Organizational Citizenship Behaviour: The Role of Perceived Organizational Justice and Self-esteem.

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Abstract: *The study examined the role of self-esteem and organizational justice on organizational citizenship behaviour of civil servants in Ondo State, Nigeria. Three hundred and twelve participants (160 males and 152 females) between the age range of 20 and 60 years, with a mean age (39.48) and S.D. (8.98) responded to Self-esteem Scale, Perception of Organizational Justice Scale and Organizational Behaviour Scale. The result showed that both self-esteem and perception of organizational justice had significant relationships with organizational citizenship behaviour. The result also revealed that self-esteem and perception of organizational justice had significant independent influence on organizational citizenship behaviour, but had no significant joint influence.*
Keywords: *Self-esteem, perception of organizational justice, organizational citizenship behaviour.*

I. Introduction

In recent times, researchers seem to develop more interest in investigating behaviour that are somehow related to work performance, which are not necessarily stipulated among the duties expected to be performed by the individual employee. So, if such behaviour is exhibited, it may be rewarded by the organization, but if not exhibited, it will not be punished or individual may not be held accountable. One of such behaviour is organizational citizenship behaviour. Organizational citizenship behaviour can be defined as a discretionary behaviour exhibited by an individual which may not necessarily be part of terms of service an employee is expected to render in an organization, but, which promotes the overall status or good image of the organization (Zhong, Lam & Chen, 2009; Kelloway, Loughin, Barling, & Nault (2002). Johnson, Holladay, & Quinones (2009) submitted that OCB involves informal acts that support the environment where recognized important assignments of the organization, which are of great benefit to co-employees, supervisors and the organization itself are being performed. Employees manifesting OCB may move beyond the stipulated minimum requirement of their job descriptions by suggesting innovative ideas and better way of performing certain tasks, which may lead to better result and enhanced group efficiency.

Despite the fact that OCB is one of the expected behaviour that should be exhibited by employees for effective functioning of the organization (Katz & Kahn, (1966), it may not be too much to say not all the employees do exhibit this behaviour, may be because, they will not be rewarded formally by the organization or the way they are being treated by the organization. However, having employees who engage in OCB will likely enhance efficiency on the part of the manager and also promote the good image of the organization, thereby putting it on a good ground to compete with other organizations. The work of Farh, Podsakoff, & Organ (1990) on OCB in the Eastern world was targeted at leadership and task antecedents, which reported a positive relationship between leadership fairness and performance of OCB by the employee. Some studies carried out in the United States (e.g. Folger & Konovksy, 1989; Moorman, 1991) reported that OCB had a strong relationship with procedural and distributive justice, which implied that performance of OCB depends to a certain extent on the perception of fairness from the leader or the organization by the employees.

So, this study seeks to determine the relationship that exists between perceived organizational justice and OCB, also, self-esteem and OCB. Secondly, it also seeks to know whether the studies conducted in the Western world would be supported by the one conducted in Nigeria, since there is cultural difference as suggested by Farh, Earley, and Lin (1997) that there is variation in the concept of justice from culture to culture. OCB as a concept has seven dimensions, which are helping behaviour, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and self-development. Helping behaviour has been identified by almost all the researchers that had worked in that area (e.g. Borman & Motowidlo, 1993 & 1997; George & Brief, 1992; George & Jones, 1997; and Organ, 1988, 1990a & 1990b). Helping behaviour involves voluntary act of assisting others to prevent or solve work-related problems. Organ's (1988 & 1990) altruism, peace-making and cheerleading dimension, interpersonal helping (Graham, 1989), interpersonal facilitation (Van Scotter & Motowidlo, 1986) and the helping others construct by George & Brief (1992) and George & Jones (1997) portray the first part of the definition of helping behaviour. While Organ's (1988 & 1990b) notion

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of courtesy, which includes assisting other co-employees by taking steps to prevent problems that may likely evolve in their work, describes the second part of the definition.

