi, Afshar andJavadi (2012); Olowookere (2014) tried to suggest that future organizational justice research should includeand explore further among other outcome variables including OCB, add mediators of justice–outcome, sectors, regions and using large sample size.

This study posit that, Normative Commitment (NC) plus a fair justice in terms of organizational justice (OJ) employees will display organizational citizenship behaviours crucial for organizational continuous survival, and where there is perceived unfairness a strong NC can also lead to greater OCB (Podsakoff et al., 2000); where no study to my knowledge has incorporated such variables in a research. It is against this background that this study seeks investigation.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Theoretical review

SELF REGULATORY THEORY

Self-regulation theory (SRT) is a system of conscious personal management process which guides a person's thoughts, behaviours, and feelings. It tries toMonitor, Judge and React to behaviour by aligning behaviours in conformityto set standards or societal expectations (Baumeister &Vohs, 2007). Self-regulation is important for survival, and crucial for success. It's implication to the study is that due to complex and dynamic set of processes for self-observation, judgment, and response, it infers that people who have poor self-regulatory skills do not succeed in relationships or cannot hold jobs because a person's behaviour is influenced both by personal factors and the social environment.

It relates to this study, as it is essential for individual evaluation of behaviour, judgment, Motivation, Monitoring, and Willpower to give and mediates the effects of most external influences, providing basis for purposeful action to control urges that break standards, and behavioral adjustments (Baumeister & Vohs, 2007).

The theory is concerned with choosing the best right behaviour and committed in exhibiting NC and organizational citizenship behaviour. From the theory it can be seen that those who have high self-regulation have high level of self-motivation and believed to possess the capacity to demonstrate high level of NC in an organization believed to have done them good by rendering value to them thereby increasing the display of OCB.

SOCIAL EXCHANGE THEORY

The theory was proposed by George Homans (1958), it posits that parties may decide to engage in a relationship that provides value. It is an organized contract in which parties exchange in something of value. It examines mutually contingent and rewarding processes in an exchange relationship (Cropanzano & Mitchel, 2015). The theory stresses that party in the exchange relationship offers something of value that the other desires ie one party makes commitment to sustain relationships with the superior value provider. In this context, organization offer justice which employees direly need in workplace relationship in return for employee citizenship behaviour. Social exchange theory typically is used to explain the relationship between employees' perceptions of fair treatment and helping behaviour in an employment relationship (Masterson, Lewis, Goldman, & Taylor, 2000),

All relationships have give and take on the bases of trust; the theory explains how the survival of a relationship with another person depends largely on the perceptions of the balance between input and outcome desired (social changes, transactions); the theory believes that people form relationships bearing in mind the costs and benefits attached (a results-driven social behaviour) which drive human decisions and behaviour. (Cropanzano & Mitchell, 2015) emphasizes that individual reciprocity in a relationship depends on his or her exchange ideology. Goman et al., (2017) asserts that individuals give based on the comparism between input and output initiated by one party spontaneously offering something of value to the other who feel obliged to reciprocate the gesture. The theory suggests that through mutual exchanges, a pattern of reciprocal obligation is established between the parties reciprocated by some voluntary service. Cropanzano and Byrne(2000) further stressed that valuable exchange of one partner treatment leads to retaliation on the part of the other partner's exchange, for instance, when employees feel that they have been unjustly treated, OCB levels will be negatively affected.

On the contrary, if the employee feels or perceives that he or she is treated fairly, he or she would exhibit better superior performance in OCB(performing in ways that benefits the organization) since they expect favourable results that are commensurate with

their investments in the organization, in terms of time and effort, pay and benefits). Empathically, when employees perceive that the organization has not only kept the agreement but also extended added benefits to them, they feel voluntarily obligated to reciprocate the goodwill through some positive behaviour in the interest (benefit) of the organizational goals (giver). When employees receive fair treatment from their employers, they tend to repay through positive behaviours and attitudes towards their work and the organization.

Social exchange theory infers that employees reciprocate through citizenship behaviour when organizations treat them fairly (Spector & Che, 2014); that expectations are formed when a favour has been rendered which leads to the feeling of obligation, gratitude and trust; also that people are more comfortable with social exchange related relationships. Again, if employees are fairly treated they will return the favour with behaviour beneficial to the organization that improves OCB (khan& Rashid, 2015). It explains the effect of justice perceptions on individual's behaviours and therefore suggests that through mutual exchanges, a pattern of reciprocal obligation is established between the parties. The receiving party becomes obligated to reciprocate with some voluntary service, that when employee perceive fairness in workplace, they are obligated to show NC and also display OCB in favour of the organizational success.

