



**THE RELATIONSHIP BETWEEN ORGANISATIONAL CITIZENSHIP
BEHAVIOUR AND PERCEPTIONS OF ORGANISATIONAL JUSTICE
AT A SELECTED AUTOMOTIVE COMPONENT MANUFACTURER
IN THE WESTERN CAPE**

by

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of the requirements for the degree**

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DECLARATION

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Date

ABSTRACT

Key Words

Organisational citizenship behaviour, Organisational justice

Organisational citizenship behaviour (OCB) is discretionary behaviour of employees that display altruism, courtesy, conscientiousness and loyalty towards co-workers and the organisation. OCB is important, since it promotes efficient and effective functioning of the organisation (Organ, 1988: 4). Research suggests that OCB is related to perceptions of organisational justice (OJ). OJ refers to fairness of decision making processes in the workplace, employees' perceptions, and the influence of OJ on workplace behaviour. Perceived fairness determines the extent of employees' OCB contributions to the organisation. OCB may be increased if employee perceptions of OJ are improved (Moorman, 1991: 845).

Anecdotal evidence suggests that many workers at the research site (Company A) display negative OCB, hence identifying a need for this study. The main objective of the study was to determine employee perceptions of OJ, levels of OCB, and to test the nature of the relationship between perceptions of OJ and OCB at Company A.

Employees at Company A (N=130) were surveyed regarding their perceptions of OJ and their willingness to display OCB. Cross sectional, quantitative data was collected in a paper based survey, by using existing instruments that were formulated from validated standardised questionnaires to measure OJ and OCB. Responses were analysed, and the results of the study showed that certain components of OJ are related to OCB at Company A.

Understanding the effect that management practices have on perceptions of OJ will enable management at Company A to improve interaction with employees in an effort to improve employees' perceptions of fairness. This should enhance employee/management relations, encourage more citizenship behaviour from employees, and ultimately benefit the organisation.

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DEDICATION

To the memory of my loving parents

Gregorio Simeon and Ruth Sylvia Pastor

*He was found by the Bureau of Statistics to be
One against whom there was no official complaint.
And all the reports on his conduct agree
That, in the modern sense of an old-fashioned word, he was a saint,
For in everything he did he served the Greater Community.
Except for the War till the day he retired
He worked in a factory and never got fired,
But satisfied his employer, Fudge Motors Inc.
Yet wasn't a scab or odd in his views,
For his Union reports that he paid his dues,
(Our report on his Union shows it was sound)
And our Social Psychology workers found
That he was popular with his mates and liked a drink
Was he free? Was he happy? The question is absurd:
Had anything been wrong, we should certainly have heard.*

*from The Unknown Citizen
W.H. Auden (1939)*

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CHAPTER ONE: INTRODUCTION

1.1 Introduction

The purpose of this research is to determine employee levels of organisational citizenship behaviour (OCB) and perceptions of organisational justice (OJ) at a Western Cape manufacturing plant of a national company that operates in the automotive component industry, which is referred to as Company A. The nature of the relationship between the two variables was tested at Company A.

OCB is discretionary behaviour, which is not directly or explicitly recognized by the formal reward system, and promotes efficient and effective functioning of organisations (Organ, 1988: 4). OCB is characterised by employees who display helpful, courteous, co-operative and loyal behaviours towards the organisation (Niehoff, 2005: 387). Borman (2004: 240) posits that OCB will enhance workers' and supervisors' productivity and contribute to an organisation's effectiveness. However, if the organisation itself does not have these characteristics, for example, if it provides non-supportive, unjust, or a destructively competitive environment, OCB will not occur. An organisation, which does not provide such an example, cannot expect OCB from its employees.

Research on OCB suggests that OCB is related to employee perceptions of OJ (Moorman, 1991; Moorman, Niehoff & Organ, 1993; Niehoff & Moorman, 1993; Moorman, Blakely & Niehoff, 1998). OJ refers to the role of fairness in the workplace; employees' perceptions of the fairness of decision making and decision making processes within organisations; and the influence of these perceptions on workplace behaviour (Moorman, 1991: 845). Organisational members intuitively evaluate their circumstances according to some rule of justice. Perceptions of fairness are instrumental in developing the levels of faith and trust amongst employees, which is necessary to provide the beneficial, yet discretionary behaviours of OCB (Organ, 1988: 63).

Greenberg (1988: 155) posits that where managers have gained a reputation for being fair, and when subordinates believe that their manager is fair, such liking enhances the manager's credibility and strengthens the manager's power to influence subordinates to comply with management's decisions. According to Greenberg (1988: 157), "a manager who is perceived as fair is one who can be trusted; he or she is consistent, lacks ulterior motives and, as such, gains important power to manage."

1.2 Problem statement

Anecdotal evidence suggests that many workers at the research site display negative OCB. Chronic absenteeism is a problem at Company A and employees are known to have discussed with each other when they will be taking time off and reporting in sick, and deciding who will be next to take time off. Product quality standards are compromised owing to poor work performance, and for every serious disciplinary case that has been heard, the sanction has always been challenged in an appeal to the CCMA (Council for Conciliation, Mediation and Arbitration); even though the employee acknowledged that he/she was guilty of a dismissible offence. Jones (2009: 525; 529) researched counterproductive work behaviours (CWB) and found that employees tend to direct their CWB towards the source of the perceived injustice, and may display a desire for revenge towards that source. This may lead them to engage in bad behaviour such as unexcused absenteeism, vandalism, theft and sabotage.

1.3 Purpose statement

The purpose of the research is to determine employee levels of OCB and perceptions of OJ at Company A, and to test the nature of the relationship between the two variables at Company A.

1.4 Research objectives

In line with the purpose of the study, the objectives are:

- to critically analyse literature on perceptions of OJ and OCB, with particular reference to a correlation between the two concepts; and
- to measure levels of OCB and perceptions of OJ at Company A, with a view to establish whether a relationship exists between the two, and to test the nature of that relationship.

Employees at Company A (N=130) were surveyed regarding their perceptions of OJ and their willingness to display OCB. A number of demographic variables were included in the questionnaire. Cross sectional, quantitative data was collected in a paper-based survey, which used existing instruments that were formulated from validated standardised questionnaires to measure OJ and OCB. Returned questionnaires (n = 106) were coded and captured into the PASW Statistics 18 (a statistical package for social sciences) software for quantitative data analysis.

1.5 Research questions

The research questions that were explored in this study are:

Research question 1: What are the perceptions of OJ at Company A?

Research question 2: What are the levels of OCB at Company A?

Research question 3: Is there a relationship between OCB and perceptions of OJ at Company A?

Research question 4: If so, what is the nature of this relationship?

1.6 Definition of terms

1.6.1 Perceptions of organisational justice

OJ refers to the role of fairness in the workplace; employees' perceptions of the fairness of decision making and decision making processes within organisations; and the influence of these perceptions on workplace behaviour (Moorman, 1991: 845). OJ is divided into three distinct dimensions, namely distributive justice, which refers to the distribution of outcomes such as pay and promotions; procedural justice, which refers to the formal aspects of decision making processes; and interactional justice, which refers to the perceptions that employees have of whether management values their status by treating employees with dignity, respect and propriety (Greenberg & Baron, 2008: 43-48).

1.6.2 Organisational citizenship behaviour

Organ (1988: 4) defines OCB as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward systems, and in the aggregate promotes efficient and effective functioning of the organisation." This discretionary behaviour is not in any job description, it cannot be enforced, nor is it recognized by the formal reward system. The omission of this behaviour cannot be disciplined, rather, it is the employee's personal choice whether to engage in this behaviour or not. Various aspects of OCB include: altruism – cooperating with other employees; courtesy – prevention of problems that are encountered by other employees; conscientiousness – going beyond the general rule of compliance; sportsmanship – disregarding minor inconveniences; and civic virtue – constructive involvement in the organisation (Fassina, Jones & Uggerslev, 2008: 805-807).

1.7 Deliniation and limitations of the study

The research site was a Western Cape manufacturing plant of a national company, which operates in the automotive component industry. Sufficient respondents ($n = 106$) comprised a generaliseable sample of the characteristics of the research site of the Western Cape plant. However, the study was limited to a specific geographical area where the national company is situated, and is hence only applicable to the Western Cape plant. The results, therefore, cannot be generalized nationally throughout the company.

The research only determined whether a relationship between OCB and perceptions of OJ exists at Company A, and did not determine the direction of causality between the variables.

1.8 Outline of chapters

This chapter introduces a background to the study by explaining the concepts of OCB and perceptions of OJ. It expounds the problem and purpose statements, objectives and research questions.

Chapter Two presents a comprehensive review of the literature which deals with the concepts of OCB and perceptions of OJ, as well as the relationship between the two variables.

Chapter Three details the research design and methodology, which were employed in the study.

Chapter Four presents an analysis, interpretation and summary of the results of the research.

Chapter Five provides a discussion of the findings and attempts to answer the research questions. Conclusions are drawn, limitations are acknowledged and recommendations are made for future research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In line with the purpose of the study, which is to establish whether a relationship exists between OJ and OCB at Company A, the literature review defines the concepts of OJ and OCB. The review also focuses on the antecedents and consequences of OJ and OCB. The literature review includes reference to previous research which relates to the relationships between various dimensions of OJ and the components of OCB.

2.2 Organisational justice (OJ)

Cropanzano and Greenberg (1997: 58) state that justice is a common theme that provides a framework within which individuals and institutions interact. It cuts across all aspects of work life, and, even though it may not be the only consideration, it provides coherent unity to organisational practices. Justice can be a consideration in virtually everything that an organisation does because it is through policies and procedures that a company defines its relationship with its employees.

2.2.1 Definition of OJ

OJ refers to the role of fairness in the workplace; employees' perceptions of the fairness of decision making and decision making processes within organisations; and the influence of these perceptions on workplace behaviour (Moorman, 1991: 845).

Muchinsky (2003: 314) explains that OJ concerns itself with the fair treatment of people within organisations. It can be regarded as a limited form of social justice, which can be defined as fair and proper administration of laws that conform to the natural law that all persons, irrespective of ethnic origin, gender, possessions, race, religion, and so

on, should be treated equally and without prejudice. In an organisational context there are always competing goals and objectives. Fairness can be questioned both in the process followed, as well as in decisions that are made.