Another dimension of OCB is sportsmanship. Organ (1990) described this as the ability and willingness to accept unavoidable inconveniences and imposition of work without giving complaints. Sportsmanship may not be limited to the definition given by Organ (1990) above. It may also include ability to abide by or share in other people's view or opinion, not always insisting on his own way of doing things at the expense of other people's opinion. MacKenzie, Podakoff & Fetter (1993) made use of this dimension with other forms of OCB, and discovered that it is different and has different antecedent .Herzberg, Mausner, & Snyderman (1959) two factor theory stated an employee, who finds challenge, excitement and satisfaction in his/her job tends to possess high level of tolerance toward a demanding supervisor, avoids complaints and ready to exercise commitment to the achievement of goals of the organization. Another dimension of OCB is organizational loyalty, which involves the ability to boost the good image of the organization and being loyal (Graham, 1990), advertising the good intentions and protecting the organization (Georg & Brief, 1992); George & James (1997), and the ability to endorse, align and defend the objectives of the organization (Borman & Motowidlo, 1993 & 1997) in any situation and at any time. Loyalty to one's organization may entail seeing the organization as one's personal property, which must be projected positively to the outside world, protected and defended in any situation and at any moment. Morman & Blakely (1995) had also discovered that this dimension was also unique among others, but Morman, Blakely & Niehoff (1998) did not confirm this. The next dimension of OCB is organizational compliance and this was called generalized compliance by Smith, Organ, & Near (1983), organizational obedience by Graham (1991), sticking to organizational rules and regulation (Borman & Motowidlo (1993) and part of job dedication construct by Van Scotter & Motowidlo (1996). Furthermore, compliance may have to do with the capacity to internalize and appropriate the rules and regulations of organization individual find him/herself and living to obey and abide by them without being coarse to do it. Such employee is being seeing and regarded by others as being exceptionally good. Flynn (2003), reported that employees who engage frequently in OCB attracts higher level of status from their colleagues in the workplace.

Individual initiative is another dimension of OCB, which may be considered as the capacity to go extra mile in performing a task above the minimum requirement or generally acceptable way of doing things in organization. In doing this, high level of creativity and innovation is required and it may even entail knowledge sharing with others. This corresponds with Organ (1988) conscientiousness construct, Graham's, Moorman & Blakely (1995) personal industry and individual initiative construct, constructive suggestions construct (George &Brief, 1992; George & Jones, 1997), zealously persisting to undertake any assignment construct (Borman & Motowidlo, 1993, 1997) being in charge construct (Morrison & Phelps, (1999) and job dedication construct (Van Scotter & Motowidlo, 1996). Individual employee may likely engage in this type of behaviour according to social exchange theory (Cropanzano & Mitchell, 2005), when a certain level of trust has been developed by the employee toward the organization as a result of the relationship that exists between the employee and the organization (Organ, 1988). Organ (1988), further submitted that employees are ready to engage in activities that are not required of them but seem to be of great benefit to the organization when they have a feeling of satisfaction with their jobs and perceive a level of fairness or justice in the treatment of the employees on the part of the organization.