EQUITY THEORY

According to Adams (1965) Equity theory states that people respond to unfair relationships by displaying certain negative emotions to redress the inequity experienced. It also assumes that an individual compares his/her inputs with outputs as compared to that of others in similar situations. He stated that equity theory focuses on organizational justice, that personnel can perceive the worth of justice in relation to their ability and knowledge compared to their colleagues. If an individual does not feel justice at work, such persons will have a considerable level of tension. It is reactive content in nature and focuses on how people respond to unfair distributions of rewards and resources in an organization.

The theory states that people according to their perceptions modify the level of effort they put into make it fair compared to others. Adams (1965) proposed that individuals require equal reward for the same amount of work done by other colleagues. Fairness is when employees feel that their inputs (efforts) equal to their outputs (rewards) that any imbalance motivates the individual to resolve the tension by negative reactions in the forms of avoiding work and poor organizational citizenship behaviour.

Typically, it emphasizes that underpaid workers are less productive and less satisfied than equitably paid and overpaid workers. The theory further explains that a person's feelings of inequity and reactions to inequity result from comparison perceived or generalized. It further explains why pay and conditions (compensation) alone do not determine motivation, that people have a way of responding to relationships that seem

unfair. It argues that in an event of inequality or unfair relationship individual displays certain negative emotions in an attempt to seek redress, resulting into behaviours that are unproductive.

Employees would naturally respond to unfair organizational relationships to balance the experienced inequity in work place where OCB becomes poor they look for equity in the inputs they provide and outcomes they receive from workplace, that those who contribute more want more rewards. It seeks that organizational outcomes must be consistent and proposition to what similarly co-workers receive in comparable situations, it also stresses that when employees perceive injustice they withhold their voluntary behaviour to adjust their portion in balancing out the inequality. Fairness is simply when outcome (reward) matches the extent of contribution (input), the theory therefore imply that when there is equity there is organizational justice and OCB increases.

ORGANIZATIONAL COMMITMENT THEORY

According to Kessler (2013), it can be traced from the 1960's; The theory explains employees' sense of affection, a positive attitude and devotion to the work organization with which the employee is associated with. It is the Employees' manner and intentions that show that they are committed to the organization and especially where the goals are similar with that of the organization and willing to make effort on behalf of the organization by showing desire to maintain connection with the organization.

Robinson and Morrison (2006) mentioned that people who are committed fulfil their assigned duties in the best possible way there by culminate in improved organisational performance. Employees are said to be committed to the organization when their goals are congruent with those of the organization willing to exert effort on behalf of the organization, and desire to maintain their association with the organization. The theory implies that an employee has the power and the desire to give more responsibly to support the welfare and success of the organization. The implication to the study is that, employee with high sense of obligation, positive attitude and devotion to work display high level of NC which triggers increase in OCB when OJ is below expectation.

RELATED LITERATURE REVIEW ORGANIZATIONAL JUSTICE (OJ) AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)

In the literature, many studies focused on the relationship between the perception of organizational justice and organizational citizenship behaviour. Organizational justice is a key research area and has attracted myriad of research interest in the field of organizational behaviour. Empirically, many researchers have found that organizational justice has a positive relationship with organizational citizenship behaviour at a statistical significant level (Jafari&Bidarian, 2012; Zeinabadi& Salehi, 2011).

A research conducted shows that there is a significant relationship between the organizational justice (OJ) and the organizational citizenship behaviour (OCB) (Adeel, Ismail and Iqbal 2018; Farahbod, Azadehdel, Dizgah,&Jirdehi,(2012);Ajlouni et al., 2018; Rangriz, 2018; Guangling, 2011; Odika, 2018; Bazgir et al., 2018; Nandan& Azim, 2015; Fatimah et al., 2011; Chew, Chong, Hee, Tan, & Tang, 2016; Zarei et al., 2015; Khalifa&Awad, 2018; Alireza et al., 2015).

According to Leelamanothum et al., (2018) they concluded that justice has positive statistical significant influence on OCB in Rajamangala University of technology. Another study shows correlated Significant and positive relationship between OJ and OCB (Khalid, Muqadas, Farooqi, &Nazish, 2014).

Ascigil, Magnier and Sonmez (2005) show that employees' OCB increase when treated fairly in the organizations especially where supervisors have a good relationship with them.Najafi et al., (2011) discovered OJ influences organizational citizenship behaviour, concludes that organizational justice within an organization improves organizational citizenship behaviour.

Blakely, Moorman and Andrews (2005), did a study on equity sensitivity as an explanation of individual differences in Organizational Citizenship Behaviours in response to the perceptions of organizational justice. Questionnaires were distributed to 150 MBA students and resultindicates that as the positive perceptions of justice increase so does the level of OCB and suggests that a fair working environment promotes the performance of OCB's.

