

Assessing the Effect of Demographic Variables on Organizational Citizenship Behavior & Organizational Justice

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Abstract:

The concept of employees' Organizational Citizenship Behavior (OCB) and Organizational Justice (OJ) have been broadly discussed in the current literature in different fields. However, the instrumental role of biographical variables such as gender and age concerning their effect on the employees' OCB and OJ have been less explored. This study evaluates the effect of these biographical variables on OCB and OJ in the context of Higher Education Institutions (HEIs) of Pakistan. Data were collected from 1019 employees through survey method from the employees working in HEIs of Khyber Pakhtunkhwa, Pakistan. Regression method and ANNOVA were used to analyze the collected data. Findings of the study revealed a significant positive effect of age and gender on the employees' OCB and OJ in academic settings at HEIs. It is recommended that management and policy makers should take these variables into account while making policies and implementing them in the higher education setting. It is further suggested that results of this study should be replicated in other contexts for getting more reliable and valid results.

Introduction

Organizational Citizenship Behavior (OCB) is a discretionary behavior of employees which contributes to effective functioning of the organizations. It is one of the most important variables in organizational context and previous research findings revealed its influential role in organizational performance and employees' well-beings (Zhang & Agarwal, 2009). An Organization's performance depends upon the quality of human resources. Variables such as OCB and OJ safeguards the employment of employees especially in situation where downsizing is being made on account of economic recession (Phillip M Podsakoff, MacKenzie & Organ, 2006) as those employees are retained whose level of OCB remained high. Altruism and courtesy are the two levels of OCB through which a meaningful, supportive, and friendly working environment is created and organizational productivity is enhanced (Phillip M Podsakoff et al., 2006). In addition, conscientiousness and civic-virtue of employees develops social capital; a sense of organizational belongings

among employees; strengthens institutional life. Employees who display OCB at their workplace assist their colleagues having heavy workloads regardless of accomplishing their own assigned tasks. Such behavior of employees develops a friendly working environment which in turn develops a sense of belonging with the organization (Sepeng, 2016 #794}.

Podsakoff (2006) argued that employees who display high levels of OCB at their workplace are more likely to get better performance rewards in the form of incentives, bonuses, and/or certificates of appreciation from their employers. Such non-monetary rewards like letters of appreciation push them upwards in their career path in the form of promotion and award of higher scale/grade. The employees displaying high levels of OCB keep them engaged in organization progress and avoid complaining about trivial matters. A study concerning the predictors of OCB needs to be conducted so as to safeguard and improve the culture of

citizenship at the organizations (Chen, Wu, Chang, Lin, Kung, Weng & Lee, 2015). Based on research findings for the last four decades, some studies have indicated that biographical variables have significant impact on workplace environment and resultantly promote the overall organization's performance. These factors have positive spreading effects on wellbeing of employees and organization (Zhang, 2009; Sepeng, 2016). In the context of direct effect of OCB and OJ on the employees themselves, research findings showed that leaders and immediate supervisors give high ratings to those subordinates who display more OCB at their workplace and thus they receive greater opportunities of better careers (N. P. Podsakoff, Whiting, Podsakoff, & Blume, 2009). Both gender and age may affect the level of OCB in an organizational set up. Individuals' age is one of the most widely researched variables in organizational context. With regard to working behavior, it has a significant impact on OCB on the ground that younger employees view the organizational assignments differently than the older employees (Wagner & Rush, 2000). Gender is an important element that has close relationship with OCB. Scholars have stated that demographic features have significant effect on the OCB (Khan, Abbas, Gul, & Raja, 2015). Today's organizations are more conscientious about the norms of their organization and always working and thinking for the wellbeing of their organization. Along with that OCB, work environment is another essential factor that influences the performance of employees (Park, 2018; Bolino, Klotz, Turnley, Harvey, 2013).

Organizational Citizenship Behavior

The concept of OCB was initially introduced by Chester Barnard in 1930 and later in 1938 he termed it "extra-role behavior". This term attracted attention of scholars and

introduced the term "citizenship" for the workers who represent extra-role behavior in their respective workplace (Katz, 1964). Leaders give regards to such working behavior of their subordinates on account of its contribution towards effective functioning of organizations (Bratu, 2015). Smith, Organ, & Near (1983) bifurcated such working behaviors of employees into two classes i.e. general compliance and altruism. Bateman & Organ (1983) redefined the term "extra-role behavior" as a "spontaneous and innovative" behavior and identified "in-role behavior" as technical performance required by the job which is acceptable to management.

