

Role of Procedural Justice and Organizational Trust on Organizational Citizenship Behavior among IT Employees

Navin Kumar Koodamara¹, Manjushree U Rao², Santhosh Prabhu³, Suraj Francis Noronha⁴,
Raveendra Rao⁵

1. Assistant Professor-Selection Grade, Manipal Institute of Management (MIM), Manipal Academy of Higher Education (MAHE), Manipal, Karnataka, India – 576104
2. HR Business Coordinator, TechMahindra, Hyderabad
3. Assistant Professor at SDM Law College, Centre for PG Studies & Research in Law, Mangalore.
4. Assistant Professor-Senior Grade, Manipal Institute of Management (MIM), Manipal Academy of Higher Education (MAHE), Manipal, Karnataka, India – 576104
5. Assistant Professor-Selection Grade, Manipal Institute of Management (MIM), Manipal Academy of Higher Education (MAHE), Manipal, Karnataka, India – 576104
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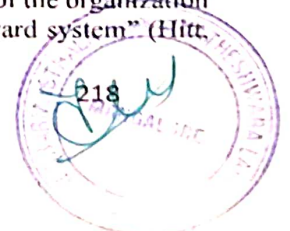
ABSTRACT

The purpose of this research is to find the influence of Procedural Justice (PJ) and Organizational Trust (OT) on Organizational Citizenship behaviour (OCB). The organizational citizenship behaviour has three sub-components such as Helping Behavior (HB), Sportsmanship and Civic Virtue (CV). Procedural justice is considered as a mode to gain the trust between the organization and the employees by stepping towards the approaches that help to build and maintain trust. From the literature, it is inferred that both sales representatives and sales managers the cooperation among organizational trust, Procedural Justice and Organizational Citizenship Behavior is highly related. In the present study, there are a total 185 respondents from the various retail sector and the researcher mainly focused on to find out the relationship between Procedural Justice, Trust and Organizational Citizenship Behavior of Sales managers of the various retail sector. From the regression test it can be inferred that there is a high correlation between Procedural justices and Organizational Citizenship Behavior, and between the Organizational trust and Organizational Citizenship Behavior. Also, Regression test was done to check the relationship of procedural justice and organizational trust with the three elements of the organizational Citizenship behaviour individually. The result obtained from the regression test explains that there is a high correlation between the Procedural justice and helping behaviour, moderate correlation between the Procedural justice and sportsmanship and finally, good correlation between the Procedural justice and Civic virtue. Also, from the test, it is inferred that there is a good correlation between the Trust and helping behaviour, moderate correlation between the Trust and sportsmanship and a good correlation between the Trust and Civic virtue.

Keywords: Civic Virtue; Helping Behavior; Organizational Citizenship Behavior; Organizational Trust; Procedural Justice; Sportsmanship.

Introduction

The high-performance organization is what the world is looking for right now. It not only helps the organization to achieve its performance goals but also increases job satisfaction among the employees. Also, it appreciates the high quality and success of the employees. To achieve all these and to become a high-performance organization, the industry needs to develop the Organization Citizenship Behavior (Min-Huei). Organization Citizenship Behavior is defined as the attitude of employees which allow them to work beyond their call of duty. Though Organization Citizenship behaviour is a new concept to the world of performance analysis, however, it describes the individual's attitude to performing more than what is required without expecting any reward. Dennis Organ was the first to pioneer this concept to the field of research in the mid-1980's. The definition of Organizational Citizenship behaviour as defined by (Organ D., 1988). "The organizational Citizenship behaviour is the behaviour of an individual, optional and an additional work than the call of duty which would boost the efficiency and productivity of the organization absolutely or ambiguously and this behaviour is not included in the organizational reward system" (Hitt,



Miller, & Colella, 2006). Two different types of Organizational Citizenship Behavior was introduced by Organ and Batman in the year 1990:

1. The behaviour of an individual where one is very much committed to work and always avoid behaviours like grievance and allegation for insignificant affairs which might cause the problem to the fellow workers and harm the environment of the organization.
2. Being punctual and not taking too many leaves and portraying a positive attitude above and beyond the call of duty (Ballantyne, Christopher, & Payne, 1995).