OJ is divided into three distinct dimensions, namely distributive, procedural and interactional justice, which is further divided into interpersonal and informational justice. Each of these dimensions has its own characteristics. The different forms of organizational justice have been found to have different effects within organisations (Greenberg & Baron, 2008: 43-48). The concepts are explored in detail under their respective headings and illustrated in Figure 2.1 below.

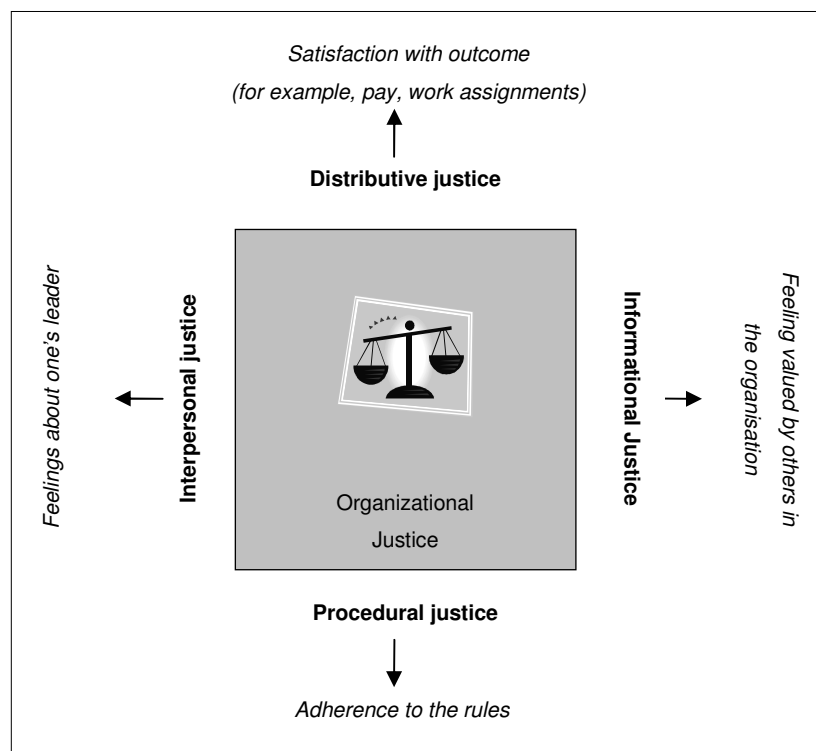


Figure 2.1: Forms of justice and their impact on organisations (Based on suggestions by Colquitt, Greenberg & Zapata-Phelan in Greenberg & Baron, 2008: 43)

2.2.1.1 Distributive justice

Distributive justice relates to the fairness of managerial decisions concerning the distribution of outcomes such as pay and promotions (Dailey & Kirk, 1992: 308). It relates to the degree to which managerial decisions allocate rewards in an equitable and fair manner to employees (Niehoff & Moorman, 1993: 531).

Distributive justice focuses on peoples' beliefs that they have received a fair amount of pay and recognition, and can have a great impact on employees' work satisfaction and their motivation to work (Figure 2.1). Employees who believe that they have been dealt a distributive injustice tend to experience high levels of stress and also feel dissatisfied with their jobs. If employees feel that they have received less, they will do less. The more employees feel that their pay and work schedules are distributed in a fair manner, the more satisfied they will be with their employer (Greenberg & Baron, 2008: 44).

2.2.1.2 Procedural justice

Procedural justice refers to formal aspects of decision making processes and concerns the impact of the process of decision making (Dailey & Kirk, 1992: 308). Procedural justice relates to perceptions that affected employees have of the degree of fair methods and guidelines that are used when allocation decisions are made (Niehoff & Moorman, 1993: 531).

Procedural justice and employees' perceptions of fairness of the procedures will be enhanced if they are given a voice in decision making which directly affects them. The rules that are used should be applied consistently and equally among all employees, and action that is taken against employees should be based on accurate information. If a mistake is made when taking action against an employee, the employees should have a readily available opportunity to appeal and hence rectify the

mistake. Procedural injustice renders employees dissatisfied with the system, and can result in them rejecting the entire system altogether (Greenberg & Baron, 2008: 45).

Cropanzano and Ambrose (2001: 123-125) propose two frameworks to understand procedural justice: “an instrumental or self-interest model”, and “a relational or group-value model”. Both approaches could be relevant simultaneously. In the self-interest approach, employees do not attend exclusively to short-term outcomes, but are also concerned with the outcomes of future transactions and the self-interest aspect. In the group-value model, procedures that suggest a lack of respect for the group are judged to be unfair. Lind (1995, cited in Cropanzano & Ambrose 2001: 124) suggests that employees evaluate procedures as fair, and form perceptions according to three relational concerns: neutrality, benevolence, and status recognition. Neutrality refers to whether the procedures are free from bias, while benevolence refers to whether the employees’ interests were considered, and status recognition considers whether any status has been conferred on the individual.

2.2.1.3 Interactional justice

Interactional justice refers to employees having input into decisions, and the perception that the supervisor values their status (Fields, 2002: 163). Bies and Moag (cited by Roch & Shanock, 2006: 304) conceptualise four dimensions of interactional justice: truthfulness, justification, respect and propriety.

Greenberg (1993, cited by Roch & Shanock, 2006; Tatum, Eberlin, Kottraba & Bradberry, 2003: 1015) further divides interactional justice into interpersonal and informational justice. Interpersonal justice is based on how parties are treated, for example, with sensitivity, dignity, respect and propriety. Informational justice is based on justification and truthfulness, and to what extent employees are given adequate information regarding procedures and outcomes.

2.2.1.3.1 Interpersonal justice

Studies provide compelling evidence that people consider the nature of their treatment by others as a major determinant of fairness (Greenberg, 1990: 411). Various expressions of the quality of interpersonal treatment such as honesty, courtesy, timely feedback, politeness, and respect for rights were identified as criteria for the assessment of fair treatment.

Interpersonal justice and the perception by employees of how they have been treated by an authority figure at the organisation will determine the manner in which employees will retaliate. For example, if an employee has been retrenched, and the retrenchment interaction from the employer has been insensitive and disrespectful towards the employee, then he/she is more likely to sue the organisation than if he/she was treated in a dignified manner (Greenberg & Baron, 2008: 46).

2.2.1.3.2 Informational justice

Informational justice refers to whether employees will follow a rule or not if they perceive that they have been given sufficient information. If sufficiently accurate and timely information is given regarding the reason and justification for the rule, employees are more likely to follow it (Karraker & Williams, 2009: 115). Informational justice prompts employees to feel that they are valued in the organisation (Greenberg & Baron, 2008: 46).

2.2.2 Measures of OJ

OJ has typically been measured by asking individuals how fair the procedures that are used to determine their outcomes are, and to make procedural fairness judgements with regard to employees' beliefs of how the procedures should operate (Karraker & Williams, 2009: 114). A number of measures exist and include those of Karraker and Williams (2009) and Dailey and Kirk (1992).

This research study made use of Niehoff and Moorman's (1993: 541) OJ scale. The scale was used since items, which comprise the scale, would be understood by employees at Company A.

Niehoff and Moorman (1993: 541) developed a measure of OJ in which subscales are used to measure the three dimensions of OJ. Distributive justice items measure employees' perceptions of rewards and recognition within the organisation (five items). Procedural justice items measure perceptions of formal procedures within the organisation (six items). Interactional justice items test employees' perceptions regarding whether management takes employees' needs into consideration and whether adequate explanations are given when job decisions are made (nine items). The items are measured on a seven point Likert scale. The scale reports reliabilities above .90 for all three dimensions (detailed in section 3.3.1 on page 45).

2.2.3 Antecedents of OJ

An understanding of events, which arouse a sense of injustice in organisations, will allow one to appreciate the richness of justice dynamics. Bies (2001: 101-105) researched interactional justice and categorises what he calls "profanities" of (in)justice and labels them as: "1) derogatory judgements; 2) deception; 3) invasion of privacy; and 4) disrespect". Each of these antecedents is discussed below.

1. Derogatory judgements refer to any wrongful or unfair accusation about one's work performance, or employees being stigmatised by being labelled by the employer as a "troublemaker" or "traitor".
2. Deception will also arouse a sense of injustice. If employees have placed their trust in an employer, they reveal their vulnerability. If this vulnerability is misused, it can trigger a sense of outrage. For example, being lied to or breaking a promise, if the employee was promised an increase or promotion that was not forthcoming.

3. Invasion of privacy, where confidential employee information is disclosed by the employer. Also, employers who use employees to “snitch” or to spy against one another are viewed as a “fundamental betrayal”, which results in the shattering of trust.
4. Disrespect can take a variety of forms such as inconsiderate actions, abusive words and coercion. Abusive words or actions can take the form of rudeness, public criticism or berating of employees. Name calling such as “moron” and “wimp”, and actions, which are deliberately intended to embarrass and humiliate the employee, can be considered as abusive.

Another significant abusive action, which can lead to perceptions of injustice, includes prejudicial statements such as racist or sexist remarks. Being a target of these kinds of insults can arouse a sense of injustice (Bies, 2001: 105). Coercion, which refers to the psychological effect that management practices might have on employees, where an employer compels an employee to perform a task which both the employer and the employee know is wrong, will also arouse a sense of injustice.

How employees judge whether an allocation is distributively or procedurally fair or not depends on their standard of comparison. Cropanzano and Ambrose (2001: 135) propose that the employee will compare his or her expectation to the actual outcome to exercise this judgement. Employees will feel that the outcome was fair if his/her expectations have been met or exceeded. However, when expectations have been violated and the outcome falls short of what was anticipated, he/she will experience a sense of injustice.

Procedures in which people are treated differently are usually considered as unfair. One would expect consistency to be maintained at all times. However, in their research, Cropanzano and Ambrose (2001: 138) found that three rules can be applied in the distribution which could all be considered as fair in their own right, namely 1) equity; 2) equality; and 3) need.

1. An equity rule (Cropanzano & Ambrose, 2001: 138) suggests that everyone should receive the same reward based on their contribution.
2. The equality rule implies that all are equal and should have an equal chance at receiving a particular outcome or reward.
3. However, some individuals can quite fairly receive more favourable treatment than others if it is used to address an imbalance. Distributions could also reasonably be allocated according to need, where the allocation is fairly distributed to the employee who has the most need.