Organizational justice (Greenberg, 1990) was used in describing the role that fairness play when it comes to the issue of organization or workplace. It deals with the perception of employees concerning fairness or justice on how they are being treated in their workplace (Moorman, 1991). Organizational justice according to Greenberg (1990) has three dimensions and they are: (a) distributive justice, (b) procedural justice and (c) interactional justice. Distributive justice deals with employee's perception of fairness in reward and compensation given by the organization in exchange for their input in the organization (Greenberg, 1990). According to equity theory (Adams, 1963), individuals are motivated by comparing their inputs (e.g. effort) with the outcomes (e.g. pay) relative to the same ratio of others. Procedural justice is the assessment given on the part of the employee in regards to fairness of methods and processes employed in making decisions that affect them (Ang, Van Dyne, Begley, 2003). While interactional justice (Bies & Moag, 1986), deals with the perception of the fairness and quality of interpersonal treatment received during the course of executing procedures in the organization (Lau, 2008). Perception of justice is an important factor that enhances the exhibition of OCB (Organ, 1988). When employees perceive fairness in the way the organization treat them, they tend to reciprocate this gesture by giving their best as a way to show their appreciation to the organization as emphasized by the social exchange theory (Cropanzano & Mitchell, 2005). Procedural justice has been found to be a strong predictor of organizational commitment (Folger & Konovsky, 1989; Korsgaard, Schweiger, & Sapienza, 1995; Schappe, 1998; Farh, Earley, & Lin, 1997; Skarlicki & Latham, 2006). Procedural justice has also been found as a predictor of the effort employee expends in performing a task (Konovsky & Cronpazano, 1991). It further predicted whether an employee will continue with a particular organization or not

(Schaubroeck, May, & Brown, 1994; Taylor, Tracy, Renard, Harrison, & Carroll, 1995), the internalization and compliance with organizational rules (Kim & Mauborgne, (1993) and the extent to which an employee engages in extra role activities on behalf of the organization (Konovsky & Pugh, 1994; Moorman, 1991; Skarlicki & Latham, 2006; Farh, et al, 1990; Schappe, 1998) When employees perceive justice in their workplace, it tends to stimulate in them the notion that they are being valued by the organization and this may enhance their self-esteem the more, which may turn out to enhance their commitment to the organization.

Self-esteem is the overall assessment of oneself in relation to the total value placed on such individual by himself (Bellou, Chrtiris & Bellou, 2005). Franzoi (2000) defined self-esteem as numerous evaluation of self as being good, bad or mediocre that an individual places on him/herself   Harter (1986) and Rosenberg (1986) reported that self-esteem was associated with depression, anxiety, motivation and general satisfaction with one's life. Rosenfeld, Giacalone, & Riordan (1995) impression management theory submitted that the primary human motive whether in or out of the organization is to avoid being assessed negatively. So, as much as possible, people with high self-esteem tend to avoid everything that could make the organization or their colleagues to evaluate them negatively and engaging in such behaviour, may likely earn such individual a good name from the organization which in turn enhances their self-esteem. One major factor that determines the level of self-esteem is the belief one has in his/her capacity to change his/her situation (Creed, Bloxsome, & Johnston, 2001). There is likelihood that individual with high self-esteem may want to exhibit behaviour that will boost or at least maintain his level of self-esteem, and so, such individual may not find it difficult to exhibit OCB. Carson, Lanford, & Roe (1997) identified three types of self-esteem, which includes global self-esteem, that is, individual's overall assessment of worth. The second type is role-based self-esteem, which is the type of worth earned as a result of one's job status and lastly, task-based self-esteem, which deals with the type of worth earned as a result of self-efficacy or belief in one's ability in performing certain task. Gardner & Pierce (2010) reported a positive relationship between organizational-based self-esteem and OCB indicating that those who perceived themselves to be valuable assets to their organization engage in behaviour that the organization values or appreciates. Korman (2002) submitted that people with high self-esteem are more prone to exhibit positive behaviour toward the organization and will be more engaged in activities that promotes the good image of the organization. Flynn (2003) reported that employees who engage more frequently in OCB earn higher level of social status from their workmates. So, this indicates that self-esteem is not earned from organization alone, but also from their workmates.

Hypotheses
1. Perception of organizational justice and self-esteem will have positive significant relationship with organizational citizenship behaviour.
2. Perception of organizational justice and self-esteem will have a significant positive independent and joint influence on performance of organizational citizenship behaviour.

II. Methods

Design: This study employed an expo facto research design, because there was no active manipulation of the independent variable. There were two independent variables which had two levels each. The two variables were organizational justice (justice and injustice) and self-esteem (high and low), while the dependent variable was organizational citizenship behaviour.