Organizations may enforce employees for certain output which might require the job beyond the prescribed limit and in turn the organization acknowledges such extra-role behavior (Bolino, Hsiung, Harvey & LePine, 2015). According to Organ (Organ, 1988), OCB is the work related behavior of employees that goes beyond the prescribed job description regardless of obtaining any formal reward. However, such working behavior of employees contributes towards effective functioning of organizations. OCB contributes to the survival of organizations in efficient manners besides promoting the welfare of co-workers and work group (Organ, 1988). Research findings revealed that OCB plays a crucial role in effectively running the organizational affairs that further ensures quality productivity in overall organizational performance (Hunt & Morgan, 1994). In view of such a beneficial behavior, researchers identified various factors: job satisfaction; age; tenure; motivation; most importantly, leadership styles that have deep impact on OCB (Bateman & Organ, 1983; Morgan & Organ, 1998; Morgan, 1993;). In view of having close relationship of leadership style with the employees' working behavior, the researchers further unpacked the OCB and

introduced its construct comprising five levels: altruism; conscientiousness; sportsmanship; courtesy; civic-virtue (Organ, 1988).

Organizational Justice

Organizational justice in terms of fair treatment with employees has a significant effect on their working behavior at the workplace (Fournier, 2008; Sparrow & Practice, 2005; Kandlousi, Ali, Abdollahi, Management, 2010; Chan & Lai, 2017). Through fair decision allocations, the managers might be able to obtain optimum employee expectations of performance outcomes as well as organizational commitment and employees' attachments with their organizations may be improved when they feel and observe appropriate decision-making criteria. Wish for fair treatment is a universal human value and plays a very significant role in daily routine matters i.e. even an unfavorable decision is accepted to an individual provided its procedure is based on fair and unbiased trial. Research findings indicate that OJ has significant effect on employees' working behavior like trust, OCB, collective esteem and withdrawal (Greenberg & Colquitt, 2013; Srivastava & Management, 2015). While injustice creates negative reaction like psychological distress; absenteeism; withdrawal behavior (Alkhadher, Gadelrab, & Assessment, 2016; Elovainio, Hepo-niemi, Sinervo, & Magnavita, 2010); justice remained focus of researchers since 1980's and they introduced its multiple dimensions.

Theoretical concept of justice expanded and its dimensionality expanded to two-factors (Sweeney, McFarlin, & processes, 1993); three-factors (Barling & Phillips, 1993); 4-factors (Colquitt, 2001); 6-factors (Nabatchi, Blomgren Bingham, Good, 2007). According to Chan & Lai (2017), there are three well known distinct dimensions of OJ: procedural, distributive,

and interactional (Cohen-Charash, Spector, & processes, 2001; Niehoff & Moorman, 1993). The third dimension i.e. the interactional justice has been categorized into two different dimensions: informational justice and interpersonal justice (Colquitt, 2001; Chan & Lai, 2017). Colquitt (2001) presented four dimensions of OJ while Moorman, Blakely, Niehoff (1998), regarded it in terms of three dimensions (Van Dyne, Graham, Dienesch, 1994). Both theories consist of two common dimensions and processes, (Alexander & Ruderman, 1987; Folger & Cropanzano, 1998; Folger Cropanzano, 1998; Sweeney, McFarlin, 1993). Interactional justice stated by Moorman is comprised of two distinct dimensions and Psychology in views of Colquitt (Cheung & Law, 2008; Colquitt, Greenberg, & Zapata-Phelan, 2005; J. Greenberg & Colquitt, 2013; Greenberg, 1990).

Baran, Shanock, Miller, (2012) found that Moorman's three factor measure might dominate Colquitt's four factor instrument in certain situation. However most of the research studies took into account the four dimensions of OJ (procedural, distributive, interpersonal, and informational) as both interpersonal and informational justices have their own context with regard to the leaders and organization respectively. Employees' working behaviors like OCB and performance depend upon many factors including one of them is the Organizational Justice which they face at their workplace (Anderson, Berger, Zelditch Jr, Cohen, 1969; Chan & Lai, 2017). Fournier (2008) examined the relationship of interactional justice with OCB and Communication Satisfaction in a university context while influence of other dimensions of OJ (i.e. procedural, distributive) on same and other related variables were investigated by Chan and Lai (2017). Results of the aforementioned research studies explored significant relationship of the three dimensions of

OJ (distributive, procedural, and interactional justice) with the OCB.