Irum, Faiza, Aziz and Mughal (2017) in their study showed, OJ and OCB are positive and significant with DJ having a stronger effect on the variable. Also in the studies, Yaghoubiet al., (2012) and Yardan et al., (2014) they identified that OJ leads to OCB (civic virtue, consciousness and Altruism). A research of a sample of 285 educators teaching at education faculties in Punjab province of Pakistan indicates that PJ and DJ significantly and positively predicts citizenship behaviour (Tahseen& Akhtar, 2016; Al-Hyasat et al., 2013; Wan, 2017). In a related study 448 sample of employees working in public hospitals in UAE shows OJ affects employee attitudes and behaviour (AlAfari&Elanain, 2014). Another sample of 200 respondents in universities in Punjab Pakistan concludes that OJ has positive and strong influence on OCB with PJ having a stronger influence (Iqbal, et al., 2012). A stratified random sample of 230 school teachers in the eastern region of Sri Lanka discovered OJ and OCB has positive and significant relationship, that the perception of justice is a strong predictor of OCB, whereby an increase in the level of justice increases engagement in OCB, and emphasis that DJ is important for organizational effective function (Rauf, 2014). Similar research shows DJ has significant relationship with OCB (Awang& Ahmad, 2015) and significantly related to civic virtue (Golparvar&Javadian, 2012). Zeinabadi and Salehi (2011) concludes that PJ influences OCB in their study among 652 teachers in Iran. Hence OCB improves effectiveness and fosters the feeling of oneness with the organization (Demir, 2015).

Organizational justice influences OCB and can also affect organizational outcomes (Charash & Spector, 2001; Colquitt et al., 2001; Walumbwa et al., 2010; Erkutlu, 2011) Moreso OJ is the employee manner that may lead to favourable actions resulting in OCB. Hence, fair Justice can envisage OCB (Zadeh, Esmaili, Tojari, & Zarei, 2015)

Masterson et al., (2000) found a significant relationship between perceptions of interpersonal justice provided by the supervisor and the extent to which employees helped others in their work group.

Studies showed that employee's behaviour or attitude is and by their clarified perception affected by their perception of OJ in work behaviours and work performance (Colquitt, 2001; Cropanzo et al., 2007; Chen, Lin, Tung, & Ko, 2008). When higher level OJ is perceived the more employees will likely be committed, satisfied with their job and reduces the intention among them to leave the organization. Organizational justice problems, predicts the imperceptibility of OCB and includes that boosts OCB where organizational justice problems are (Dinka, 2018)

A meta-analysis 183 study on organizational justice, found that organizational justice is related to organizational citizenship behaviour alongside several other outcomes and Perceptions of justice, affects the level of OCB and employees are willing to accept decision when they realize that procedures are fair, even if dissatisfied with results (Colquitt et al., 2001). Organizational Justice is associated with a variety of positive work attitudes and behaviours. (Cropanzano, Byme, Bobocel, & Rupp, 2001).

Tyler and Wakslak (2004) mentioned that Employees show greater loyalty & willingness to go out of their way to perform OCB when they perceive justice and are unlikely to betray the organization. Mohamed and Ahmed (2017) organizational justice affect citizenship behaviour within an organization and found a significant relationship between them and added that OCB contributes to the achievement of organizational effectiveness, performance and that only those who value the organization help the organization. Altruism and conscientiousness are two essential factors of organizational citizenship behaviours.

Similar finding, Chegini, (2009) showed the positive relationship between organizational justice and organizational citizenship behaviour in public hospital industry indicated that the employees will be more concerned to the organizational procedures including promotion, salary, reward and reprimand whether it treats them fairly or not, that The higher sensitivity towards procedures, the more they are affected to perform organizational citizenship behaviour in hospital industry. These studies suggest that employees will show extra-role behaviour if they believe that actions and practices in the organization are honest and fair.

Another research found that fairness of decision-making procedures has significant impact on employees' willingness to perform more organizational citizenship behaviour in organization (Nandan & Azim, 2015). The Study by Songür, Basım, & Şeşen

(2008) shows that when employees are treated unfairly they display organizational citizenship, therefore, the more employees perceived the organization as fair, the more they are engaged in OCB.

According to research of Ucho and Atime (2013) indicates the positive relationship between distributive justice and organizational citizenship behaviour in educational industry. Teachers perceived that the fairness of distribution of the organizational resources has significant influenced them to perform organizational citizenship behaviour in school. Emphasising that the more fairness of distribution of organizational resources perceived by teachers, the more level of organizational citizenship behaviour will be exerted. Chegini (2009) concluded that the must adopt the distribution and allocation of resources fairly in order to encourage employees to perform more organizational citizenship behaviour. So, when employees are treated justly they are more willing to perform organizational citizenship behaviour.

In another important study, Williams, Pitre and Zuinubia (2000) found that the employees' positive state of mind had positive relationship with performing organizational citizenship behaviour and also confirmed the positive relationship between the perceptions of organizational justice and OCB.