Muchinsky (2003: 316) warns that these types of disagreements on what is fair or unfair are not uncommon. Organisations should typically seek to gain consensus regarding which rule is the “fairest” to follow when distributing rewards differently and by different rules.

Fairness perceptions play a role in employees’ decisions to cooperate. Cropanzano and Ambrose (2001: 120) attempted to answer the question why people care about fairness. Because organisations are sources of both economic and socio-emotional benefits, it is most important to individuals how rewards are distributed. Workplace benefits can be categorised into two types, namely economic and socio-emotional. Economic benefits are relatively concrete and can be easily quantified into money. The manner in which the distribution is made and the final outcome is evaluated by the individual. Socio-emotional benefits are symbolic and are concerned with an individual’s identification, standing and status within a group. Perceptions are formed whether the procedures and/or the distribution process has been fair or not.

Many of the economic and socio-emotional benefits are received at places of work and acquisition of surplus material goods often suggests something positive about one’s social status and personal worth (Cropanzano & Ambrose, 2001:121). If the organisation distributes rewards unfairly, the individual is likely to believe that any future distributions will also be distributed unfairly. Conversely, if the individual is

included in decision making processes, he is likely to believe that he will be consulted in future decision making processes as well.

Gilliland (1994) proposes that fair treatment is associated with favourable work attitudes and higher job performance (Cropanzano, Prehar & Chen 2002: 324). In their research of the distinction between interactional and procedural justice, Cropanzano *et al.* (2002: 341) found that procedural justice relates to trust in upper management, while interactional justice, pertaining to interpersonal treatment, is directly related to the quality of the manager who treated the employees fairly. The crucial factor in understanding the beneficial effect of interactional fairness, is the quality of the leader-member relationship.

2.2.3.1 Supervisor/subordinate relations and OJ

Tatum, Eberlin, Kottraba and Bradberry (2003: 1012) argue that leadership, decision making processes and OJ are intimately connected. The decisions that leaders make should reflect fair treatment of people and concern for their welfare, and create systems that employees perceive as fair, caring and open.

The quality of the relationship between a supervisor and a subordinate is defined as leader-member exchange (LMX). Graen and Uhl-Bien (1995, in Roch & Shanock, 2006: 301; 316; 319) present three dimensions of LMX, namely respect, trust and obligation. A high LMX relationship should include mutual respect, reciprocal trust, and obligations towards each other.

LMX theory is a process approach that stresses the importance of interaction between a leader and his/her subordinates. Both leaders and followers are seen as active participants. Leaders' behaviours play a role in change-oriented behaviours, that is, behaviours that are aimed at improving strategic decisions, adapting to changes in the environment and thus guaranteeing future effectiveness of the organisation. To establish

high quality LMX, it is not only important that both parties should contribute to the relationship, but also that they acknowledge and value the other party's contribution. Followers' contributions to the exchange may change over time depending on the leader's effectiveness and fairness (Van Breukelen, Schyns & Le Blanc, 2006: 296; 302-303).

Graen and Uhl-Bien's (1995) study proposes that procedural, interactional, interpersonal and informational justice are all related to the exchange relationship and that interactional, interpersonal and informational justice are directly related to the supervisor (Roch & Shanock, 2006: 301; 316; 319). Roch and Shanock (2006) suggest that organisations that wish to improve supervisor-subordinate relations may wish to assess attitudes, which are significantly related to LMX, including interactional justice. If interactional justice perceptions are low, management training programmes should be implemented, which focus on how managers can engage in better interpersonal treatment of employees.

2.2.4 Consequences of OJ

Dailey and Kirk (1992: 314) researched the relationships between types of perceived fairness and critical work attitudes as antecedents of job dissatisfaction and found that both procedural and distributive justice play central roles in relation to job dissatisfaction. Results support the importance of employee participation and the value of informing employees of possible changes and the importance of seeking their opinions about the appropriateness of the changes. Hence, managers can avoid some of the trouble caused by deteriorating work attitudes by allowing employee input. Dailey and Kirk (1992: 315) suggest that "when managers show respect for their employees, they are practising effective management and helping to shape positive employee perceptions of fairness of the organisation's systems".

Procedural justice can bridge differences in interests and values to effectively manage internal conflicts in culturally and ethnically diverse

organisations (Huo & Tyler, 2001: 232-238). Huo and Tyler (2001) found that people from different ethnic groups appear to share the belief that procedural fairness is an important aspect of interaction with authorities. They suggest that where the supervisor and the subordinate are from different ethnic groups, the manager's ability to resolve conflicts may be somewhat diminished. However, although different ethnic groups have varied values, beliefs and perspectives, all the respondents in their study placed particular importance on procedural fairness, in addition to their concerns about distributive fairness and outcomes' favourability.

Jones (2009: 538) postulates that counterproductive work behaviours (CWB) towards the organisation may be reduced by promoting justice and, in particular, by increasing procedural justice. CWB that is aimed at the supervisor can be reduced if employees are treated with dignity and respect by their supervisors. Jones (2009) suggests that managers can mitigate desires for revenge by improving interpersonal justice.

2.2.5 Consequences of perceptions of organisational (in)justice

Jones (2009: 525; 529) researched CWB and found that employees tend to direct their CWB towards the source of the perceived injustice and may display a desire for revenge towards that source. This may lead them to engage in bad behaviour such as unexcused absenteeism, vandalism, theft and sabotage. Lind (2001, as cited in Jones, 2009) found that employees who feel that they are unfairly treated, when trying to avoid exploitation, may reduce cooperative behaviours; and in response to frustration from this perceived injustice, may engage in aggressive behaviour.

Gilliland and Paddock (2005: 67-68; 75) propose that fairness evaluations are individually based and employees will exercise "choice" when judging fairness. A "rejection threshold" exists whereby employees will judge a situation as unfair and that "no amount of fair treatment can compensate for this perceived unfairness". The threshold will be different for each

individual as prior experience is an important component of these individual differences. One employee may reach this threshold after two perceived injustices, while another employee may reach the threshold after three perceived injustices. However, as violations differ in impact, an employee may reach this threshold after a single violation.

Peoples' past experiences and previously formed attitudes will determine their expectation of fairness. When people have been treated unfairly in the past, they will anticipate injustice. Shapiro and Kirkman (2001: 163) propose the notion that in anticipating injustice, employees will expect unfair outcomes or decisions, as well as unfair decision making processes.

Findings by Sanchez and Brock (1996, in Shapiro & Kirkman 2001: 157) confirm that employees who expect workplace discrimination are more likely to detect this discrimination than those who do not. The negative consequences of injustice anticipations are likely to be many. The increased counterproductive or self-defeating behaviour could take the form of increased tardiness, absenteeism and resistance to change. It also reduces organisational commitment and lowers job satisfaction. Figure 2.2 illustrates these relationships in a model of anticipatory justice (Shapiro & Kirkman, 2001: 164).

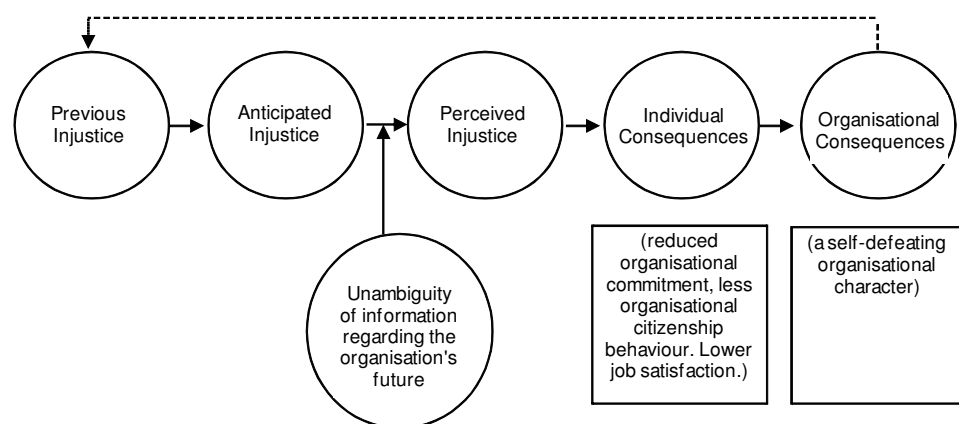


Figure 2.2: Anticipatory injustice: The consequences of expecting injustice in the workplace (Shapiro & Kirkman, 2001: 164)

Shapiro and Kirkman (2001) highlight a new theory in justice research, namely that the harmful effects of injustice may not only occur when actual injustice has taken place, but it can also occur when injustice is anticipated.

An important moderator of anticipatory injustice (as illustrated in Figure 2.2) is clarity of information (Shapiro & Kirkman, 2001: 160). Because anticipating injustice is most likely to occur when organisations are experiencing periods of transition and change, in these situations management should acknowledge the concerns or fears that employees express as valid and recognise injustice perceptions. Where management's sincerity is questioned, management should counter by providing clear and specific information about the expected transitions and changes because this will increase employees' willingness to listen to what management may subsequently have to say.

2.2.5.1 Management responses to perceptions of organisational (in)justice

Injustice is a common cause of relationship failure (Tripp, Bies & Aquino, 2007: 10; 17; 23). To repair ruptured workplace relationships, one should first understand how they were ruptured. Evidence suggests that victims of injustice often choose revenge or avoidance rather than reconciliation or forgiveness. The greater the perceived injustice of an offense, the stronger the motivation for revenge will be. It is possible that even though the employee may not have been treated unfairly, the harm felt from termination may lead to frustration, which has been shown to lead to aggression. When victims have power and the means for revenge, they are likely to get even (Tripp *et al.*, 2007: 17; 23).

Tripp *et al.* (2007: 28-29) provide advice for managers, which states that they should not only ensure that managerial practices are fair, but should also go out of their way to make sure that employees perceive fair managerial practices as, in fact, fair. Managers should deliver bad news in such a way as to rule out employees' worst-case attributions about the

managers' intent. Managers should follow up with recipients of bad news to see how they processed that bad news. However, not all relationships can be repaired because some harm may be irreversible.