According to (Organ, 1988) effectiveness of Organizational Citizenship Behavior would lead to an increase in the productivity of the organization and also bring in more resources. Here the resources not only means new raw materials or new employees, but it also includes organization productivity, reputation and fame to the organization and also the well-being of the organization. Hence the influence of Organization Citizenship behaviour on the organization is calculated by the level of customer's satisfaction with the service and products of the organizations (Organ D., 1988). According to Melbourne and Francis (1961), to monitor the job satisfaction among the employees, the most value able source of information explained by the employee's satisfaction. What exactly the employee feels about the work under different work situation can be monitored by the level of satisfaction with the job. Both practically and theoretically, job satisfaction is a very important element. Knowing the employees' job satisfaction would help the supervisors to make necessary changes in the system which would encourage the employees to perform better and also increase productivity (Metle, 2003). The employees trust in their supervisor is one of the key elements of organizational effectiveness. According to (Lewis & Weigert, 1984), Trust is the endeavour of a hazardous strategy on the sure desire that all people engaged with the activity will act skillfully and obediently. At the workplace, the issue of justice has taken a dominant place in literature. Among the employees, an indication of several employees has an increased sense of justice and has the impact of various positive aspects of organizational behaviour such as organizational commitment, work satisfaction, organizational trust, employee performance and organizational citizenship (Piyali, Alka, & Apsha, 2014). It is observed from the literature review that there is a growing interest in the study of organizational citizenship behaviour and its antecedents. Many researchers dealt with management perspective about Organizational citizenship behaviour (MacKenzie, Podsakoff, & Fetter, 1993). There is a few pieces of literature on procedural justice and trust as antecedents and consequence of Organizational citizenship behaviour (George & Brief, 1992). Further research suggests that the impact of Procedural justice and Trust on Organizational Citizenship Behavior need to be investigated (Richard, James, Daryl, & Robert, 1997). It is also witnessed from the previous research that Organizational Citizenship Behavior of salespeople needs to be investigated (Richard, James, Daryl, & Robert, 1997). Thus the present study is to find out the impact of Procedural Justice, Organizational Trust on Organizational citizenship behaviour in salespeople.

Objective of the Study:

- To find out the relationship between Procedural Justice and Organizational Citizenship Behavior.
- To analyze the relationship between Trust and Organizational Citizenship Behavior.
- To find out the relationship between Helping Behavior, Sportsmanship, civic virtue and Procedural Justice.
- To find out the relationship between Helping Behavior, Sportsmanship, civic virtue and Trust.
- To analyze the relationship between Procedural Justice, Trust and Organizational Citizenship Behavior.

Literature Review

Procedural Justice

Procedural justice is considered as a mode to gain the trust between the organization and the employees by stepping towards the approaches that help to build and maintain trust (Ramsey & Robinson, 2015). The procedural justice leads the employees who are from various geographic locations to work under the same place, as the skill set required for Procedural justice is diversified. In an organization usually, there will be discrimination based on the cast, colour etc. To eradicate their problems all the employees must have to



work together and should have the feeling that the other person will get offended by such discriminating behaviours. These issues are always considered as the contagious as these are very sensitive topics as well, hence must be rectified as soon as possible. Not just the administration, even the fellow workers inclination towards such out of line behaviours can't be expelled completely. Anytime it ought to be permitted to change the hierarchical conduct and standard working technique which wins in the association for the welfare of the representatives (Elisabeth, 2016). Procedural justice a path that is used to gain new goals such as effective interactions between the employees and the managers. The concept behind Procedural justice is that civility and understanding of the employees over the management during the decision-making process can direct to better amenability with the organization (Tyler & Blader, 2003). The researchers have defined the four important ethics of the Procedural justice namely desire to be heard, objectivity, dignity and respect and last is the trustworthiness. The first principle is desired to be heard, the employees at times want to raise their point of view during the decision making and they want to believe that they are being considered. The people want to be recognized and their words to be considered during the major change-making process. Objectivity, the second principle states that the employees want to believe that they are being given equal opportunity in the process. At times the employees tend to believe that the supervisors are being biased and have the predetermine conclusion even before the decision is made, this usually spoils the organizational environment. Therefore, it is very important to make the employee believe that every employee is given the fair chance and supervisors are neutral and open to everybody. Employees, usually prefer the decision to be made with due respect to the legal principles. Next, the principle is dignity and respect. If not anything, the last thing that an employee wants to believe that they are being respected by the supervisors in terms of the employees' rights and duties in the organization. The last element of Procedural justice is Trustworthiness. This is one of the most important principles as the employees expect clear communication between the employees and the supervisors concerning any change in the process or rules. The employees expected the reason for the change to be explained and justified. The employees want to believe that whatever changes made or decision is taken is for a reason and so they can trust the authority (Tyler, 2014).

Organizational Trust

Trust is one of the important factors of Organizational functioning. Trust at times is a behaviour that an individual choice and it can also be considered as the psychological state of mind (Fukuyama, 1996). According to (Lewis & Weigert, 1984), Trust is the endeavour of a hazardous strategy on the sure desire that all people engaged with the activity will act skillfully and obediently. (Luhmann, Burns, & Poggi, 1979) Defines trust as an impression in which everything seems to be in order. For the organizational functions to be effective it is necessary to have trust between the employees and the supervisors. The interpersonal trust among the employees is highly influenced by the organizational trust and hence, if the employees do not have trust in the organization then employees will lose trust in their coworkers. This structure for understanding framework confide in the public arena gives a valuable instrument to understanding framework trust in organizations (Durkheim, 2008). At the point when workers trust that their organizational systems are not reliable, they will tend to decrease vulnerability by constraining execution just to those regions that can be surveyed equitably (Culbert & McDonough, 1986).