Interestingly, the study, Ince and Gul (2011) also emphasized that employees' positive perceptions of justice is the key factor that stimulates citizenship behaviour in organization, and concludes that OJ has significant correlation with OCB. Heidari, Rajaeepoor, Davoodi and Bozorgzadeh (2012), an Iranian study of school teachers, found a significant relationship between organizational justice and organizational citizenship behavior. Procedural justice was found to be the best predictor of OCB. Iqbal et al., (2012) examined the "impact of organizational justice on organizational citizenship behaviour" of lecturers and professors [N=200] in the University of the Punjab, Lahore. It was found that the procedural justice had positive and strong influence on OCB. In another study, Danish, Munir, Ishaq and Arshad (2014) investigated the role of organizational justice on teacher's extra- role performance [OCB] in both the public sector and private sector universities in Pakistan. Data were collected from permanent and part time faculty members [N=150]. It was found that organizational justice is "significantly and positively related with the extra-role behaviour [OCB] of the faculty members of higher education.

Rangriz (2012) conducted a study on the relationship between organizational justice and organizational citizenship behaviour with a sample of 186 experts of Ministry of Economic Affairs and Finances in Iran. The results of the study indicated positive relationship of organizational justice with citizenship behaviour. In a study conducted in a Social Security Organization Gharagheieh and Shokri (2014) confirmed the positive significant relationship between organizational justice and organizational citizenship behaviour. In the context of educational organizations, a study conducted in Malaysia found that fairness positively affected teachers' organizational citizenship behaviour (Ahmad, 2006). In another related study conducted among teachers of Iranian

schools, Heidari, Rajaeepoor, Davoodi, & Bozorgzadeh (2012) found significant relationship between organizational justice and citizenship behaviour.

Similar study, Iranzadeh and Chakherlouy (2011) found positive relationship between citizenship behaviour and organizational justice among the employees of MohagheghArdebili University, Iran. The sample of the study consisted of 190 bureau employees and the members of different faculties. Tatlah, Saeed and Iqbal (2011) conducted a study using a sample of 300 teachers and heads of 60 secondary schools in Punjab (Pakistan) result revealed that two dimensions of OCB i.e. altruism and compliance were significantly correlated with procedural justice.

In these studies, Fields, Pang and Chiu (2000); Charash and Spector (2001); Najafi et al., (2011); Blakely et al., (2005); Messer and White (2006) suggested that employees' perception of fairness affect their likelihood to perform organizational citizenship behaviour that positive mood influences extra-role behaviours; fair justice is a better predictor of workplace behaviours and organizational justice in turn improve organizational citizenship behaviour.

Organizational citizenship behaviours increase when employee perceptions of fair treatment by supervisors became more positive. Previous studies found organizational justice to have a significant effect to organizational citizenship behaviour. Empirical research therefore supports the relationship between overall fairness and organizational citizenship behaviour where DJ correlates to OCB (Williams et al., 2002; Aryee, Budhwan, & Chen, 2002).

Furthermore, organizational citizenship behaviours showed to be a consequence of procedural justice. If employees believe that the procedures used in allocating organizational outcomes are fair and just, they will be satisfied and more likely to engage in organizational citizenship behaviour (Iqbal et al., 2012; Walumbwa, et al., 2010). Procedural justice and organizational citizenship behaviours have positive and significant relationship (Walumbwa et al., 2010).

Spector and Che (2014) found that distributive justice positively correlated with organizational citizenship behaviour. Fair treatment is assumed to produce social exchange relationships, where employees repay the supervisor by engaging in OCB (Cropanzano et al., 2001).

The employees who believed that they personally were treated fairly and supported by their supervisors are significantly more likely to and more willing to exhibit citizenship behaviours and activities (Sani, A (2013).

Ismail (2014) discovered that OJ promotes commitment and predicts OCB; Ishak and Alam (2009) discovered that organizational justice plays an important role in determining OCB. Studies show procedural justice as a key determinant that influences the OCB (Chiaburu & Audrey, 2008; Nadiri & Cem, 2010). Other investigations revealed that distributive justice towards OCB has a significant correlation (Colquitt et al., 2001; Nadiri & Cem, 2010).

Fair and just procedural justice in allocation of organizational outcomes perception by employees leads OCB (Iqbal et al., 2012; Walumbwa et al., 2010). Walumbwa et al., (2010) also found the significant relationship between procedural justice and organizational citizenship behaviours. Parhizkari, Nikbakhsh, & Saboonchi, (2010) indicates a significant relationship between procedural justice and organizational citizenship behaviours. Fair treatment from supervisor or organization leads to OCB, that Individual behaviour is influenced by their perception of organizational justice (Iqbal et al., 2012).

Kumaraand Mathur (2013) further asserts that OCB are behaviours that go outside the call of duty, that people who have positive justice perception display OCB as it influences and fosters employee behaviour. they concluded that when employees are justlytreated they naturally display OCB that affect customers, create customer loyalty when employee perceive relationship with the organization as social rather than economic

Organizational citizenship behaviour is a workplace input, they are the result of appropriate perception of OJ such as loyalty to the firm, spreading a good word about the product and the company and stressed that fairness perceptions shows service oriented OCB's (Borman, 2004; Lin, Hung, & Chiu, 2008).