CWB leads to disciplinary action, which can result in an employee's services being terminated. Lind, Greenberg, Scott and Welchans (2000: 587) argue that ignoring the social psychological relationship between employer and employee risks triggering costly litigation. With respect to fairness, explanations, and dignified treatment, it is shown that employees react not only to the outcomes that they expect to receive, but also to the nuances of treatment. The quality of their treatment can affect peoples' perceptions of severe outcomes such as the termination of employment, since even when they have received the most severe sanction, nonetheless, fair, honest and dignified treatment can reduce the temptation to retaliate through litigation (Lind *et al.* 2000: 557; 582).

2.3 Organisational Citizenship Behaviour (OCB)

2.3.1 Definition of OCB

Organisational citizenship behaviour (OCB) is defined as

“Individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward systems, and in the aggregate promotes efficient and effective functioning of the organisation” (Organ, 1988: 4).

Discretionary behaviour, as explained by Organ (1988: 4), is not in any job description, and cannot be enforced, nor is it recognized by the formal reward system. A salesperson who goes out of his/her way to please his/her customers would not be displaying OCB if he/she increases his/her sales and is consequently rewarded with commission on those sales. Organ (1997: 87) points out that the rewards that accrue as a result of OCB are at best indirect and uncertain.

The omission of this behaviour cannot be disciplined, rather, it is the employee's personal choice whether to engage in this behaviour or not. Organ, Podsakoff and MacKenzie (2006: 8) maintain that an employee who fulfils the duties of a job in an exemplary manner does not display OCB.

Organ (1988) proposes five dimensions of OCB, namely:

1. altruism;
2. courtesy;
3. sportsmanship;
4. conscientiousness; and
5. civic virtue.

(Discussed in greater detail in section 2.3.2)

Borman (2004: 238) proposes that the focus in organisations is always on improving job performance and he defines citizenship performance as behaviours that

“go beyond task performance and technical proficiency, instead supporting the organizational, social, and psychological context that serves as the critical catalyst for tasks to be accomplished”.

Borman's (2004) definition describes five categories of contextual or citizenship performance, which include:

1. volunteering for activities beyond the formal job description;
2. persistence of enthusiasm and application to successfully complete important tasks;
3. assistance to others;
4. following rules and prescribed procedures even when inconvenient and;
5. openly espousing and defending the organisation's objectives. Some of these behaviours might well receive reward in performance appraisal systems.

Borman's (2004: 238) definition differs from Organ's (1988: 4) definition, since Organ (1988) proposes that OCB is not formally rewarded and is purely the employee's personal choice (as the absence of this behaviour is not punishable), whereas Borman's (2004) definition argues that citizenship performance does not exclude behaviour that is rewarded by managers. This research study adopts Organ's (1988) definition of OCB, as Organ has published extensive literature on the topic over the last 20 years.

2.3.2 Types of OCB

Previous researchers have included various dimensions and elements of work behaviour in an effort to conceptualise OCB. Below is an attempt to summarise commonalities of OCB in the literature that was reviewed.

2.3.2.1 Altruism

Altruism includes all discretionary behaviours that have the effect of helping a specific other person with an organisationally relevant task or problem (Organ, 1988: 8). These helping behaviours are relevant to co-workers and supervisors, for example, doing the work of an absent employee or helping an employee who has been absent so that the workload can be shared and the task completed on time (Organ *et al.* 2006: 18). Morrison (1994: 1553) included behaviours such as helping to orientate new employees, volunteering to do things and helping employees outside of the department.

2.3.2.2 Courtesy

Courtesy behaviours toward supervisors and co-workers can prevent problems from occurring. An example of courteous behaviour will be if an employee notices something which can potentially cause problems and, which no one else has noticed, hence she/he will point it out so that the problematic situation does not actually occur (Organ *et al.*, 2006: 24).

2.3.2.3 Conscientiousness

Conscientiousness captures the employee's willingness to go beyond the minimum required levels. Conscientiousness is more impersonal than altruism, where the action is more one of generalized compliance in terms of how one should behave (Organ, 1988: 10). Compliance or cooperative behaviours by employees who are always punctual and do not take unnecessary time off is also conscientiousness. This employee will not only strictly comply with the rules, but more importantly, will comply with the spirit of the rule (Organ *et al.*, 2006: 19). Morrison (1994: 1553) includes behaviours such as not spending time on personal calls, not engaging in non-work related talk and coming to work early or not taking excessive time off.

2.3.2.4 Sportsmanship

Sportsmanship behaviours can be summed up as an employee who "... never gives a minute's trouble" (Organ, 1988: 11). This employee will focus on the positive rather than the negative in the organisation. Employees that display sportsmanship do not complain about trivial matters or express resentment or complain about necessary changes that are implemented by management. He/she will make the best of every situation, such as tolerating occasional inconveniences (Organ *et al.*, 2006: 22). Morrison (1994: 1553) includes not blowing problems out of proportion as part of sportsmanship behaviour.

2.3.2.5 Civic virtue

Civic virtue encompasses constructive involvement and responsible participation in the life of the organisation. For example, the employee stays informed about what is going on in the organisation such as attending meetings, and keeping abreast of news of the organisation. He/she will offer suggestions for ways to improve operations (Organ *et al.*, 2006: 25). Morrison (1994: 1553) refers to similar civic virtue behaviours

as “involvement” and “keeping-up”. Involvement includes behaviours such as attending voluntary functions and helping to organise get-togethers. Keeping up refers to assessing what is best for the organisation, reading announcements and keeping abreast of changes in the organisation.

2.3.2.6 Conscientious initiative

Conscientious initiative, as conceptualised by Borman (2004: 239), includes taking the initiative to accomplish objectives even when it is not part of the employee’s own duties, and persisting with extra effort in spite of difficult conditions. This type of employee develops his/her own knowledge and skills, takes advantage of opportunities within or outside the organisation, uses his/her own time and resources when necessary, and shows conscientious initiative.

2.3.2.7 Personal support - OCBI

Personal support, categorised by Borman (2004: 239), includes helping others by offering suggestions, teaching them useful knowledge or skills and/or directly performing some of their tasks. Personal support also includes cooperating with others by accepting suggestions and placing team objectives ahead of personal interests.

Williams and Anderson (1991: 601-602) categorise behaviour directed towards the co-worker, which immediately benefits specific individuals, as OCBI. OCBI will indirectly contribute to the organisation as well when employees displaying OCBI help others who have been absent and take a personal interest in their colleagues.

2.3.2.8 Organisational support - OCBO

Organisational support, proposed by Borman (2004: 239), includes representing the organisation favourably by defending and promoting it, as well as by showing loyalty, should the organisation experience temporary

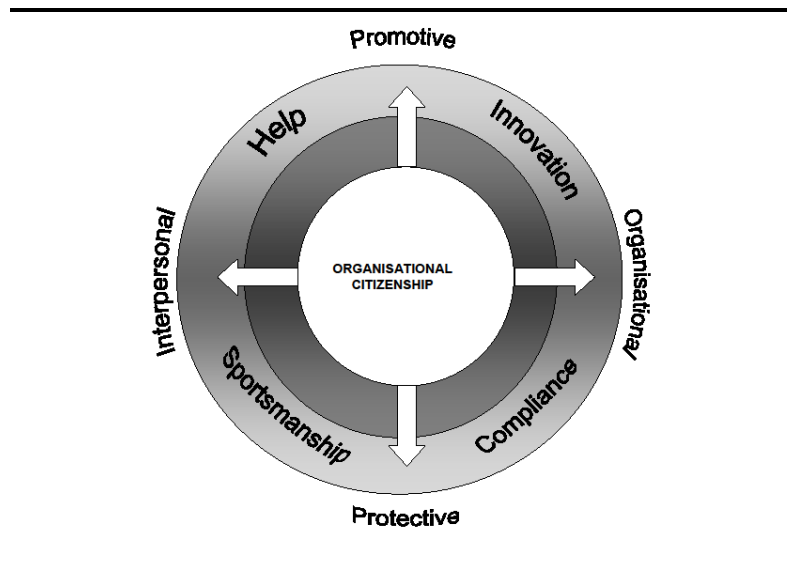
hardship. Employees will support the organisation's mission and objectives by complying with reasonable rules and procedures and by suggesting improvements.

Williams and Anderson (1991: 601-602) distinguish between behaviours that are directed towards, and that will directly benefit the organisation, in general, as OCBO. Employees that display OCBO adhere to the informal rules devised by the organisation to maintain order and will, for example, give advance warning when they are unable to come to work.

Van Dyne, Cummings and McLean Parks (1995: 227-228,241) further distinguish between promotive behaviour, which is proactive, adaptive and accepting of necessary change; and protective behaviours, which preserve and maintain the organisation's values, rules and norms, which prevent undesirable and unethical behaviour.

2.3.2.9 Circumplex model of OCB

In an effort to simplify the many facets of OCB, Moon and Marinova (2005) presented a circumplex model of OCB, as illustrated in Figure 2.3. Moon and Marinova (2005) divide OCB into axes where the focus is on organisational or personal; and where the nature of the behaviour is promotive or protective (Moon, Van Dyne & Wrobel, 2005: 6).



**Figure 2.3: The Circumplex Model of OCB
Axes and Representative Behaviours**
Source: Moon *et al.* (2005: 6)

The four major dimensions of OCBI and OCBO (Moon *et al.*, 2005: 6) are:

1. Interpersonal and promotive citizenship behaviour, being the “helping” behaviours, which voluntarily support co-workers;
2. Interpersonal and protective citizenship behaviour referring to “sportsmanship”, which preserves a positive working environment;
3. Organisational and promotive citizenship behaviour, where “innovation” is focused on the organisation in forms such as improvement of processes, products and services; and
4. Organisational and protective citizenship behaviour where the focus is on “compliance” with rules and regulations.

2.3.2.10 Synopsis of types of OCB

Morrison (1994: 1543) suggests that OCB is a function of how broadly employees define their job responsibility and whether the employee defines the behaviour as in-role or extra-role. In-role activities are expected activities that are associated with a given position. Van Dyne *et al.* (1995: 216-218) define extra-role behaviour as behaviour that

benefits the organisation, goes beyond existing role expectations, which is discretionary and is intended to benefit the organisation.