Organizational Citizenship Behavior

An employee is expected to exhibit certain behaviour in the organization and also to act following the organization's rules and regulations. At times due to the requirement of the job or for any other reasons the employees tend to act beyond the call of their duty which will over and above the organizational rules regulations and legislations. This behaviour exhibited by the employees is called as the Organization Citizenship Behavior (Organ D., 1988; Podsakoff e. a., 1990; Smith, Organ, & Near, Organizational citizenship behaviour: Its nature and antecedents., 1983). The concept of Organizational behaviour was described by Organ and his colleagues. They were the first to introduce it to the literature. Organizational Citizenship behaviour can be either required, requested or individual act which is within the organization function (Smith, Organ, & Near, 1983). Every employee of the organization needs to be a good citizen and exhibit all sort of positive behaviours also engaging in improving organizational value. Lately,



organizational citizenship behaviour has been on the high priority for the researchers and scholars (Organ, 1988). Organizational citizenship behaviour includes volunteering in positive works, being on schedule, helping the coworkers and avoiding undesirable behaviours like getting into internal conflicts, making a fuss and highlighting mistakes of others. After the years of research, the scholars finally concluded stating that the in-between job satisfaction and job performance the accurate correlation is .30 (Judge, Thoresen, Bono, & Patton, 2001) on the other hand between Organizational citizenship behaviour and job satisfaction the relationship correlation is approx. 0.40 (Organ, Podsakoff, & MacKenzie, 2006)

Organizational Citizenship behaviour is what an employee exhibit by his self-interest or it is his internal attitude. An employee can never be forced to perform organizational citizenship behaviour. Furthermore, even employees cannot ask rewards for exhibiting Organizational Citizenship behaviour. Haven't said that, it is noted that lately, the supervisors have started to reward the employees who exhibit the Organizational citizenship behaviour and hence it doesn't go unnoticed (Organ D. W., 1997). An important fact that is found out from the (Organ D., 1988) is that these OCB behaviours are what comes from within and it is individual interest that motivates and encourage the employee to maintain that behaviour throughout. These behaviours are something that is defined as the achievement, belonging and affiliation. For an organization to be effective and to enhance the organizational effectiveness the conception of Organizational Citizenship Behavior includes five types of behaviours like sportsmanship, altruism, conscientiousness, courtesy and civic virtue (Organ, 1988).

Sportsmanship

Sportsmanship refers to the positive attitude that an employee willingly exhibits in the organization even while he is experiencing difficulties while performing the work (Organ D. W., 1990b). It is when an employee avoids complaining about the inevitable inconveniences at the workplace and maintains being positive towards the difficulties faced without complaining. Sportsmanship is a willingness to tolerate minor or any other personnel timely inconvenience at the workplace and avoids making a fuss about the situations. This behaviour of an employee helps the organization to maintain a healthy working environment which helps them to concentrate more on completing their tasks and also helps the managers to stay stress-free and to work for organizational development (Organ & Ryan, 1995). (Organ D., 1988) Defines sportsmanship as a warm attitude of an employee to tolerate the unavoidable inconvenient situations that are usually part of most of the organization. According to (Podsakoff, Ahearne, & MacKenzie, 1997) an organization which has an employee with good sportsmanship has very less turnover of employees and enchases the employee morale. Altruism is simply defined as being helpful or assisting others in completing their task within the organization. For instance, when a new employee joins the organization, voluntarily assisting him or helping the employees which are overloaded with the works etc. (Organ D. W., 1997). Altruism is defined as voluntarily helping others under an unusual situation in completing their task (Smith, Organ, & Near, 1983). Conscientiousness is when an employee works more than what is required by his work like working overtime, minimizing the breaks in between works and also being loyal to the rules and regulations of the organization (MacKenzie, Podsakoff, & Fetter, 1993). A performing lot more than required by the call of duty, working in a planned manner to make the efficient use of the resources, being on time, avoiding unnecessary leaves and also creating an impression of a responsible employee is the prototype of Conscientiousness. The employee who has a high level of conscientiousness requires very little supervision (Podsakoff, Ahearne, & MacKenzie, 1997). According to (Borman, et al., 2001) the two most important elements of Organization Citizenship Behavior are Conscientiousness and Altruism. In a report of (Kidder & McLean Parks, 1993) states that it is interesting to note that mostly the male employees exhibit the conscientiousness behaviour than the female employees as equity comes first of male employees than equality.