The prominent equity theory (Adams & Freedman, 1976) assumes that individuals' working behaviors change in response to equity or inequity in order to resolve the resultant stress. Employees having positive perception of fairness from organizations willingly demonstrate more OCB (Chan & Lai, 2017; Wong, Ngo, & Wong, 2006). On the other hand, employees experiencing inequity usually withdraw their extra-role behaviors and restrict their contribution to the extent of prescribed obligations (Fassina, Jones, Uggerslev, Psychology, & Behavior, 2008; Chan & Lai, 2017). Cohen-Charash *et al.* (2001) argued that OCB is predicted by distributive and procedural justice (Alotai-bi, 2001); the interpersonal fair treatment by supervisors enhances OCB of their followers (Colquitt, Greenberg, & Zapata-Phelan, 2005; Greenberg & Colquitt, 2013; Karriker & Williams, 2009; Chan & Lai, 2017). Hence, justice is positively correlated with extra-role behavior of employees and such working behaviors at a workplace promotes the functioning of organizations in effective manner (Organ, 1988). Previous research has revealed that all types of justice perception are positively associated with a wide range of variables like gender, qualification, age and job status (Cohen-Charash, Spector, & processes, 2001), organizational attitude including organizational commitment, experience (Colquitt, 2001) and job satisfaction (Greenberg & Cropanzano, 1993) that in turn have positive and significant effect on organizational outcomes. Researchers and practitioners are, therefore, continuously focusing on gender role, human behavior and their feelings at workplace. Employees expect that their employers before making any decision should provide opportunity of giving their input irrespective of gender and job status (Alexander & Ruderman, 1987).

Besides this, the employees also expect that their employers are rewarded in fair manner irrespective of age, gender, qualifications and experience (Jahangir, Akbar, & Haq, 2004; Morrison & Phelps, 1999; Pond III, Nacoste, Mohr, & Rodriguez, 1997; Tepper, Lockhart, & Hoobler, 2001; Van Dyne, Ellis, & perspectives, 2004). To sum up, it is concluded that demographic variables play a key role related to OCB and OJ in Higher Education organizational context. However, little is known in the context of higher education settings of Pakistan. This study investigated the effect of important variables such as age and gender on OCB and OJ in higher education settings of Pakistan.

Research Objectives

Following were the main objectives of this study:

- 1) To investigate the effect of age on OCB and OJ in the context of Higher Education Institutions of Pakistan.
- 2) To determine the effect of gender on OCB and OJ in the context of Higher Education Institutions of Pakistan.

Method

Design

This study investigated the effect of age and gender on AL and OCB in HEIs of Khyber Pakhtunkhwa, Pakistan. A survey (Roncesvalles & Sevilla, 2015) was used in this research study for data collection. A survey approach allows the researcher to obtain direct information from the participants (Brink, 2006). Survey method helps in collecting data from the participants relatively in less time and covered more participants. Besides this, a survey is less expensive, time saving and easier to administer (Gay, Mills, & Airasian, 2009; Krejcie, Morgan, & measurement, 1970).

Sample

The following universities across the province of Khyber Pakhtunkhwa from all of the seven (07) administrative divisions were selected for this study as shown in Table 1.

The first stratum consisted of leaders such as Deans, Directors/Chairpersons, Principals, Head of Administrative Section or equivalent. The second stratum consisted of followers such as Professors, Associate Professors, Assistant Professors and Lecturers and non-teaching staff bearing BPS-17 & above or equivalent as indicated in Table 2.