Morrison (1993: 250-251) suggests that there is a substantial difference in how employees define their job responsibilities. The boundary between in-role and extra-role behaviour is subjective and employees' perspectives should be understood in order to accurately understand OCB. The frequency in which employees perform OCB is related to how broadly they define their job. Employees who are rated as good citizens by others may not intend to engage in OCB, and may be doing so because they consider it as part of their job. Morrison (1994: 1544) argues that one should understand the motivational basis for employees engaging in OCB, as this is an important factor which drives employees' behaviour, and whether employees define a given activity as in-role or extra-role.

Boundaries for in-role or extra-role behaviour differ from employee to employee. Morrison (1995: 1544) proposes that previous research sidestepped the ambiguity and subjectivity of the OCB construct by adopting the supervisors' view of what was considered OCB or extra-role behaviour. Thus, for example, if supervisors saw employees coming in early as extra-role behaviour, it was defined as OCB regardless of how the employee viewed the behaviour.

Van Dyne *et al.* (1995: 238) acknowledge that although each of the components of OCB could be construed as extra-role behaviour, it is more likely that conscientiousness, courtesy and civic virtue were in-role behaviour expectations for many jobs. These behaviours are only extra-role when they are not part of role expectations and when engaging in this behaviour makes a positive contribution to the organisation, for example, coming in early or staying late, and being productive during that time without compensation.

Van Dyne *et al.* (1995: 274) recommend that in order to clarify the conceptualization of OCB, research should continue to focus on

cooperative, non-challenging behaviours such as altruism, conscientiousness, courtesy and sportsmanship, as these are not controversial or change-oriented. However, if civic virtue, which includes attending meetings and reading company mail should be retained as a dimension of OCB, future research could conceptualise these behaviours as affiliative or promotive forms of participation rather than OCB.

In a critical review of the literature on OCB and the five dimensions of OCB, as proposed by Organ (1988), LePine, Erez and Johnson (2002: 52, 62) suggest the OCB construct should be redefined as “a general tendency to be cooperative and helpful in organizational settings”. LePine *et al.* (2002) propose that scholars should avoid focusing on specific dimensions of OCB, but should rather think of Organ’s (1988) five dimensions of OCB as somewhat imperfect indicators of the same construct, as all the dimensions seem to be behavioural manifestations of positive cooperativeness at work.

2.3.3 Measures of OCB

Many researchers who measure OCB have based their scales on Organ’s (1988) five dimensions of OCB, namely conscientiousness; sportsmanship; courtesy; civic virtue; and altruism.

Morrison (1994: 1549) made use of a questionnaire, which comprised 40 behaviours, of which 30 were taken from existing measures of OCB scales that were developed by Podsakoff, MacKenzie, Moorman and Fetter (1990). The 30 items measure Organ’s (1988) five dimensions of OCB on a seven point Likert scale. This measure, also used by Wat and Shaffer (2004) was used by various researchers as it provides established validity and reliability (Wat & Shaffer, 2004: 412).

Bateman and Organ (1983: 589) measured citizenship behaviour via supervisors’ responses to 30, seven point items. The items measured a variety of behaviours such as compliance, altruism, dependability, housecleaning, complaints, waste, cooperation, criticism of and arguing with others, and punctuality. Turnipseed and Murkison (1996: 42) also

made use of the same scale in their study of the influence of the workplace on OCB.

Williams and Anderson (1991: 606) developed a scale which used 21 items to describe three classes of OCB, namely performance; job satisfaction; and organisational commitment. The measures had specific targets in mind, namely OCBI; OCBO; and IRB (in-role behaviours). Sections with items pertaining to job satisfaction and organisational commitment were self-reports, and the items that measured performance were completed by supervisors. A five point Likert scale measured the seven items in each class.

It was decided to make use of Moorman and Blakely's (1995) scale for the present study as the researcher anticipated that the employees in Company A could identify with the items measured in the scale. The original questionnaire measured OCB by using self reports, as in this research study. Moorman and Blakely's (1995: 132) scale, also used by Moorman *et al.* (1998: 353), assesses four dimensions of OCB. Items measured include interpersonal helping behaviours consisting of altruistic behaviours (five items); individual initiative consisting of five items, which encourage team performance and group participation; personal industry consisting of following the rules with particular attention, to performing tasks going beyond the call of duty, (four items); and loyal boosterism consisting of items which defend the organisation (five items). Items were measured on a seven point Likert scale. In the original study the results of the 19 items correlated with the four dimensions of OCB (detailed in Section 3.3.2 on page 45).

2.3.4 Antecedents of OCB

Beneficial consequences such as OCB arise when employers are considerate and "take care of employees" in the social exchange relationship, producing effective work behaviour and positive employee attitudes. Perceived organisational support is reciprocated when an

employee, seeing a supportive employer, is likely to return the gesture. Emerson's (1976: 336) social exchange theory (SET) is a frame of reference that is a mutually contingent, and mutually rewarding process, which involves "transactions" or simply "exchange". Cropanzano and Mitchell (2005: 874-876; 882-883) explain that SET involves interactions that generate obligations. These actions are interdependent and conditional upon the actions of another person. These interdependent transactions have potential to generate high-quality relationships under certain circumstances.

Lavelle, Rupp and Brockner (2007: 858-860) argue that the quality of the social exchange relationship between employee and supervisor is of critical importance, and fair treatment from the supervisor can contribute to the development of the social exchange relationship. If organisations wish to foster organisation and supervisor directed citizenship behaviours, then it is necessary to foster social exchange relationships with the organisation and the supervisor. A determining factor in the social exchange partner depends on the fairness exhibited by that source. Lavelle *et al.* (2007) suggest that employees make meaningful distinctions between the organisation, supervisors and co-workers as unique sources of justice and social exchange partners, and consequently choose to direct their OCB towards one or the other.

2.3.4.1 Employee perceptions of leadership and OCB

Podsakoff, MacKenzie and Bommer (1996: 290) studied the determinants of employee satisfaction, commitment, trust and OCB and found that employees who perceive their leaders as providing individualised support generally trust their leaders more, experience more role clarity and less role conflict, and engage in more OCB than employees who perceive their leaders to provide less support.

According to the theory of leader-member exchange (LMX), high-exchange relationships involve the leader providing outcomes that are

desired by subordinates, for example, interesting tasks, additional responsibilities and larger rewards. In exchange for these desired outcomes, the subordinates are expected to be committed to the work and loyal to the leader (Yukl, O'Donnel & Taber, 2008: 289).

Yukl *et al.* (2008: 297) suggest that an improved leader-member exchange relationship will result in desirable outcomes such as task motivation and increased performance by subordinates. Relations-orientated behaviours can be combined with transformational leader behaviours, which influence employee behaviours that improve role clarity, coordination, and efficient use of the organisation's resources.

Transformational leaders inspire followers to achieve extraordinary outcomes by providing both meaning and understanding (Boerner, Eisenbeiss, & Griesser, 2007: 16-17). It emphasises social exchange between leader and follower, and thus stimulates OCB. Transformational leadership behaviours include providing individualised support and consideration, and reflect a genuine concern and respect for followers' needs and feelings. It sets high performance standards by setting a good example. It inspires others through its vision of the future, and aims to create cooperation among employees by all working towards a common goal.

Podsakoff *et al.* (1996: 260) propose that transformational leadership may have an impact on OCB since employees will be willing to perform beyond the minimum levels required by the organisation. They cite other researchers who found that ordinary people were lifted to extraordinary heights (Boal & Bryson, 1998); and subordinates performed beyond levels of expectation (Bass, 1985) owing to transformational leadership.

In examining the effects of transformational leader behaviour, Podsakoff *et al.* (1996: 260) found that effective leaders can change the basic values, beliefs and attitudes of employees. The study supported the view that the essence of transformational leadership affects subordinates.

Bateman and Organ (1983: 588; 593) suggest that it is well established that considerate supervision affects job attitudes and that perhaps supportive supervision also elicits citizenship behaviours. They also suggest that supervisors value OCB because it makes their job easier.

An important implication of Turnipseed and Murkison's (1996: 46) study showed that organisations can influence OCB among their members. They suggest that a strong relationship exists between the work environment and OCB. OCBs may be the beneficial result of individual reactions to work environment, especially one with good interpersonal and supervisory relationships.

Tepper and Taylor (2003: 103) argue that their research extends previous literature by providing a unifying framework that implicates supervisors' procedural justice perceptions in a causal chain that leads to subordinates' OCB. The treatment that supervisors receive trickles down to their subordinates, which influences fairness perceptions and subordinates' willingness to perform OCB, and contributes to organisational effectiveness.

2.3.4.2 Role of trust in the development of OCB

Fairness and high-quality interpersonal relationships are important in a social context, and if employees are empowered or motivated, it provides the capacity for employees to perform OCB (Wat & Shaffer, 2005: 406). If employees perceive that they are being treated fairly by their supervisors, it is more likely that they would reciprocate by having positive attitudes towards their work, their work outcomes, and their supervisors (Wat & Shaffer, 2005: 407). In a study testing a social exchange model of OCB, which included perceived fairness and leader-member exchange (LMX), as well as trust in the supervisor, Wat and Shaffer (2005: 415) found strong support for the direct effects of trust in the supervisor on all dimensions of OCB.

LMX is the work relationship between a supervisor/manager and individual subordinates (Wech, 2002: 353). Wech (2002) examined the effect of trust on LMX. Trust is defined as a psychological condition whereby a person willingly becomes vulnerable, and expects positive intentions or behaviour from another (Wech, 2002: 354). It is an emotional attachment, which represents sincere care and concern for the individuals involved. Wech's (2002: 355, 356) study found the supervisor to be an important force in defining subordinates' jobs. Employees in high quality exchange relationships receive support, feedback, resources, and collaboration on work-related issues from their supervisors. Employees will reciprocate through OCBO and OCBI, which ultimately benefits the organisation.

Wat and Shaffer (2004: 408) contend that in LMX, trust creates a safe environment in which employees can engage in OCB. All dimensions of perceived fairness and LMX were involved in mediation, which involve trust in supervisors and all forms of OCB. Trust in the supervisor and feelings of being "willing and able" are necessary to facilitate employees' performance of OCB (Wat & Shaffer, 2004: 418).

Taken from a different perspective, Lester and Brower (2003: 20) hypothesise that a subordinate's level of felt trustworthiness would be positively associated with the level of OCBs performed by the employee. A subordinate's "felt trustworthiness", as defined by Lester and Brower (2003: 18), is the extent to which the employee perceives that the leader evaluates him/her to be a trustworthy individual. Their study supports the hypothesis that the employees' perceptions of their leader's trust in them, and their "felt trustworthiness", are positively related to the employees performing OCBs. Consequently, Lester and Brower (2003: 25) conclude that when employees perceive that they are trusted, they will work harder, go beyond the call of duty, and be happier at work.