Helping Behavior

Courtesy is the behaviour exhibited by the employees which are a helping gesture that prevents the occurrence of the interpersonal problems. Such behaviour includes always considering everyone's opinion before making any changes in the organizational rules and regulations or while taking any actions to avoid any conflicts in future that may cause problems to the employees or effect they're work-life also intimidating

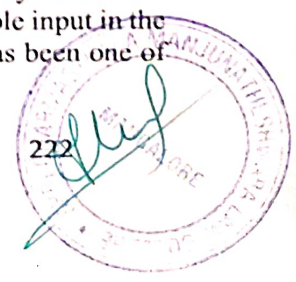


the employees in prior with regards to the change in the schedules. Usually, this kind of gestures is exhibited by the employees to avoid internal conflicts among the coworkers (Organ D. W., 1997). When employees are courteous and do not create any difficulties to other workers, it helps the managers to prevent sudden emergencies that may harm the organization (Podsakoff, Ahearne, & MacKenzie, 1997, pp. 133-151). According to (Podsakoff P. M., MacKenzie, Paine, & Bachrach, 2000), the courteous behaviour includes the behavioural patterns which mainly concentrates on prevention of internal conflicts and in case of the arousal of problems taking the timely decisions and required steps to minimize the consequences of the problems in future. To be precise, courtesy is nothing but the attitude of an employee to uplift his coworkers in the organization in the times when they are disheartened and feel demoralized towards their work life. According to researchers, it is proven that an organization with courteous employees diminish the internal conflicts which in return decrease time that are spent on activities such as conflicts management (Podsakoff P. M., MacKenzie, Paine, & Bachrach, 2000). The basic concept behind the courtesy is to prevent undertaking any measures that may, in turn, add up the workload to the coworkers and making them work harder. Intimidating the employees beforehand when there will be additional workload also comes under the courteous behaviour.

Civic Virtue

Civic virtue is the behaviour of an employee where he/she involves themselves in the organizational political affairs. Involvement includes providing honest point-of-view regarding the political affairs, being present in all the meetings, if there are any organizational concerns then discussing it with the coworkers to rectify the issue as soon as possible, keeping track of all the communications of organizations like emails for the organizational welfare. In sort, Civic virtue is the behaviour of the employee which portrays the active participation and complete involvement of the employee in the organizational affairs and is concerned about the organizational wellbeing (Podsakoff, Ahearne, & MacKenzie, 1997). Civic virtue defines employee commitment and participation in all the events related to the organization. It displays the employee's readiness to relentlessly take part in organizational affairs, invigilate the organization to spot the strength, weakness, threat and opportunities and to come up with the best possible outcomes that work best for the organization welfare. In addition to this, it is always important to note that the employee exhibit such behaviour only when they consider themselves as an integral part of the organization (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). According to (Deluga, 1998) civic virtue is the collateral participation of the employee in the organizational affairs and also assisting with the organization's authoritative functions. From the many kinds of research states that civic virtue increases the performance level and also it will minimize the complaints from the consumers (Walz & Niehoff, 1996).

Further, based on the behaviour of individual and behaviour of organization these five above behaviours are categorized into two classes' namely organizational citizenship behaviour individual (OCBI) and Organizational citizenship behaviour organizational (OCBO) (Williams & Anderson, 1991). Altruism, cheerleading, courtesy and peacekeeping are the behaviours that come under individual-level behaviour and hence courtesy and helping behaviour are included in the Organizational Citizenship behaviour individuals. On the other hand, Organizational level behaviour revolve around the welfare of the organization and hence sportsmanship, conscientiousness and civic virtue come under OCBO. I was established by (Podsakoff, Whiting, Podsakoff, & Blume, 2009) OCBI is allied with the performance appraisal and also with the remunerate appropriation distributions among representatives, whereas OCBO is associated with the employee productivity, organizational turnover and efficiency of the employees. The more sales representatives become cognizant of procedural justice, the more sales representatives have confided in their Supervisors. There is a huge interest in Organizational Citizenship behaviour because it helps in increasing the effectiveness of the organization. The trust in the Manager is very important for organizational wellbeing. As there will be a transfer of positive relationship between the managers, salesperson and organization the productivity will be increased. Allowing the employees to provide their input concerning the decision-making process of their evaluations would make them feel equally considered for rewards and it also makes them think positive about being considered as one of the valuable input in the decision-making process. From more than 25 years, Organizational Citizenship Behavior has been one of



the most interesting fields to the researchers. Various researchers have considered several magnitudes of Organizational Citizenship Behavior. To add on to the various magnitudes, there are several aims for practising the organizational citizenship behaviour. Several types of research were also conducted on both individual and organizational OCB. Over time several scales have also been developed to measure the Organizational Citizenship behaviour.

Relationship between Procedural Justice, Organizational Trust and Organizational Citizenship Behavior

At the workplace, the issue of justice has taken a dominant place in literature. Among the employees, an indication of several employees has an increased sense of justice and has the impact of various positive aspects of organizational behaviour such as organizational commitment, work satisfaction, organizational trust, employee performance and organizational citizenship (Piyali, Alka, & Apsha, 2014). The huge issue here is, how the employees will understand and react to the organizational justice and injustice and on w basis are they going to make their judgement. The quality in the process of decision making and quality in treating the process are the two important issues that are considered by the people as they decide the fairness (Tyler & Blader, 2003). An employee's trust in his manager is associated with Organizational Citizenship Behavior. It also impacts the employee's attitudes, performance and also during the personal evaluation. A sales representative's trust on the manager and the perception towards the justice with the organizational discipline and administrative activities plays a major role especially with the law of the Organization citizenship behaviour (Rich, 1997). Though the relationship between the supervisor and the employees is an important part of an organization, however, the sales literature gives very less attention to this field. For both sales representatives and sales managers the cooperation among organizational trust, Procedural Justice and Organizational Citizenship Behavior are highly related.