Participants: A total of 312 employees from Nigeria Civil Service, Ondo State participated in the study. They comprised of 160 males (51.3%) and 152 females (48.7%), with age ranged between 20 and 60 years (mean = 39.48years, S.D.= 8.98). Twenty-two (7.1%) had below School Certificate qualification, 37(11.9%) had Schl Cert, 71 (22.8%) had OND/NCE Certificates, 133 (42.6%) had HND/B.Sc degree, while 49 (15.7%) had postgraduate qualifications. Junior level employees were 74(23.7%), intermediate were 139(44.6%) and senior levels were 99 (31.7%). Participants years of working experience ranged between 1 and 30 years (mean= 12.58, S.D. = 7.90).

Instruments
Self-esteem Scale
The self-esteem scale is a 15-item, self-report Likert format type developed by Adanijo & Oyefeso (1986). The scale items were designed in 5point Likert type response format (strongly agree = 1 to strongly disagree = 5). The scale has a split-half reliability coefficient of 0.79. Babalola (2000) reported reliability coefficient of 0.58. Onakoya (2002), recorded a coefficient alpha of 0.71 and split half reliability coefficient of 0.74, while in this present study, a Cronbach alpha reliability of 0.81 was recorded. An individual whose score was above the mean was regarded as having high self-esteem, while an individual whose score is below the mean was considered as having low self-esteem.

Perceived Organizational Justice Scale

The items comprises of scales items from Coloquit, Conlon, Wesson, Portal & Ng's (2001), Price & Muller (1986) as well as Rupp & Cropanzano's (2002) scale of interpersonal, distributive and procedural injustice. The items were designed in 5point Likert type response format (Never = 1 to Always = 5). The overall fairness was measured by adding up the items of procedural, distributive and interactional justice. Price & Muller (1986) reported a Cronbach alpha of 0.89, and in this study, a reliability coefficient of 0.86 was found. Individual who scored high indicated perceived injustice, while individual who scored below the mean was considered to be experiencing perceived justice.

Organizational Citizenship Behaviour Checklist

This 20 items scale was developed by Fox & Spector (2011). The checklist measured OCB in two dimensions, OCB directed to co-workers and OCB directed to the organization. OCB-C was a 5point frequency scale ranging from 1=Never to 5= Every day. A total score was obtained by adding the scores of the responses across the items. Fox et al (In press) reported a coefficient alpha of .89 for OCB-C and .94 for a co-worker sample. But in this study, a Cronbach alpha reliability of 0.89 was obtained.

Procedure: A preliminary visitation was made to all the government ministries in Akure South Local Government of Ondo State to seek for permission from the Head of the Human Resource Department of these ministries. The ministries include finance, works, education, health and land & housing. The researcher took time to explain the purpose of the research to them and assured them of the confidentiality of their responses. The questionnaires were administered with the assistance of the human resource officers in all the five ministries. It took the researcher up to a month before the questionnaires could be retrieved from the participants from each of these ministries. A total number of 350 questionnaires were distributed; only 312 were duly completed and found usable making a response rate of 89.14%.

Data Analysis: Pearson product moment correlation statistics was used to analyse hypothesis 1 and 2*2 ANOVA was used to analyse hypothesis 2.

III. Results

Table 1: Showing the relationship between self-esteem, organizational justice and organizational citizenship behaviour.