Therefore, based on the above discussion and haven considered organizational justice as an important determinant of OCB, the above Facts proposed that increased employees contribution in the workplaces promote OCB towards organizations. The nature of rewards system set by management team in the organization can influence OCB. Employees show organizational citizenship behaviour and feel obligated and responsible towards the organization that practices fair organizational justice, this study in general confirms the relationship between OJ and OCB and these studies in general confirm the relationship between organizational justice and organizational citizenship behaviour.

THE ROLE OF NORMATIVE COMMITMENT (NC) AS A MEDIATOR

In general terms, a mediator is a qualitative or quantitative variable that affects the direction and/or strength of the relationship between an independent or predictor variable and a dependent or criterion variable. These variables are typically introduced to further strengthen the unexpected weak outcome of the relationship between the variables concerned.

Organizational commitment is an attitudinal disposition or psychological attachment expressed by employee towards an organization (Goman et al., 2017).Tahseen & Akhtar (2016)asserts that mediation suggest a chain of relations where an antecedent variable affects a mediating variable which then affect an outcome variable, that a mediating variable transmits the effect of an independent variable on a dependent variable; is an attitudinal disposition or psychological attachment expressed by employees towards an organization. Evidence reveal the organizational commitment a force binding an individual to a course of action (Allen & Meyer, 1990). Three

dimensions to commitment are identified (Allen & Meyer, 1990), these include Affective, Normative and Continuance commitment. The focus is on the normative dimension to organizational commitment. Authors have considered normative commitment to activate a form of attitudinal attachment that is driven by reciprocity (Meyer & Allen, 1990). In other words, normative commitment is triggered by perceived favour received from an organisation resulting in some sense of obligations toward a particular organization. Goman et al., (2017) mentioned that NC is an obligatory form of commitment triggered by individual's perception of fairness within an organization, they also concluded that NC mediate the relationship between OJ effectively. NC means when Employees are forced to stay in an organization based on spiritual or moral reasons Zarei et al., (2015). We therefore expect normative commitment to mediate the relationship between organizational justice and OCB, such that employee with high normative commitment do feel obliged at all times to put in their all to ensure the organization thrives (Meyer & Allen, 1990; Goman et al., 2017). NC is believed to strengthens a positive relationship between PJ and OCB (Tahseen& Akhtar, 2016)

Empirical evidences have supported the intervening role of NC influenced by individual experiences and employee with strong NC have strong organizational loyalty (Meyer & Allen, 1990), individuals with high NC keep working in an organization because they believe they should do so (Batool, 2013). we posit also that through Equity Theory and Social Exchange Theory that, individuals who perceive high organizational justice, tend to express high normative commitment to an organization. Individuals whose commitment is normative would have positive outcome characterized by voluntary extra role contribution of employees that are not recognized by formal organization reward system, NC is the psychological state where employees feel obliged to continue their membership in an organization because of some kind of social cultural or contextual norms. Sets of actions an employee demonstrate that imply that the organization is appreciated for the value added to them. it differs from person to person depending on the degree of assistance the person receives from the organization and exchange ideology such as providing transportation or paying someone's child education which create a bond experience with their organization and makes them feel staying with the organization is the right thing to do because the organization believes in them and they are treated fairly and would not wish to take a chance of leaving the organization.

ORGANIZATIONAL JUSTICE AND NORMATIVE COMMITMENT

Limited study examines the effect of organizational justice specifically towards the Normative Commitment. However, Aryee et al., (2002) conducted a study on an Indian public sector organization to test a social exchange model of work attitudes and behaviour. The sample constituted of 179 supervisor- subordinate dyads distributed questionnaires. Organizational justice correlated to organizational commitment (NC)

Organizational justice creates the positive conditions necessary for other factors to flourish, and seen to provide fair treatment to employees in organization; Ghafuri and Golparvar (2009) concluded that organizational justice and its three components have a significant correlation with normative commitment, that is, emotional normative and continuous commitment. Also Turgut et al., (2012) OJ affects NC positive and significantly in the study among 451 academic and administrative staff of a university in Ankara. Another study understudied the educational sector in Pakistan states and confirms that OJ leads towards high level of NC (Jawad, Raja, Tabassum, & Abraiz, 2012; Akanbi, & Ofoegbu, 2013; Bakhshi, Kumar, & Rani, (2009); Naghipour, Galavandi, Alizadeh, & Ebrahim, (2018); Almasizadeh, 2016; Somayyeh, Mohsen, & Zahed, 2013; Odika, 2018). In a related study, a research of 334 teachers in Kenya shows significant positive relation between DJ and NC (Karanja, Gachunga, & Kalio, 2015). Other studies, Bidgoli, Saadati, Asghari, Saadati, Ghodsi, & Bidgoli, (2016); Yavuz, 2010; Bidgoli, Saadati, Asghari, Saadati, Ghodsi, & Bidgoli, (2015) among 445 teachers working in Konya, turkey 2008-2009 academic year signifies that OJ affects NC that when perception of OJ is positive NC increases.