2.3.4.3 Perceptions of co-workers and OCB

Deckop, Cirka and Andersson (2003: 102) hypothesise that an important antecedent of helping OCBs is the degree to which employees received helping OCBs from co-workers. Social exchange theory is characterised by unspecified obligations in response to favourable treatment. Where trust exists between parties, reciprocation will occur. The ethic of reciprocity is a moral tenet, which is found in every world religion where one treats others as you yourself would like to be treated.

However, reciprocity can create either a “virtuous” or “vicious” cycle (Deckop *et al.*, 2003: 107-109). The virtuous cycle results when OCB increases as a result of repeated helping behaviours between employees. Conversely, the vicious cycle occurs when employees withhold helping behaviours because they do not receive help from colleagues. Organisations will benefit by creating and/or maintaining the virtuous cycle. One way of accomplishing this would be if supervisors and leaders set an example by displaying these behaviours themselves. Employees who observe, learn, and imitate helping behaviours from leaders can then, in turn, carry these behaviours with them into their workgroups.

2.3.4.4 Relationship between OCB and perceptions of OJ

Cropanzano and Greenberg (1997: 51) propose that employees will go above and beyond the call of duty and will be strongly committed to organisations if employees believe that the organisation has treated them fairly.

Research suggests that OCB is related to perceptions of OJ (Moorman, 1991; Moorman *et al.*, 1993; Niehoff & Moorman, 1993; Moorman *et al.*, 1998). Organ and Moorman (1993: 5,16) suggest that fairness, rather than job satisfaction account for OCB. Their research found empirical support for the importance that perceived fairness determines the extent of

employees' cooperative OCB contributions to organisations. Hence, OCB could be greatly increased if employee perceptions of OJ are improved.

Research by Moorman (1991: 845; 853) examined the relationship between perceptions of fairness and OCB. One of the propositions of his study for which he found support was that perceptions of OJ will positively influence the dimensions of OCB. Moorman (1991) found that researchers who support the value of OJ believe that employees will have positive attitudes towards their work and their work outcomes if they believe they are treated fairly by the organisation. The strongest implication of Moorman's study was that supervisors can directly influence OCB, and if managers want to increase citizenship behaviours, they should increase the fairness of their interactions with employees.

It has been established in studying the literature that perceptions of OJ do have an effect on OCB, but that different dimensions of OJ also have varying effects on different dimensions of OCB. This section attempts to explain the different dimensions of OJ and their individual effects on OCB.

2.3.4.4.1 Distributive justice and OCB

In their multifoci study of OJ, Karriker and Williams (2009: 129) found support for a positive relationship between distributive justice and OCB towards supervisors. These results indicate that because supervisors implement fair procedures and outcomes within the organisation, employees will respond to them with behaviour which will benefit the supervisor.

In the case of distributive justice, it is important to note that, according to Nowakowski and Conlon (2005: 5; 21), there are other considerations that should be taken into account. They caution that equity is not the only standard that is applied when deciding on a fair outcome. For example, past performance, tenure within the organisation, as well as rank are taken into account in the outcome of distributions. They suggest that the impact

of possible negative outcomes of distributive justice can be mitigated by provision of valid information, interpersonal sensitivity, and respect.

By influencing an individual's decision to perform OCB, perceptions of fairness, besides being important predictors of job attitudes, may also promote effectiveness in organisations (Moorman *et al.*, 1993: 210). Organ (1988: 63) posits that fairness is a cognitive process (defined by the Oxford Dictionary as "the knowing or perceiving as an act or faculty distinct from emotion and volition") and the outcome is a belief. This belief has implications for conduct. Organisational members intuitively evaluate their circumstances according to some rule of justice. Perceptions of fairness are instrumental in developing levels of faith and trust amongst employees, which are necessary to provide the beneficial, yet discretionary behaviours of OCB.

2.3.4.4.2 Procedural justice and OCB

Konovsky and Pugh (1994: 666-667) found that although distributive justice was not significantly related to trust in supervisors, procedural justice is a significant predictor of trust in supervisors, which, in turn, is a significant predictor of OCB. Figure 2.4 graphically represents the structural coefficients and correlations between procedural and distributive justice for Konovsky and Pugh's (1994) fully mediated model. The relationship between procedural justice and OCB suggests that citizenship behaviours occur in a context in which social exchange characterises the quality of supervisor/subordinate relationships. Additionally, Konovsky and Pugh (1994) suggest that procedural justice is an important determinant of employee behaviour and considerable evidence demonstrates that procedural justice is a predictor of employee attitudes.

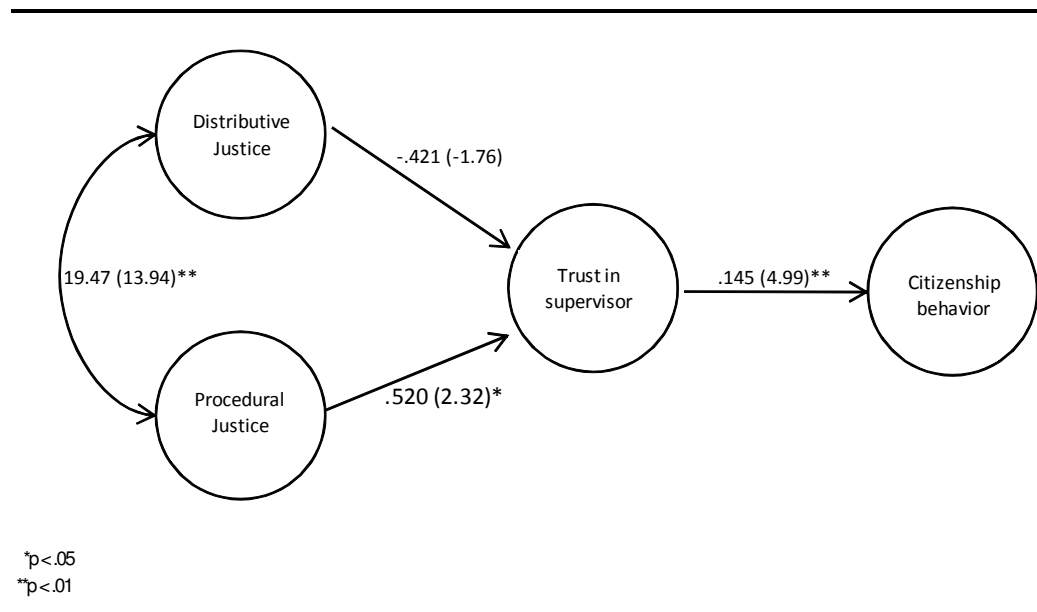


Figure 2.4. Structural correlations between OJ, trust and OCB (Konovsky & Pugh, 1994: 666)

Chen, Lin, Tung and Ko (2008: 297), in the research of motivational forces behind OCB, found that although procedural justice had no effect on OCB towards co-workers, it had a significant positive relationship with employees' performance of OCB towards supervisors.

Moorman *et al.* (1993: 220; 223) found support for the hypothesis that procedural justice was related to citizenship behaviours of courtesy, sportsmanship and conscientiousness. Suggested reasons why the dimensions of altruism and civic virtue were not related, were that these dimensions are directed at co-workers only, as well as supervisors who performed the survey, and who would find it more difficult to observe behaviours directed at co-workers. They concluded that employees go above and beyond their duties because they feel the need to return the fair treatment that they received from the organisation.

Niehoff and Moorman (1998: 356) found that perceptions of the degree of management support created a climate in which employees are likely to reciprocate with citizenship behaviours; and that actions that are designed

to promote procedural fairness, may be useful in communicating how the organisation values and supports its employees.

Accepting that procedural justice had an effect on OCB, Niehoff and Moorman (1998: 351) attempted to explain what motivational influences procedural justice had on OCB. They offered the explanation that employees' perceived support from the organisation comes from their perceptions of OJ. This perception creates an atmosphere where employees are likely to reciprocate with citizenship behaviours.

Wright and Sablynski (2008: 397; 401) posit that procedural justice and fair treatment fosters the performance of OCB. In an attempt to clarify the influence of procedural justice as an antecedent to OCB, they hypothesise that procedural justice would affect OCB, since employees who are treated in a fair manner would display significantly greater extra-role behaviour than those who were treated in an unfair manner. Wright and Sablynski (2008:407) argue that their findings are an extension of prior research on the subject, while an inference of causality can be drawn from the findings.

2.3.4.4.3 Interactional justice and OCB

Karriker and Williams (2009:112; 132) support the premise that investments in justice yield exponential behaviour responses. They propose that outcomes can be predicted on the strength of the impact of the interpersonal aspect of interactional justice on citizenship behaviour which is aimed at the organisation. If employees are treated fairly, they perceive a high quality relationship with the organisation and will perform extra-role behaviours that benefit the organisation. If supervisors invest in enhancing the fairness of their relationships with employees, it will lead to employee behaviours that benefit the supervisor.

Greenberg (1988: 155,157), in a study on cultivating an image of justice, found that subordinates would think that managers were fair if they openly and honestly considered employees' viewpoints. Communicating fair

intentions is critical, making sure that subordinates know what is going on, and that information is open and above-board. A manager's request to "trust me" may well be honoured when it comes from a manager who has a proven track record of fairness.

2.3.4.5 Effects of different types of justice on OCBI and OCBO

Researchers have studied various predictors of OCB so that organisational practices can be adapted to increase OCB. Fassina *et al.* (2008: 805-807) researched the effects of the different types of justice on the various OCB aspects of altruism – cooperating with other employees; courtesy – prevention of problems encountered by other employees; conscientiousness – going beyond general rules of compliance; sportsmanship – disregarding minor inconveniences; and civic virtue – constructive involvement in the organisation. They found interactional justice to be the strongest predictor of OCB towards the individual, for example, altruism and courtesy; and procedural justice to be the strongest predictor of OCB towards the organisation, for example, sportsmanship and civic virtue.