Variables	Mean	S.D.	1	2	3	4	5	6	7	8
1.Age	39.48	8.98	1							
2.Gender			.075	1						
3.Job Status			.654**	.137*	1					
4.Acad Qualification			.494**	.046	.708**	1				
5.Year of service			.903**	.172**	.735**	.505**	1			
6.Self-esteem			.267**	.032	.232**	.219**	.289**	1		
7.Perceived Org. Justice			.214**	.053	.210**	.126*	.226*	.584**	1	
8.OCB			.087	.078	.001	-.030	.105	.455**	.567**	1

**correlation significant at 0.01 level (2-tailed)
 *correlation significant at 0.05 level (2-tailed)

Table 1 above indicated that a significant positive relationship existed between organizational justice and OCB [r (310) = 0.57, p < .01]**.** This means that increase in the perception of organizational justice leads to increase in performance of OCB. The table also revealed that a significant positive relationship also existed between self-esteem and OCB [r (310) = 0.46, p < .01]. This implied that higher self-esteem leads to increase in the exhibition of OCB.

To further confirm whether self-esteem and perceived organizational justice had significant independence and joint influence or not, a 2*2 ANOVA was employed.

Table 2: Showing the independent and joint influence of self-esteem and perceived organizational justice on OCB.

Source	Ss	df	Ms	F	p
Self-esteem	911.614	1	911.614	5.343	< .05
Perceived Org. Justice	10083.006	1	10083.006	59.095	< .01
Self-esteem & Perceived Org. Justice	188.599	1	188.599	1.105	> .05
Error	52552.364	308	170.625		
Total	68840.971	311			

Table 2 above revealed that perceived organizational justice had a significant independent influence on OCB [F (1/308) = 59.10, p < .01), which confirmed hypothesis 2. Also, a significant independent influence was also found between self-esteem and OCB [F (1/308) = 5.34, p < .05], which also confirmed hypothesis 2. But there was no joint significant influence of these two independent variables on OCB [F (1/308) = .1.11, p > .05]. This did not confirm the joint influence of the two on OCB.

IV.   Discussion
The aim of this study was to determine the relationship between perceived organizational justice, self-esteem and organizational citizenship behaviour. Also, to investigate whether there was a significant independent and joint influence of perceived organizational justice and self-esteem on organizational citizenship behaviour.

Hypothesis 1, which stated that a significant relationship would exist between perceived organizational justice and OCB was confirmed. This supported the works of Konovsky & Pugh, (1994); Moorman, (1991); Skarlicki & Latham, (2006); Farh, et al, (1990) and Schappe, (1998), who reported that perceived organizational justice, determines the extent to which an employee engages in extra activities on behalf of the organization. Some authors (e.g. Folger & Konovsky, 1989; Korsgaard, et al, 1995), had found out that procedural justice was a strong predictor of organizational commitment, which implies that when an employee is committed to an organization, there is tendency for such to engage in OCB more than another employee who is not committed. So, the result from this study still supported these authors. This study also supported the social exchange theory (Cropanzano & Mitchell, 2005), which submitted that when employees perceive fairness in the way they are being treated by the organization, they tend to show their appreciation to their organization by contributing their best, which may even involve going extra mile for the organization, which may be termed the performance of OCB. This study further confirmed the submission of Organ, 1988), that perception of justice is an important factor that enhances the exhibition of OCB.

The second part of hypothesis 1, which dealt with the relationship between self-esteem and performance of OCB supported the work of Gardner & Pierce (2010), who reported a positive relationship between organizational-based self-esteem and OCB indicating that those who perceived themselves to be valuable assets to their organization engage in behaviour that the organization values or appreciates, which was still in line with the argument of Rosenfeld, Giacalone, & Riordan (1995) impression management theory, that the primary human motive whether in or out of the organization is to avoid being assessed negatively. It also supported the submission by Korman (2002), that people with high self-esteem are more prone to exhibit positive behaviour toward the organization and will be more engaged in activities that promote the good image of the organization. This study further supported the study by Flynn (2003), who reported that employees who engage more frequently in OCB earn higher level of social status from their workmates.