The study, Dodman and Najafzadeh (2014); Salavati, Abodakri and Hoseini (2013) discovered a significant relationship between PJ and NC among 285 teachers of physical education in iran. A significant relationship exists between DJ and NC where it shows that on NC (Sareshkeh, Ghaziani, & Tayebi, 2012)

Employees who perceive that their organization have fair justice practice have impact on the level of NC.

NORMATIVE COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

The Normative Commitment (NC) concept was introduced in the field of psychology, as the commitment employees feel towards co-workers or management which leads to reduced intention to leave the organization.

This aspect seeks to inquire the opinion of different scholars in relation to organizational justice on citizenship behaviour of employees. Some of which include;

Correlation results, found that there is a positive and significant association between organizational commitment (NC) and OCB (Ozdem, 2012). According to Ismail, Tuba, Burcu and iler (2013) NC share similar antecedents, a positive and significant association exists between organizational commitment (NC) and OCB strongly supported that each variables relates to the other, (Olowookere, 2014, Tahseen& Akhtar, 2016).

Having reviewed this study empirically, studies on Organizational Justice and Organizational Citizenship behaviour and NC (Mathur& Kumari, 2013; Almasizadeh, 2016; Fatimah et al., 2011; Olowookere 2014; Waheed& Mufti, 2015).

METHODOLOGY

Design, Population and Sample

The paradigm of the study is quantitative in nature. As the essential part of the study the researcher used the survey design.

The population of this study captured all levels of employees of all manufacturing firms in Jos-Nigeria registered with manufacturers association of Nigeria (MAN). Hence, only 14 organizations were considered and employees working as staff for at least two (2) years. The population of this study was made up of 962 employees of manufacturing firms in Jos. In the study, the population were purposively selected using the probability sampling in administering its questionnaire to its target sample and simple random sampling method.

MEASUREMENT AND OPERATIONALISATION

The questionnaire was developed by adapting Organizational Justice Scale (Colquitt, 2001) the independent variable (IV), Organization Citizenship Behaviour Scale (Jain & Sharma, 2014) the dependent variable (DV), and Normative Commitment- Allen & Meyer (1990) the mediator variable according to the context of purpose. A research expert of university of Jos Approved it's used for the study.

RESULTS

RELIABILITY OF INSTRUMENT FOR ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

ITEM	NO. OF ITEMS	CRONBACH'S
ALTRUISM	14	0.735
SPORTMANSHIP	4	0.663
CIVIC VIRTUE	4	0.687
COURTESY	5	0.729
SELF DEVELOPMENT	2	
CONSCIOUSNESS	5	

Source: SPSS Version 2

DEPENDENT VARIABLE (ORGANIZATIONAL CITIZENSHIP BEHAVIOUR) COEFFICIENTS

Table 4.4: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Tolerance	VIF
	B	Standard Error	Beta				
1 (Constant)	63.826	5.801	11.003	.000			
Orgnaljust.	.832	.079	.542	10.539	.000	.826	1.211
Nrmstivcm.	.282	.076	.158	3.063	.002	.826	1.211

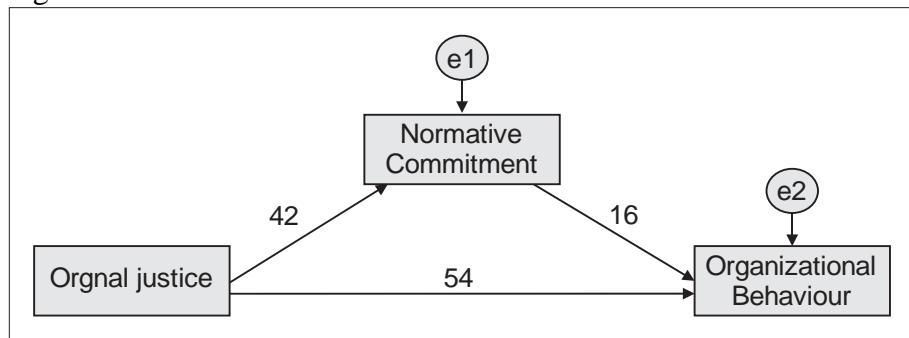
Source: AMOS Version 23

DIRECT RELATIONSHIPS BETWEEN THE CONSTRUCTS

Relationships	Beta Values(β)	Significance (p)
NormativeComm \leftarrow OrgnalJustice	0.417	0.000
OrgnalCitizenshipBehaviour \leftarrow NormativeComm	0.158	0.002
OrgnalCitizenshipBehaviour \leftarrow OrgnlJustice	0.542	0.000