There is a huge interest in Organizational Citizenship behaviour because of the belief that Organizational Citizenship Behavior intensifies the effectiveness of the organization (George & Brief, 1992). There always exists unexplained pragmatic conduct due to the interchange of correlation between the sales representatives, supervisors and the organization. Allowing the employees to provide their input during the decision-making process is considered as fair as the employees feel that they are considered as value able worker at the organization (Moorman, Blakely, & Niehoff, 1998).

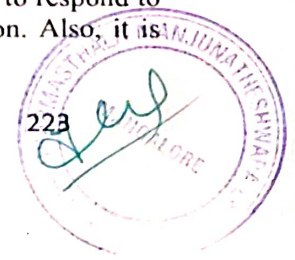
Based on the above literature, the following hypothesis can be framed:

- H1: There is a significant relationship between Procedural Justice and Organizational Citizenship Behavior.
- H2: There is a significant relationship between Trust and Organizational Citizenship Behavior.
- H3: There is a significant relationship between Procedural Justice and Helping Behavior.
- H4: There is a significant relationship between Procedural Justice and Sportsmanship.
- H5: There is a significant relationship between Procedural Justice and Civic Virtue.
- H6: There is a significant relationship between Trust and Helping Behavior.
- H7: There is a significant relationship between Trust and Sportsmanship.
- H8: There is a significant relationship between Trust and Civic Virtue.
- H9: There is a significant relationship among procedural justice, trust and organizational citizenship behaviour.

RESEARCH METHODOLOGY

Statement of the Problem

Organizational Citizenship Behavior is defined as the attitude of employees which allow them to work beyond their call of duty. Since the time of its introduction, Organizational Citizenship Behavior has been researched extensively (Thomas & Dennis, 1983). The research on Organizational citizenship behaviour was largely conducted to measure the performance of the individuals and organization due to the effect of the organization Citizenship Behavior. Trust is one of the important factors of Organizational functioning. Trust at times is a behaviour that an individual choice and it can also be considered as the psychological state of mind (Fukuyama, 1996). The issue here is to understand how an employee is going to respond to organizational justice and injustice and what influences them to make a particular decision. Also, it is



necessary to investigate the impact of Procedural Justice and Trust on Organizational Citizenship behaviour, which is the main objective of this study.

Scope of study

This study is based on the research conducted on salesman in Udupi, Karnataka, India. The organizations concerned in this study are only Retail stores in Udupi district. In the present study total, 18 stores around Udupi are taken. The purpose of this research is to find out the impact of procedural justice and trust in the sales manager on organizational citizenship behaviour. Procedural justice is considered as a mode to gain the trust between the organization and the employees by stepping towards the approaches that help to build and maintain trust (Ramsey & Robinson, 2015). According to (Lewis & Weigert, 1984), trust is the endeavour of a hazardous strategy on the sure desire that all people engaged with the activity will act skillfully and obediently. Organizational Citizenship behaviour is what an employee exhibit by his self-interest or it is his internal attitude. An employee can never be forced to perform organizational citizenship behaviour. Furthermore, even employees cannot ask rewards for exhibiting Organizational Citizenship behaviour. Haven't said that, it is noted that lately, the supervisors have started to reward the employees who exhibit the Organizational citizenship behaviour and hence it doesn't go unnoticed (Organ D. W., 1997).

Sample profile

The sample comprises of 185 respondents which include 95 male and 90 female. Majority of the respondents belongs to the age group between 23- 27. The respondents are from different educational backgrounds such as below undergraduate, undergraduate, postgraduate and above Post Graduate. Around 70.58 % of the respondents are married.

Measurement Scale

Three different scales are used to measure Procedural justice, Trust and Organizational justice. The following tools have been used for the data collection:

Procedural Justice

The procedural Justice was measured by using a seven-item scale developed by Moorman(1991) which was administered by using 5 points Likert Scale. (1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5= Strong Agree). Those elements are 1. Collect accurate information necessary for making decisions. 2. Provide opportunities to appeal or challenge the decision. 3. Have all sides affected by the decision represented? 4. Generate standards so that decisions could be made with consistency. 5. Hear the concerns of all those by the decision. 6. Provide useful feedback regarding the decision and its implementation. 7. Allow for requests for clarification or additional information about the decision.