However, conscientiousness relates more closely to OCBI and is strongly related to interactional justice, where the employee is "rewarding" the fair supervisor with compliance to rules and regulations (Fassina *et al.*, 2008: 210) and "punishing" the unfair supervisor by arriving late at work or by staying absent.

Although the purpose of research conducted by Fassina *et al.* (2008: 823) was to ascertain which type of justice had the most impact on the various dimensions of OCB, in order for managers to channel the justice actions to the aspect of OCB which is most desired, it was found that managers would benefit most by promoting all types of justice. Practices that enhance fairness perceptions that relate to all types of justice encourage more citizenship behaviours and thus benefit both the supervisor/manager and the organisation.

2.3.5 Consequences of OCB

Labour is a key resource within the South African economy and Haydam (2004: 257) uses an example that argues that the European mechanic is more productive than his/her African counterpart because he/she has better health, is better educated and has a “better attitude towards work, for example, better work ethics”, and so on. If Haydam’s (2004) argument is true, in order to remain competitive in a global economy, South Africa should improve productivity through the training and education of its workers, as well as improve workers’ “attitude” towards work. If management explores ways to increase OCB of workers at Company A (which competes with Europe for business opportunities) it can lead employees to a better attitude towards their work and, therefore, motivate a more productive workforce. This should, in turn, make the company more competitive in the European and global market.

2.3.5.1 Organisational effectiveness and OCB

OCB has been shown to influence the organisation’s ability to attain its goals (Niehoff 2005: 387). Positive OCB, if exhibited, is important in the organisation setting, since it leads to improved productivity and organisational efficiency. Coordinated groups will work faster and thus productivity and quality will improve because of efficient use of the organisation’s resources.

Various components of OCB contribute in different ways to organisational effectiveness. Altruistic compliance, of being dependable, developing new ideas, and punctuality (Turnipseed & Murkison, 1996: 44) is organisationally desirable, but is beyond that which can be specified by contract. It may enhance organisational efficiency by facilitating resource transformation, innovation and adaptability. Helpful actions by co-workers (Organ 1988: 6), although it temporarily removes the worker from his/her own efficiency, when rendered spontaneously, can quickly solve a co-worker’s problems. Ignoring the needs of the co-worker - who might

possibly have to follow a long process of communication via supervisor or manager to solve the problem - would take longer than the temporary pause in his/her productivity. Both workers would be able to continue promptly with their productivity, which will create organisational effectiveness.

Turnipseed and Murkison (1996: 45) identified a component of OCB, which they labelled "benevolence". Benevolence comprises behaviour such as resisting negative influences by others, complaining, arguing, wasting materials, poor quality output and protecting organisational property. Although most "benevolent" factors do not directly affect output, they may enhance output via the creation of a work climate that is conducive to high productivity. Thus, fewer resources may be required, which results in an increase in efficiency.

Conscientiousness, as in the case of absenteeism, can play a role in organisational effectiveness. While in the case of serious illness, where the worker is paid for sick leave, there are many cases of minor ailments, where the discretion of the worker will determine whether he/she should really be absent from work or not. The conscientious worker will go beyond the acceptable or required level of attendance and come to work in spite of personal situations that might have been accepted as a legitimate reason for his/her absence from work. The organisation will function more efficiently if absenteeism is kept to a minimum. Absenteeism increases the organisation's payroll when temporary workers are paid to substitute for absent workers (Organ, 1988: 7).

Organ (1988: 7) suggests that cleanliness also forms a component of the conscientious worker. It takes into account the efficient use of scarce resources such as electricity, water, and so on. The effort of policing these resources could be better utilised for more effective purposes such as planning, problem solving and innovativeness.

The organisation's resources can be more effectively utilised if sportsmanship is displayed. Workers can be accommodating if temporary inconveniences are experienced. They can refrain from raising grievances for petty infringements, thus not wasting productive and administrative time on long unnecessary hearings (Organ, 1988: 9).

Organ (1988: 14), however, cautions that OCB should be accompanied by sound managerial principles of quality services and products, competitive pricing, efficient technologies, and so on and that "too obsessive a concern with OCB might lead to practices that cost too much in terms of these other requirements for effectiveness".

Borman (2004: 240) posits that OCB will enhance co-workers and supervisors' productivity and contribute to an organisation's effectiveness. However, if the organisation itself does not have these characteristics, for example, if it provides non-supportive, unjust, or a destructively competitive environment, OCB will not occur. An organisation, which does not provide such an example, cannot expect OCB from its employees.

2.4 Summary

Gouldner's (1960: 169) norm of reciprocity "in its universal form makes two interrelated, minimal demands: (1) people should help those who have helped them, and (2) people should not injure those who have helped them". It connotes that each party has rights and duties in the exchange, and posits that people will respond positively to positive actions and negatively to negative actions (Gouldner, 1960: 167). Nowakowski and Conlon (2005: 23) propose that the negative phrase of "an eye for an eye" could be turned into a positive outcome in a way that "you do a favour for me, and I'll do a favour for you". They postulate that fair outcomes and procedures would receive positive responses. Employees will engage in OCB if they trust their co-workers and supervisors, whereas, if the opposite is true, and they perceive negative responses and outcomes from

supervisors and co-workers, they will engage in withdrawal or retaliatory behaviour and then behave badly.

Greenberg (1988: 155) posits that “what is fair is in the eye of the beholder”, and where managers have gained a reputation for being fair, and when subordinates believe that their manager is fair, such liking enhances the manager’s credibility and strengthens the manager’s power to influence the subordinates to comply with management’s decisions. “A manager who is perceived as fair is one who can be trusted; he or she is consistent, lacks ulterior motives and, as such, gains important power to manage” (Greenberg, 1988: 157).

The theory provided in the literature review was tested at a selected automotive component manufacturer in the Western Cape by using a deductive approach; where the concepts of OCB and perceptions of OJ were observed in a survey. OCB and OJ were measured by using questionnaires that were developed by Moorman and Blakely (1995) and Niehoff and Moorman (1993), respectively. The findings sought to correlate OCB and perceptions of OJ; to confirm a positive relationship between the two concepts; and to understand the nature of the relationship between the concepts within Company A, with a value-added view to continuous improvement of relationships between managers and workers.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The research has investigated whether a relationship exists between OJ and OCB at a selected automotive component manufacturer in the Western Cape. The research employed a quantitative data collection method in the form of a survey, to measure perceptions of OJ and levels of OCB at the company, which is referred to as Company A.

3.2 Research design

The research design used the deductive approach. Testing a theory involves subjecting the theory to rigorous tests. A characteristic of deduction is that it searches in an effort to explain relationships between variables. This research study used Robson's (2002) five sequential stages of the deductive approach (Saunders, Lewis & Thornhill, 2009: 124), which are described below.

Stage 1: Deducing a hypothesis or research questions

Theory provided in the literature was studied to understand the nature, antecedents and consequences of the concepts of OCB and OJ. It was proposed that a relationship exists between the two concepts at Company A.

Stage 2: Expressing the research questions in operational terms

Reliable, validated questionnaires were taken from previous research on the subject, and used in a paper-based survey to measure the concepts of OCB and OJ at the company under investigation.

Stage 3: Testing the research questions

As the research aimed to test existing theory on the nature of the relationship between the two concepts, the collection of quantitative data was cross sectional at the start of the research project to test the relationship at that specific point in time.

Stage 4: Examining the specific outcome of the inquiry

Quantitative data analysis tested whether the concepts measured at the specific company were in fact related, and correlation coefficients were calculated to ascertain the strength of that relationship.

Stage 5: If necessary, modifying the theory in light of the findings

The results of this research were compared to the results of previous research that was conducted, and analysed in Chapter Four. Conclusions and recommendations are reported in Chapter Five.

3.3 Measures

The survey was conducted by using two existing instruments, which were formulated from validated standardised questionnaires to measure OJ and OCB, as explained in sections 3.3.1 and 3.3.2.

The questionnaire was divided into parts. Part A pertained to questions on OJ, Part B pertained to questions on OCB, and Part C included demographic questions, which were used for control purposes.

Small amendments were made to the standard questionnaires. The original questionnaires were conducted in America, and considering the educational levels of the respondents, a few of the words were changed to facilitate a better understanding of the questionnaire in a local South African context (see Appendix A on page 93 for effected changes.) Amended questionnaires were submitted to the researcher's supervisor and the university's statistician for final approval before the questionnaire was administered.

3.3.1 Measuring OJ

A questionnaire which asked the respondents to describe their perceptions of distributive, procedural and interactional justice was taken from research that was conducted by Niehoff and Moorman (1993: 541). The questionnaire was designed to measure the three dimensions of OJ. It contains five items that measure distributive justice; six items that measure procedural justice; and nine items that measure interactional justice (Part A of questionnaire: see Appendix B on page 94.)

In the original research, Niehoff and Moorman (1993: 538), report reliabilities above .90 for all three dimensions of OJ. Confirmatory factor analysis for the justice scales suggested support for the three dimensional model of OJ. The CFI (comparative fit index) for the three justice dimensions was .92 (Niehoff and Moorman, 1993: 541).

The questions in the original questionnaire all refer to “the general manager”. In the context of Company A, this would indicate a specific person to employees, whereas the purpose of the research sought to refer to overall management of the organisation, which includes the general manager, the department manager and the line supervisor. As a result, the words “general manager” were replaced with “management”.

Responses were obtained by using a seven point Likert scale where 1 = “strongly agree” and 7 = “strongly disagree”, as in the original questionnaire.

3.3.2 Measuring OCB

The questionnaire for OCB was taken from research by Moorman and Blakely (1995: 132), and contained 18 items which measured the four dimensions of OCB, namely interpersonal helping items; individual initiative; personal industry; and loyalty to the company. The questionnaire contains four questions on interpersonal helping items, five questions on

individual initiative items, four questions on personal industry and five questions on loyal boosterism (Part B of questionnaire: see Appendix C on page 95.)

Results of the original research by Moorman and Blakely (1995: 135-136) report significant and reasonably high correlations between OCB dimensions for loyal boosterism (0.38) and personal industry (0.49). Internal reliabilities for three dimensions of OCB were above 0.70: (interpersonal helping = 0.74; individual initiative = 0.76; and loyal boosterism = 0.86). Reliability for the personal industry dimension was below the recommended 0.70 level at 0.61. This was offset by the use of LISREL (linear structural relations software for structural equation modelling), as LISREL takes into account the measurement error inherent in survey research. The challenge of using scales with reliabilities less than 0.70 was lessened by the fact that it was not assumed that the measures were perfectly reliable. Confirmatory factor analysis was performed to assess the fit of the data to the proposed OCB model. Moorman and Blakely's (1995: 131) model related to the four distinct dimensions of OCB with no significant cross-loadings.