Table 1: Universities Selected for data collection

| S.No | University | Location | |
|------|---|------------|----------|
| | | District | Division |
| 1 | University of Peshawar | Peshawar | Peshawar |
| 2 | Gomal University, DI Khan | D.I Khan | D.I Khan |
| 3 | University of Malakand | Lower Dir | Malakand |
| 4 | Kohat University of Science and Technology | Kohat | Kohat |
| 5 | University of Science and Technology, Bannu | Bannu | Bannu |
| 6 | Abasyn University Peshawar | Peshawar | Peshawar |
| 7 | Abdul Wali Khan University | Mardan | Mardan |
| 8 | Shaheed Benazir Bhutto Women University, Peshawar | Peshawar | Peshawar |
| 9 | Abbottabad University of Science and Technology | Abbottabad | Hazara |

Table 2: Target population and Selected samples 4

| S.No | Name of University | Administrative staff | | Academic Staff | | Total |
|-------|---|----------------------|--------|----------------|--------|-------|
| | | Total | Sample | Total | Sample | |
| 1 | University of Malakand, Chakdara Dir (Lower): | 40 | 36 | 199 | 132 | 168 |
| 2 | Abbottabad University of Science and Technology, Havelian | 15 | 14 | 70 | 59 | 73 |
| 3 | AbdulWali Khan University Mardan | 41 | 36 | 307 | 169 | 205 |
| 4 | University of Peshawar | 69 | 59 | 481 | 214 | 273 |
| 5 | Shaheed Benazir Bhutto Women University, Peshawar | 34 | 32 | 171 | 118 | 150 |
| 6 | Kohat University of Science and Technology (KUST): | 25 | 24 | 176 | 118 | 142 |
| 7 | University of Science and Technology Bannu | 27 | 24 | 149 | 108 | 132 |
| 8 | Gomal University, D.I Khan | 45 | 40 | 255 | 148 | 188 |
| 9 | Abasyn University Peshawar | 15 | 14 | 125 | 92 | 106 |
| Total | | 311 | 279 | 1933 | 1158 | 1437 |

The participants were sampled based on convenience sampling technique. Convenience sampling technique is a non-probability sampling technique that meet certain criteria like easy accessibility, geographical proximity, availability at given time and/or the willingness to participate are included for the purpose of the study (Dörnyei, 2007; Etikan, Musa, Alkassim, & Statistics, 2016).

Data Collection

To collect data, validated questionnaires were used. The questionnaires consisted of Organizational Citizenship Behavior Scale (Philip M Podsakoff, MacKenzie, Moorman, & Fetter, 1990) and Organizational Justice Scale. The questionnaires were administered to 1,437 (279 leaders and 1,158 followers). The questionnaires were piloted before major data collection. Cronbach's alpha was calculated to determine reliability of the scales which were found above .70 having a strong alpha evidence for scale reliability (Hinkin, 1995). The questionnaires also consisted a biographical section pertaining to personal information of the participants like age, gender, position were incorporated. With regard to age distribution of the respondents, it is evident that 27% (n=275) participants were of less than 30 years age; 39.7% (n=405) ; ages 31-35 years; 21.4% (n=218) ages 36-40 years; 7.9% (n=80) ages 41-45 years; 2.6% (n=27) ages 46-50 years; 0.9% (n=9) ages 51-55 years; 0.5% (n=5) upper age limit of 56-60 years. No one, beyond the age of attaining 60 years, can be retained in service as per Government policy as shown in Table 3.

Table 3: Age Distribution (n=1019)

| Age of Respondents (in Years) | n | Percent |
|-------------------------------|------|---------|
| Less than 30 | 275 | 27.0 |
| 31-35 | 405 | 39.7 |
| 36-40 | 218 | 21.4 |
| 41-45 | 80 | 7.9 |
| 46-50 | 27 | 2.6 |
| 51-55 | 9 | .9 |
| 56-60 | 5 | .5 |
| Total | 1019 | 100.0 |

Related to gender, of the total 1,019 respondents, majority of them 78.6% (n=801) were male while 21.4% (n=218) were female indicating that employment in higher education institutions is male dominated in spite fact that the Government provides equal opportunities in employment to both male and female as shown in Table 4.

Table 4: Gender (n=1019)

| Gender of the Respondents | n | Percent |
|---------------------------|------|---------|
| Male | 801 | 78.6 |
| Female | 218 | 21.4 |
| Total | 1019 | 100.0 |

In order to get insight about the effect of demographic variables on OCB in Higher Education Institutions of Pakistan, one-way Analysis of Variance (ANNOVA) was carried out. Results of this analysis showed that age and gender are predictors of OCB.