Trust

The Trust in Sales Manager was measure by using the five-item scale developed by Podsakoff et.al (1990). The elements are 1. I have complete faith in the integrity of my manager.2.I feel quite confident that my manager will always try to treat me fairly.3.My manager would never try to gain an advantage by deceiving workers.

Organizational Citizenship Behavior

The Organizational Citizenship Behavior was measured by using a fourteen item scale developed by Podsakoff & MacKenzie (1994). There are three sub-constructs in Organizational Citizenship Behavior that is Helping Behavior, Sportsmanship and Civic Virtue. Some of the items are 1. Is willing to take time out of his (or her) own busy schedule to help with recruiting or training new salespeople. 2. Touches base with others before initiating actions that might affect them. 3. Willingly gives of his/her time to help others who have work-related problems. 4. Consumes a lot of time complaining about trivial matters. 6. Tends to make problems bigger than they are. Attends training/information sessions that agents are encouraged but not required to attend.

Reliability Study

The Cronbach alpha was calculated to measure the internal consistency of the items used to measure Procedural Justice, trust, helping behaviour, sportsmanship and civic virtue.

Variable	No. of Items	Cronbach's Alpha
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Procedural Justice	7	0.739
Trust	3	0.756
Helping Behavior	7	0.760
Sportsmanship	4	0.789
Civic Virtue	3	0.616

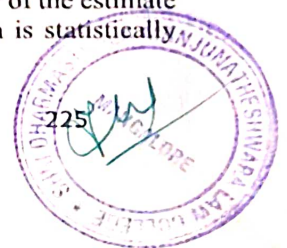
From the above table, it was found that the Cronbach alpha value for the 7 items of procedural justice scale is 0.739. It shows that all 7 items of PJ have relatively high internal consistency. The Cronbach alpha was calculated to measure the internal consistency of the items used to measure Trust between the salesman and the Supervisor. From the above table, it is found that the Cronbach alpha value for the 3 items employee trust scale is 0.756 which shows that all 3 items have relatively high internal consistency. From the above table, it was found that the Cronbach alpha value for the 7 items of Helping Behavior scale is 0.760 which explains that all 7 items have relatively high internal consistency. The Cronbach alpha value for the 4 items of Sportsmanship scale is 0.789 and 3 items of civic virtue scale are 0.716 which shows that all these items have relatively high internal consistency.

Analysis of the theoretical relationship between the variables

Relationship	Hypot hesis	R	R ²	F	t	Beta	p	Status
PJ-OCB	H ₁	.718	.515	85.01	9.22	.718	.000	Accepted
OT-OCB	H ₂	.681	.464	69.21	8.32	.681	.000	Accepted
PJ-HB	H ₃	.755	.570	108.57	10.42	.755	.000	Accepted
PJ-Sports	H ₄	.406	.165	16.19	4.02	.406	.000	Accepted
PJ-CV	H ₅	.558	.311	36.12	6.01	.558	.000	Accepted
OT-HB	H ₆	.673	.453	67.80	8.23	.673	.000	Accepted
OT-Sports	H ₇	.415	.172	17.26	4.15	.415	.000	Accepted
OT-CV	H ₈	.593	.351	43.86	6.62	.593	.000	Accepted
PJ & OT - OCB	H ₉	.813	.661	77.001	PJ-6.77	.507	.000	Accepted
					OT-5.82			

It was observed from the above table that there is a high correlation (0.718) between Procedural Justice and Organizational Citizenship Behavior. It was also found that the R square value is 0.515 which implies that 51.5 per cent of variance is attributed by Procedural Justice upon Organizational Citizenship Behavior. It means 51.5 per cent variation in the Organizational Citizenship Behavior is explained by the independent variable i.e., Procedural Justice. It means 51.5 per cent of variables of perceived Procedural Justice have got influence on Organizational Citizenship Behavior. The rest 48.5 % of Organizational Citizenship Behavior is unexplained in the model. The standard error of the estimate is 0.357. It was also observed that the f value (ANOVA) is 85.001, which is statistically significant at 5% level of significance. Therefore, the model is expected and the regression model is estimated by the Entering method. From the value of the coefficient table, it can be inferred that the relationship identified for the study is statistically significant, being the significance value is less than the threshold value of 0.05. It can be inferred from the coefficient table that Procedural Justice (0.718) is correlated strongly with Organizational Citizenship Behavior.

It was observed from the above table that there is a high correlation (0.681) between Trust and Organizational Citizenship Behavior. It was also found that the R square 0.464 which implies that 46.4 per cent of the variance is attributed by Trust upon Organizational Citizenship that is 46.4 per cent variation in the Organizational Citizenship Behavior is explained by the independent variable, Trust. It means that 46.4 per cent of variables of Trust have got influence on Organizational Citizenship Behavior. The rest 53.5 per cent of Organizational Citizenship Behavior is unexplained in the model. The standard error of the estimate is 0.376. From the ANOVA table observed that the f value (ANOVA) is 69.219, which is statistically



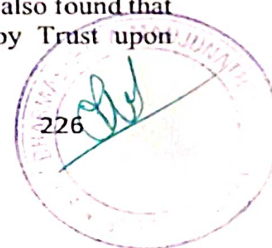
significant at 5% level of significance. Therefore, the model is expected and the regression model is estimated by the Enter method. From the value of the coefficient table, it can be inferred that the relationship identified for the study is statistically significant, being the significance value is less than the threshold value of 0.05. It can be inferred from the coefficient table that Trust (0.681) is correlated strongly with Organizational Citizenship Behavior.