The second hypothesis which emphasizes the independent influence of perceived organizational justice on performance of OCB was confirmed by the result of the analysis in Table 2. The result supported Konovsky & Pugh, (1994); Moorman, (1991); Skarlicki & Latham, (2006), Farh, et al, (1990) and Schappe, (1998), who reported that perceived organizational justice, determines the extent to which an employee engages in extra activities on behalf of the organization. This confirmed the study by Farh et al (1990) that employees' performance of OCB was a response to their perception of justice as exhibited by their leaders or the organization. So, when employees perceive that they are not fairly treated, they tend to ignore the aspect of OCB and just perform their normal routine as stipulated in the manual of such organization. This was contrary to the traditional collectivistic culture exhibited by the Chinese (Farh et al, 1997), where employees' perception of justice had no relationship with OCB, this implied that, whether employees perceived fairness in the dealings of the leader or the organization or not, it is still expected of them to exhibit OCB. The other part of the second hypothesis that concerns the aspect of influence of self-esteem on OCB was also confirmed by the result of the analysis in table 2. This study still supported the work of Gardner & Pierce (2010), who reported a positive relationship between organizational-based self-esteem and OCB. This indicates that when employees perceived that they are being valued by the leader or the organization, they exhibit more OCB than when they perceive that they are not being valued. This study further corroborated the study by Korman (2002), that people with high self-esteem are more predispose to exhibit positive behaviour toward the organization and will be more engaged in activities that promote the good image of the organization.

The third part of hypothesis that investigated the joint influence of perceived organizational justice and self-esteem on OCB was not confirmed by the result of the analysis in table 2. This implies that despite the fact that the two independent variables had independent influence on OCB, both did not have joint influence. This may be due to the fact that the two concepts were somehow not related. While self-esteem deals with one's overall assessment of his/her worth, perceived organizational justice concerns itself about how individual judges the organizational dealings with him/her compare with other employees and this may bring variation in their degree of influence on OCB, which was not determined in this study.

V.   Conclusion

The findings from this study have revealed that perceived organizational justice had a significant relationship with and significant influence on OCB. This implied that perceived organizational justice was a strong factor in determining whether an employee would exhibit OCB in a particular organization or not. There is tendency for a particular employee not to exhibit OCB in a particular organization, if he/she perceives that the leader or the organization is not fair in dealing with him/her, but the same employee may exhibit OCB where he perceives fairness in another organization if he/she eventually leaves the former organization. So, leaders and organizations should endeavour to look for ways to practice fairness as far as the issue of employees is concerned. Their goals should not be limited to profit making in the organization alone, but consider the aspect of the employees when making decisions in the organization. It also revealed that self-esteem had a significant relationship with and significant influence on OCB. This indicated that self-esteem was a strong factor in enhancing the exhibition of OCB. This means that individual employee should work on their personality as far as the issue of self-esteem is concerned, knowing fully well from this study and other previous studies that higher self-esteem leads to increase in exhibition of OCB .The results further revealed that perceived organizational justice and self-esteem had no significant joint influence on OCB. This implied that the two construct had different degree of influence on OCB and may not be related as far as the issue of OCB is concerned.

Theoretically, perceived organization justice and OCB is a sort of confirmation to social exchange theory (Cropanzano & Mitchell, 2005), which believes that there is give and take of benefits between the employee and the organization. So, employee who perceives fairness would be eager to give something back to say thank you to the organization. Also, the relationship between self-esteem and OCB serves as establishment of impression management theory (Rosenfeld et al, 1995), which submitted that individual engage behaviour that controls the impression formed by others about him/her. So, employee with high self-esteem would engage in behaviour that maintains or promotes his/her good image.

VI.   Limitation

This study was conducted using only public civil servant, which serves as a constraint in generalizing the findings in this study. So, other researchers should involve private employees as well. Also, the research was conducted in Ondo state, which is one of the Yoruba speaking states in South-West of Nigeria, in which the findings may not be applicable to other tribes in Nigeria. Furthermore, there was no opportunity to justify whether a particular employee could exhibit OCB in an organization, but failed to do the same in another organization due to perception of organizational justice. So, researcher should make every effort in consecutive studies to investigate into this.

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