Source: AMOS Version 23

Figure: 2 STRUCTURAL MODEL



Standardized Model Estimates

Source: AMOS Version 23

ESTIMATE OF THE MEDIATING EFFECT HYPOTHESIS (FOUR) Standardized Indirect effects (group number 1 - default model)

	OrgnalJustice	Normative Commitment
Normativecommitment	.000	.000
orgnalcitizenbehaviour	.066	.000

Source: AMOS Version 23

DISCUSSION OF FINDINGS

In conducting the study on the impact of organizational justice on organization citizenship behaviour mediated through normative commitment in some selected firms in Jos metropolis, majority of respondents were male, majority between the age group of 26-35, married, senior staff, working between 2-3 years with organization, have BSc. which means majority are graduates and have 2-3 years working experience prior to current employment. based on their opinion on organizational justice, majority of the respondents were satisfied with the justice received and rendered to them by the organization in terms of other benefit considering reward/outcome balance and reward/work balance outside the take home pay. This is presumed to enhance their confidence at work and on the

organization. it was discovered that they enjoy also enjoy other benefits based on their level of contributions to the organization and has propelled them to promote positive image about the organization and recommend their family, friends and others for continuous patronage not minding maintaining a continuous employment relationship with organization.

Hypothesis One shows a significant relationship between organizational citizenship behaviour and organizational justice with an estimated (β) of 0.542 indicating a strong relationship with p- value of 0.000 as statistically significant. Here, the Hypotheses one was accepted this was supported by (Jafari & Bidarian, 2012; Zeinabadi & Salehi, 2011; Leelamanothum et al., 2018; Ascigil et al., 2005) who discovered that the relationship between the variables are significant. Therefore, organizational justice is essential and influential in achieving organizational citizenship behaviour especially were superiors have healthy relationship with their subordinates.

The Second Hypothesis shows that the relationship between organizational citizenship behaviour and normative commitment is 0.158 (15.8%) which is the (β) with p- value at 0.002 less than 0.05 it is statistically significant and in consistency with the findings of (Ozedem, 2012; Olowookere, 2014; Tahseen & Akhtar, 2016) who concluded that a positive and significant association exists between normative commitment and Organizational Citizenship behaviour strongly supported that each variables relates to the other.

Hypothesis Three showed a relationship statistically significant with (β)= 0.417, p-value of 0.000 which is less than 0.05. It means that there is a significant relationship between normative commitment and organizational justice among employees of manufacturing firms in Jos metropolis. Here, the hypothesis was accepted in conformity with the findings of (Aryee et al., 2002; Ghafuri&Golparvar 2009; Turgut et al., 2012; Jawad, Raja, Tabassum,&Abraiz 2012; Nazim & Shahid 2013; Bakhshi et al., 2009; Naghipour et al., 2018; Odika, 2018; Almasizadeh, 2016; Bidgoli et al., 2016) who also discovered that organizational justice shows a positive significant correlation, relationship and leads to high level of normative commitment and concluded that organizational justice creates the positive condition necessary for other factors to flourish.

Hypothesis Four shows that the effect Orgnal Justice \leftarrow Normative Comm was found to suffice with the estimate of (β) 0.00 and p-value of 0.000 is said to be statistically significant and Orgnal Citizenship Behaviour \leftarrow Normative Comm (β) 0.066 and p-value of 0.000 while the total effect of organizational justice and normative commitment on Organizational citizenship behaviour is estimated to be 0.066 which is statistically significant partially. This means that the impact the Organizational justice plays on organizational citizenship behaviour with the aid of normative commitment is partial. Here, the hypotheses four is accepted stating that Normative commitment mediates the relationship between organizational justice and organizational citizenship behaviour partially this also supports the finding of Baron and Kenny (1986) who

discovered that..... In view of this the study affirms the fact that normative commitment mediates the relationship partially between the relationships.

Generally, it is considered that fair justice leads to organizational justice, however, organizational justice is not enough to sustain employees in the long run in most cases the introduction of normative commitment which involves remaining in an organization based on the values received from such organization currently or in the past to some extent aid in strengthening organizational citizenship behaviour. Notably, employees like convenience to motivate them to give value, therefore it is assumed that once fair justice is enhanced and backed up with all necessary motivation, the level of organizational citizenship behaviour over time increases among employees of selected firms under study.