There is a high correlation (0.755) between Procedural Justice and Helping Behavior. It is also found that the R square is 0.57 which implies that 57 per cent of the variance is attributed by Procedural Justice upon Helping Behavior that is 57 per cent variation in the Helping Behavior is explained by the independent variable, Procedural Justice. It means that 57 per cent of variables of perceived Procedural Justice has got influence on Organizational Citizenship Behavior. The rest 43 per cent of Helping Behavior is unexplained in the model. The standard error of the estimate is 0.35. From the ANOVA table observed that the f value (ANOVA) is 108.578, which is statistically significant at 5% level of significance. Therefore, the model is expected and the regression model is estimated by the Enter method. From the value of the coefficient table, it can be inferred that the relationship identified for the study is statistically significant, being the significance value is less than the threshold value of 0.05. It can be inferred from the coefficient table that Procedural Justice (0.755) is correlated strongly with Helping Behavior.

It was observed from the above model summary table that there is a moderate correlation (0.406) between Procedural Justice and Sportsmanship. It was also found that the R square 0.165 which implies that 16 per cent of variance is attributed by Procedural Justice upon Sportsmanship that is 16 per cent variation in the Sportsmanship is explained by the independent variable, Procedural Justice. It means that 16 per cent of variables of perceived Procedural Justice has got influence on Sportsmanship. The rest 84 per cent of sportsmanship is unexplained in the model. The standard error of the estimate is 0.708. From the above table, it can be observed that the f value (ANOVA) is 16.196, which is statistically significant at 5% level of significance. Therefore, the model is expected and the regression model is estimated by the Enter method. From the value of the coefficient table, it can be inferred that the relationship identified for the study is statistically significant, being the significance value is less than the threshold value of 0.05. It can be inferred from the coefficient table that Procedural Justice (0.406) is correlated strongly with Sportsmanship. The table above indicates that there is a good correlation (0.558) between Procedural Justice and Civic Virtue. It is also found that the R square 0.311 which implies that 31.1 per cent of variance is attributed by Procedural Justice upon Civic Virtue that is 31.1 per cent variation in the civic virtue is explained by the independent variable, Procedural Justice. It means that 31.1 per cent of variables of perceived Procedural Justice has got influence on Civic Virtue. The rest 68.9 per cent of Civic virtue is unexplained in the model. The standard error of the estimate is 0.527. The f value (ANOVA) is 36.123, which is statistically significant at 5% level of significance. Therefore, the model is expected and the regression model is estimated by Entering method. From the value of the coefficient table, it can be inferred that the relationship identified for the study is statistically significant, being the significance value is less than the threshold value of 0.05. It can be inferred from the coefficient table that Procedural Justice (0.558) is correlated strongly with Civic Virtue.

There is a high correlation (0.673) between Trust and Helping Behavior. It was also found that the R square value is 0.453 which implies that 45.3 per cent of variance is attributed by Trust upon Helping Behavior that is 45.3 per cent variation in the Helping Behavior is explained by the independent variable, Trust. It means that 45.3 per cent of variables of Trust have got influence on Helping Behavior. The rest of 54.7 per cent of Helping Behavior is unexplained in the model. The standard error of the estimate is 0.398. The f value (ANOVA) is 67.805, which is statistically significant at 5% level of significance. Therefore, the model is expected and the regression model is estimated by the Enter method. From the value of the coefficient table, it can be inferred that the relationship identified for the study is statistically significant, being the significance value is less than the threshold value of 0.05. It can be inferred from the coefficient table that Trust (0.673) is correlated strongly with Helping Behavior.

There is a moderate correlation (0.415) between Procedural Justice and Sportsmanship. It is also found that the R square 0.172 which implies that 17.2 per cent of the variance is attributed by Trust upon



Sportsmanship that is 17.2 per cent variation in the Sportsmanship is explained by the independent variable, Trust. It means that 17.2 per cent of variables of Trust have got influence on Sportsmanship. The rest 84 per cent of Procedural justice is unexplained in the model. The standard error of the estimate is 0.704. The f value (ANOVA) is 17.261, which is statistically significant at 5% level of significance. Therefore, the model is expected and the regression model is estimated by the Enter method. From the value of the coefficient table, it can be inferred that the relationship identified for the study is statistically significant, being the significance value is less than the threshold value of 0.05. It can be inferred from the coefficient table that trust (0.415) is correlated strongly with Sportsmanship.