Results

Effect of Age on OCB & OI

Table 5 indicates no major difference in the means of Altruism ($F=.940$, $p=.465$), Conscientiousness, ($F=1.657$, $p=.128$) and Civic-Virtue ($F=.1.590$, $p=.147$) among the followers based on their age group while

there is a highly meaningful difference in the mean of Sportsmanship ($F=2.939$, $p=.008$) and significant difference in the mean of Courtesy ($F=2.839$, $p=.01$) based on the age group of the participants. It means that it does not cause any variance in these three dimensions of OCB. However, age group of the employees may cause variance in the rest of the two dimensions of OCB (Sportsmanship and Courtesy). Further, results indicate no meaningful difference in the means of the employees' perception about PJ ($F=.393$, $p>.1$), IPJ ($F=.537$, $p>.1$), and IFJ ($F=.690$, $p>.1$) among them based on their age group. However, there is significant difference in the mean of DJ (2.341, $p<.05$) based on the age group of the participants.

Effect of Gender on OCB and OJ

Table 6 indicate that there is no significant difference in all the five levels (except Sportsmanship) of OCB (Altruism ($F=.219$, $p>.1$), Conscientiousness, ($F=.001$, $p>.1$), Courtesy ($F=.021$, $p>.1$), and Civic-Virtue ($F=.306$, $p>.1$) among the followers based on their gender while there was a slight significant difference in the mean of Sportsmanship ($F=3.526$, $p=.05$) based on the gender of the participants. From which it may be inferred that gender as control variable is not a significant predictor concerning to cause variance in all the four levels of OCB. However, gender of the employees may cause variance Sportsmanship (third level of the OCB).

Table 5: Effect of Age on OCB

| Name of Dimension | | Sum of Square | df | Mean Square | F | Sig. |
|-------------------|----------------|---------------|------|-------------|-------|------|
| Altruism | Between Groups | 7.758 | 6 | 1.293 | .940 | .465 |
| | Within Groups | 1387.840 | 1009 | 1.375 | | |
| | Total | 1395.598 | 1015 | | | |
| Conscientiousness | Between Groups | 11.066 | 6 | 1.844 | 1.657 | .128 |
| | Within Groups | 1124.141 | 1010 | 1.113 | | |
| | Total | 1135.207 | 1016 | | | |
| Sportsmanship | Between Groups | 50.146 | 6 | 8.358 | 2.939 | .008 |
| | Within Groups | 2878.022 | 1012 | 2.844 | | |
| | Total | 2928.168 | 1018 | | | |
| Courtesy | Between Groups | 18.056 | 6 | 3.009 | 2.839 | .010 |
| | Within Groups | 1072.617 | 1012 | 1.060 | | |
| | Total | 1090.673 | 1018 | | | |
| Civic-virtue | Between Groups | 19.262 | 6 | 3.210 | 1.590 | .147 |
| | Within Groups | 2043.356 | 1012 | 2.019 | | |
| | Total | 2062.619 | 1018 | | | |
| PJ | Between Groups | 2.112 | 6 | .352 | .393 | .884 |
| | Within Groups | 904.824 | 1011 | .895 | | |
| | Total | 906.936 | 1017 | | | |
| DJ | Between Groups | 14.835 | 6 | 2.472 | 2.341 | .030 |
| | Within Groups | 1068.832 | 1012 | 1.056 | | |
| | Total | 1083.666 | 1018 | | | |

| | | | | | | |
|-----|----------------|----------|------|-------|------|------|
| IPJ | Between Groups | 3.571 | 6 | .595 | .537 | .780 |
| | Within Groups | 1121.011 | 1012 | 1.108 | | |
| | Total | 1124.582 | 1018 | | | |
| IFJ | Between Groups | 4.231 | 6 | .705 | .690 | .658 |
| | Within Groups | 1033.801 | 1012 | 1.022 | | |
| | Total | 1038.032 | 1018 | | | |

Table 6 indicates that there were no meaningful difference in the means of the employees' perception about PJ ($F=.163$, $p=.687$), and IFJ ($F= 2.651$, $p=.104$) among them based on their gender group. However,

highly significant differences were found in the mean of DJ (6.100 , $p=.014$), and IPJ ($F=5.689$, $p=.017$) based on the gender of the participants.