CONCLUSION, IMPLICATION AND LIMITATIONS

The study was conducted to promote Organizational Citizenship Behaviour through Organizational Justice and normative commitment. Hence, provide direction for future research. Research on the subject organizational citizenship behaviours has dramatically increased over the past decade (Podsakoff et al., 2000). This study presented an integrated analysis of the organizational justice-OCB relationship by including Normative Commitment as a mediator to provide a wholesome perspective of the associations between organizational justice and OCB. The study has expounded on the importance of Normative Commitment in the organizational justice-OCB relationship, and therefore, the correlation between these constructs must not be overlooked. Practitioners may have to also focus on Normative Commitment to enhance OCB increase workers attitude, as well as achieve organizational goals and contributes to effectiveness. Increased Normative Commitment together with effective training to improve managerial competence in effective decision making would likely increase OCBs which ultimately results in better performance. Therefore, organizations would have to improve organizational justice in tandem with Normative Commitment to enhance OCB. Concisely, the findings indicate that personal factors are imperative for advancing OCBs. Most organizations desire their employees to behave in a manner acceptable within as well as the society at large. The issue gave rise to the development of OCB concept which has tried to explain actions by individuals that supports organizational input and performance. Within the context of this study the researcher exposed the limit to which organizational justice effects on OCB when Normative is a mediating variable. The study concludes that when the employees perceive fairness in their organization in the shape of distributive, procedural interpersonal, and informational. They are more willing to show and exhibit OCB. Fairness in all forms is vital for organizational sustainability and competitiveness and allows management to take tough decisions smoothly; this study suggests that organizational Justice is important. Therefore those organizations who want to improve their OCB organizations even in other countries are suggested to treat their

employees with reasonable fairness in all forms of justice. Thus it is worthwhile for present organization to promote positive employee perception of fairness and ensure that they are treated fairly. On the other hand, this would make sure that OJ fosters OCB.

Based on proper study on organizational justice, organizational citizenship behaviour and normative commitment, from the findings in this work in line with the objectives we recommend that manufacturing firms operating within Jos should realize that human resource is the most valuable asset they can boast of. These recommendations should run across other organizations at large. Fairness in all forms is important for competitiveness and sustainability (Akram, Haider, & Feng, 2016). Employee Perception of fairness in the allocation of organizational resources and budgeting is considered and suggested to provide a sense of confidence in organizational policies regarding biasness and discrimination and these encourages them to support OCB. As improvement of OCB is vital in this competitive world, and determines employees' desire to voluntary effort. It is necessary for administrator to take appropriate action. Being concerned about the welfare of employees and show support, consideration and helpfulness; more attention paid to the process of income and reward distribution; fair and consistent process in employment, promotion and performance assessment should be developed; close relationship between superiors and subordinate should be fostered, with high quality of interpersonal interaction in workplace and employee elicit, extra role behaviour; free flow of information, effective communication is important to improve interactional justice. It is therefore a matter of importance that these firms turn away from those acts that are capable of distorting the perception of their productive employees while recognizing the significance of normative commitment in increasing organizational citizenship behaviour being that employee are motivated when they receive and enjoy value outside formal contract, this largely enhances organizational citizenship behaviour and ensure their normative commitment in the face of difficulty and by also building an internal environment that is friendly to employees especially in superior and subordinate relationship. This would assist in boosting OCB within firms. Managers are influential in invigorating OCB indicators in organizations. They should equip themselves with employees whose qualities support such indicators. Involving employees in day-to-day activities, encouraging stewardship in decision making procedures and treating them fairly to attract their trust, embrace more responsibilities and motivate their attitudes even beyond job related in work place and beyond. It is therefore necessary to ensure Organizational Justice practice in organization, creating positive and conducive working conditions, policies and procedures necessary for stimulating OCB while also communicating fair practices among the employee which in turn increases loyalty and confidence among employee to demonstrate these behaviours also based on value the organization has rendered to their lives as a good gesture (Fatimah, et al., 2011) improving Human Resource practices in the area of recruitment, training, compensation, promotion, increment, incentives etc

Although the study provided interesting insights however the study also identified its short comings. It is not a longitudinal study and was restricted to only 282 respondents in manufacturing firms in Jos-Nigeria only. The findings were provisional and cannot be generalized to other sectors i.e. external validity is low. Future researchers may also wish to develop their own set of questionnaires as the OJ, NC and OCB scale, Measures are self-report measures, The actual scale was not used, scales used in this study were adapted from a western setting, the questionnaire where self-structured and measured on 5 point Likert scale and covered the focused components to suit the meaning and purpose the question intended to measure and also test in other local and international contexts.

The relevance of variable in the study has been revealed. Future research can replicate the methodology adapted in the present study on other sectors. In further study, it can explore other influencing factors other than NC can be used to further strengthen the study such as Family Support, Superior's Support, Employee Moral, Employee Personality, Employee rewards and promotion, Employee Recognition, Employee Trust and Loyalty, Employee Cultural Intelligence, Corporate Reputation, Organizational Rewards System, Organizational Structure etc. and moderating or mediating effect of organizational climate etc. Future initiative can consider other individual dimensions of OJ, NC and OCB in their research. Also the development of other scientific and practical tools and techniques to implement the above findings can be a future initiative also using other tools in addition to questionnaire.

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International Journal of Marketing and Management Sciences Vol.4, No.2 August, 2024 ISSN 2536-605X

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