From the above table, it can be inferred that there is a good correlation (0.593) between Trust and Civic Virtue. It was also found that the R square 0.351 which implies that 35.1 per cent of the variance is attributed by trust upon Civic Virtue that is 35.1 per cent variation in the civic virtue is explained by the independent variable, Procedural Justice. It means that 35.1 per cent of variables of trust has got influence on Civic Virtue. The rest 64.9 per cent of Civic virtue is unexplained in the model. The standard error of the estimate is 0.509. From the ANOVA table observed that the f value (ANOVA) is 43.866, which is statistically significant at 5% level of significance. Therefore, the model is expected and the regression model is estimated by the Enter method. From the value of the coefficient table, it can be inferred that the relationship identified for the study is statistically significant, being the significance value is less than the threshold value of 0.05. It can be inferred from the coefficient table that trust (0.593) is correlated strongly with Civic Virtue.

It can also be inferred that there is a high correlation between dependent and independent variables which is evidenced with the R-value 0.813. It can also be observed from the above table that the R square value is 0.661 which signifies that 66.1 per cent variance is attributed by the independent variable upon Organizational Citizenship Behavior. The results obtained in the ANOVA table indicates that identified independent variables are statistically significant predictors of Organizational Citizenship Behavior. This Theoretical relationship is justified with the significant value (0.00) which is associated with 77.0001 in the ANOVA table. The coefficient table explains the relative importance of the independent variable as a predictor of the dependent variable. From the t value (Procedural Justice = 6.776, Trust = 5.828) it is understood that Procedural Justice and Trust are a more powerful predictor of Organizational Citizenship Behavior. It can also be observed that the relationship between the independent variable and dependent variable are statistically significant since the significance value against Procedural justice and Trust are less than 0.05

Discussion

The present study investigated the influence of Perceived Procedural justice and Organizational Trust on Organizational Citizenship behaviour and its components. The organizational justice research, (Greenberg, 1988b) proposed that organizational justice explains the various outcome variables of the organizational behaviour. The term Organizational justice is used to characterize the part of fairness as it is specifically identified with the work environment. Procedural justice explains how an employee is going to decide whether they are being treated equally and in what ways those determinations affect their work. Distributive justice and Procedural justice are the two sources of organizational justice. The equality of the results is defined by distributive justice and the fairness of the method used to describe those results are explained by procedural justice (Folger & Greenberg, 1985). In the present study, it was found that there is a positive relationship between procedural justice, organizational trust and organizational citizenship behaviour which is consistent with that of previous findings. The researchers who substantiated the organizational justice value believed that in any organization if the employees have the trust that they are treated equally then they are more like to have the positive impression towards their work, there will be good work outcomes and the employees will have a positive attitude towards their supervisor. As the client's trust towards the sales representative is necessary similarly the sales manager needs to develop and preserve the trust of the sales representatives towards their supervisors (Rosemary, 1991). This study once again proved that there is a positive relationship between organizational trusts of a sales manager with that of a sales



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representative's citizenship behaviour. Thus, this study confirmed that the organization should ensure that perceived procedural justice and trust among its employees to enhance their citizenship behaviour.

Limitations and Future Scope of Research

The present study has some limitation and future research scope. The present study is limited in its focus which considered trust and Procedural justice as an antecedent of Organizational Citizenship Behavior. In this research model, the researcher considered a small percentage of the variance of Organizational Citizenship Behavior. Hence the future researcher can consider the additional variable which impacts Organizational Citizenship Behavior. The future researcher can also examine the trust in sales manager as a mediating role between Procedural Justice and Organizational Citizenship Behavior. Furthermore, cross-cultural research is required for a better investigation of this model.

Conclusion & Managerial Implications

The result obtained from the study has provided few implications for the manager especially for the sales managers and sales representatives. The outcome of this study implies that to achieve organizational effectiveness, the perceived procedural justice and the organizational trust are the key elements that would build up the employees organizational citizenship behaviour. From the study was observed that the managers must have the knowledge on how to achieve and to maintain the healthy long term relationship with the sales representatives. It is the responsibility of the sales managers to build a sense of justice and organizational trust in the sales representatives. The managers need to understand that the sales representative's perception of Organizational trust is highly influenced by their perception of Procedural justice. Also, the sales representative's perception of trust makes them retaliate with organizational Citizenship behaviour. Also, the managers must design procedural justice in such a way that it would make the employees understand how the organization is trying to value their employees and foothold their sales representatives. The managers can encourage their sales representatives by initiating the fair procedural justice which gives the employees the feeling of equality. Thus, to gain the employees trust it is important for the managers to keep the promises he had made to his sales subordinates. The employees must believe in managers in such a way that "He does what, what he says". Also, the sales representatives who exhibit the positive and active participation in the organization must be rewarded, which would motivate the sales representatives to further enhance their performance and also this would increase the sales representatives trust in the sales manager.

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