Table 6: Effect of Gender on OCB and OJ

| Name of Dimension | | Sum of Square | df | Mean Square | F | Sig. |
|-------------------|----------------|---------------|------|-------------|-------|------|
| Altruism | Between Groups | .301 | 1 | .301 | .219 | .640 |
| | Within Groups | 1395.297 | 1014 | 1.376 | | |
| | Total | 1395.598 | 1015 | | | |
| Conscientiousness | Between Groups | .001 | 1 | .001 | .001 | .979 |
| | Within Groups | 1135.206 | 1015 | 1.118 | | |
| | Total | 1135.207 | 1016 | | | |
| Sportsmanship | Between Groups | 10.118 | 1 | 10.118 | 3.526 | .051 |
| | Within Groups | 2918.050 | 1017 | 2.869 | | |
| | Total | 2928.168 | 1018 | | | |
| Courtesy | Between Groups | .022 | 1 | .022 | .021 | .885 |
| | Within Groups | 1090.651 | 1017 | 1.072 | | |
| | Total | 1090.673 | 1018 | | | |
| Civic-virtue | Between Groups | .621 | 1 | .621 | .306 | .580 |
| | Within Groups | 2061.998 | 1017 | 2.028 | | |
| | Total | 2062.619 | 1018 | | | |
| PJ | Between Groups | .145 | 1 | .145 | .163 | .687 |
| | Within Groups | 906.791 | 1016 | .893 | | |
| | Total | 906.936 | 1017 | | | |

| | | | | | | |
|-----|----------------|----------|------|-------|-------|------|
| DJ | Between Groups | 6.461 | 1 | 6.461 | 6.100 | .014 |
| | Within Groups | 1077.205 | 1017 | 1.059 | | |
| | Total | 1083.666 | 1018 | | | |
| IPJ | Between Groups | 6.256 | 1 | 6.256 | 5.689 | .017 |
| | Within Groups | 1118.326 | 1017 | 1.100 | | |
| | Total | 1124.582 | 1018 | | | |
| IFJ | Between Groups | 2.699 | 1 | 2.699 | 2.651 | .104 |
| | Within Groups | 1035.333 | 1017 | 1.018 | | |
| | Total | 1038.032 | 1018 | | | |

Discussion

This study aimed to investigate relationship of two demographic variables: age and gender with the five levels of OCB as well as on the four dimensions of OJ in academic settings at HEIs of Khyber Pakhtunkhwa, Pakistan. The findings of this research are beneficial to researchers, policy-makers, institutions, practitioners and management sciences. Findings of this research study explored the effect of demographic variables like gender and age on OCB and OJ and verified the previous research findings (Podsakoff, MacKenzie, & Organ, 2006) and (Jahangir et al., 2004; Morrison & Phelps, 1999; Pond III et al., 1997; Tepper et al., 2001; Van Dyne et al., 2004) concerning its positive impact on organization's performance. Conclusions of this research study provided insights about the relationship of age and gender with OCB in the context of Higher Education Institutions (HEI) of Khyber Pakhtunkhwa, Pakistan. This was a pioneering study in academic settings at HEIs in Pakistani context and would contribute to the literature of human resource management as well as to the literature of OJ. These findings may be useful for researchers, practitioners, and managers of HEIs. The results of this study provide new knowledge to policy makers of HEIs to know better implementation of the rules

and regulations related to the four pillars of OJ. Based on the findings of this study, it is argued that practitioners need to implement and act upon the four dimensions of OJ while processing the cases of employees. Organizations in general and HEIs in particular may promote justice-based working environments to enhance OCB of the employees for better performance.

Findings concerning the significance of demographical variables: age, gender, with OCB and OJ in this research study were derived from the data of Higher Education Institutions of Khyber Pakhtunkhwa, Pakistan. Such study may be conducted on other organizations of the country to broaden the scope of the present research findings. It is worthwhile to mention that data for the current research study were collected from the employees of grade 17 and above only due to time constraints. In the future, the remaining portion of employees (grade 16 and below) from the HEIs may be included to cover the entire population of the respective institutions through appropriate methods of sampling. In addition, other behavioral and organizational variables are included in the same context in future studies to explore their link with the AL.

Future Direction

Data for this research study were collected from the participants of different universities of Khyber Pakhtunkhwa, Pakistan. Since each university has its own academic and administrative structure, therefore, findings of this research study cannot be generalized to other universities of Pakistan. It is, therefore, recommended that future research may be conducted on other universities of the country to examine the relationship of demographic variables: age and gender with OCB and OJ to validate the existing research findings. Last but not least, this study used quantitative measures for data collection in which the respondents were restricted in responding to the given statements only and they did not have an option for alteration. It is recommended that future study may utilize qualitative measures.

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