Questionnaires to measure the OCB of employees have in previous research, more often than not, been completed by supervisors. The researcher had hoped that permission would be given by the company for this questionnaire to be completed by the supervisor of each employee, however, as this was a time consuming exercise for the supervisor, it was not feasible. The questionnaire was adapted to self-descriptions by the respondent, as in the original study by Moorman and Blakely (1995: 132), which used self-reports.

This may have resulted in common method error as only one source was used to collect the data. However, Van Dyne *et al.* (1995: 227) propose that where intent cannot be observed, observers are likely to make attribution errors. In a study on the ratings of OCB between self, manager and sub-ordinate, Vandenberg, Lance and Taylor (2005: 136), while not

suggesting a blanket support of self-ratings, found that self-reports of OCB came closer to the concepts of OCB than that of managers, who sometimes make overall, indiscriminate evaluations, and do not distinguish between the OCB dimensions.

Responses were obtained by using a seven point Likert scale where 1 = “strongly agree” and 7 = “strongly disagree”, as in the original questionnaire.

3.4 Questionnaire administration

A paper based survey strategy was used for data collection, allowing for collection of quantitative data, which could be analysed.

Data collected during a survey strategy collects descriptive and explanatory data about opinions, behaviours and attributes, which can be used to suggest possible reasons for particular relationships between variables, and to produce models of these relationships (Saunders *et al.*, 2009: 144).

Saunders *et al.* (2009: 400; 402) outlines five steps to ensure a high response rate:

1. Self administered questionnaires must be accompanied by a covering letter and a collection box must be ready;
2. Correspondents must be contacted to be advised of the meeting to be held, preferably in the organisation’s time;
3. At the meeting, questionnaires (with the covering letter) must be handed out to each respondent;
4. The questionnaire must be handed out and the anonymous and confidential nature must be stressed; and
5. Ensure that respondents place their completed questionnaires in a collection box before leaving the meeting.

According to Saunders *et al.* (2009), if these steps are followed, a response rate of up to 98% can be achieved.

The questionnaire was self-administered. The purpose of the study was explained to the operations director of Company A and written permission to perform the research was requested and received. Permission to address the employees, at an appropriate time which was suitable to the company, was granted.

The confidentiality of the company is protected, since the name of the company has not been published in the thesis and is referred to as “the selected company within the automotive component industry” or “Company A”.

Confidentiality of individual employees is protected as the questionnaires were anonymous, hence no individual employee can be identified.

Close proximity to the plant enabled the researcher to personally supervise the distribution and collection of the questionnaires. At an appropriate time, individual meetings, which were convenient to each department, were arranged. The researcher was able to address the employees to explain the purpose of the research, as well as to give a brief explanation of the questionnaire (for example, the Likert scale) and how to complete it.

Respondents were given a covering letter which accompanied the questionnaire, explaining the reason for the research, petitioning employees to complete and return the questionnaires without undue delay. The English covering letter was translated into Afrikaans and Xhosa, as the research site is located in the Western Cape, and English, Afrikaans or Xhosa are the home languages of most of the respondents.

A time frame of two weeks was given for all questionnaires to be returned. Sealed boxes were provided at strategic points into which the completed

questionnaires were placed. An arrangement was made with departmental managers and supervisors for personal collection, by the researcher, of the boxes of returned questionnaires.

After the initial two week period had expired, only sixty seven questionnaires were returned. The researcher arranged a second session to address employees. The researcher made an urgent appeal that the respondents who had not already done so, should complete and return the questionnaire without any further delay. Company A gave permission that those who had not initially completed the survey during their own time, could do so during working hours. The second session returned a good response rate.

The final 106 questionnaires that were returned were coded and captured into the PASW Statistics 18 (a statistical package for social sciences) software for quantitative data analysis.

3.5 Sample

3.5.1 Description of the sample

Data was collected by using a census of the plant, hence no method for selecting a sample was necessary. The plant comprises operators, line supervisors, artisans, administrative, as well as marketing department staff. The questionnaire was administered to 135 permanent and fixed term contract employees who form the population of the plant. Contract workers at Company A are employed on renewable fixed term contracts for three, six or twelve months. They are treated in exactly the same manner as permanent employees with no difference in level of pay or benefits received, except that, depending on operational requirements, the distinct possibility exists that the contracts may not be renewed.

106 Respondents, with three incomplete surveys represented a response rate of 76% ($103/135 \times 100 = 76,29\%$). The high response rate was in all

probability owing to the fact that the researcher had a long tenure with Company A and is personally acquainted with a majority of the employees. This number was sufficient for the factor analysis that was required to test the internal consistency of the scales. It also enables the results to be used to form a generalization of the characteristics of the research site.

3.5.2 Sample demographics

For control purposes, the demographic indicators that were collected in Part C of the questionnaire included employment status (pertaining to whether they were permanent or contract workers), tenure, department in which they were employed, and gender.

The following figures illustrate the demographic make-up of the sample in terms of their employment status (Figure 3.1), tenure with the company (Figure 3.2); the department within which they work (Figure 3.3); and their gender (Figure 3.4).

The demographic characteristics of the sample are closely aligned to the survey population's demographic breakdown.

3.5.2.1 Employment status

Figure 3.1 presents the sample's employment status.

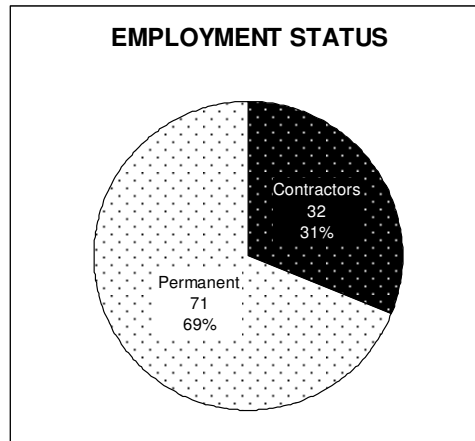


Figure 3.1: Employment status at Company A (N = 103)
Permanent (n = 71) or Contract worker (n = 32)

The respondents comprised a sample of 103 employees: with 69% (n = 71) permanent employees; and 31% (n = 32) contract employees.

The demographic characteristics of the sample are closely aligned to the survey population's demographic breakdown: where 72% (n = 97) are permanent; and 28% (n = 38) are contract employees.

3.5.2.2 Tenure

Figure 3.2 presents the sample's tenure with the company.

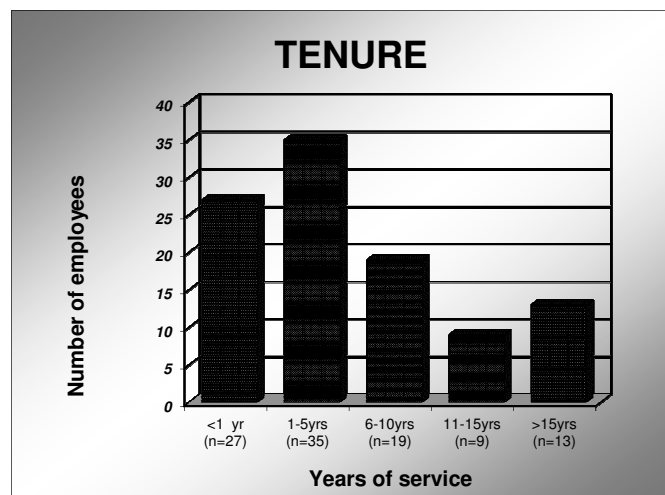


Figure 3.2: Employees' tenure with Company A (N = 103)

Of the sample, 26% ($n = 27$) have a tenure of less than one year; 34% ($n = 35$) have a tenure of more than one but less than five years; 18% ($n = 19$) have a tenure of between six and ten years, 9% ($n = 9$) have a tenure of between 11 and 15 years; and 13% ($n = 13$) have more than 15 years of service.

The demographic characteristics of the sample are closely aligned to the survey population's demographic breakdown: 30% ($n = 41$) have a tenure of less than one year; 29% ($n = 39$) have a tenure of more than one but less than five years; 21% ($n = 28$) have a tenure of between six and ten years; 8% ($n = 11$) have a tenure of between 11 and 15 years; and 12% ($n = 16$) have more than 15 years of service.

3.5.2.3 Departmental makeup

Figure 3.3 presents the sample by department.

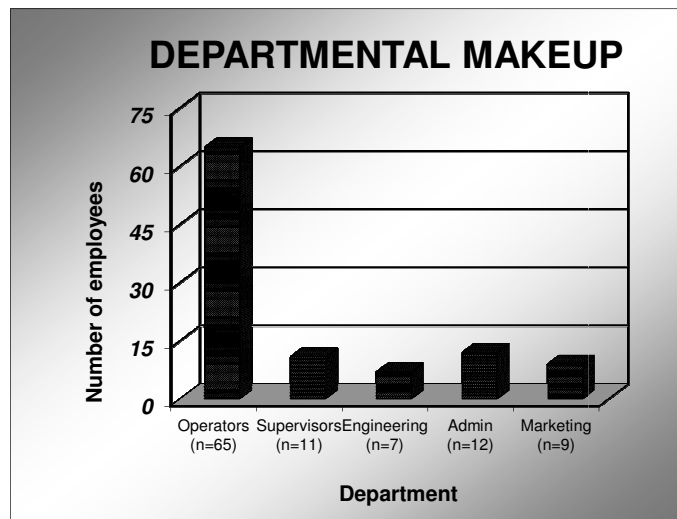


Figure 3.3: Departmental makeup (N = 104)

Operators in the manufacturing departments form a majority of 63% ($n = 65$) of employees, while line supervisors, engineering artisans, administrative and marketing employees together form the balance of 37% ($n = 39$).

The demographic characteristics of the sample are closely aligned to the survey population's demographic breakdown: operators form 68% ($n = 92$) and line supervisors, engineering artisans, administrative and marketing employees together form the balance of 32% ($n = 43$).

3.5.2.4 Gender

Figure 3.4 presents the sample's gender.

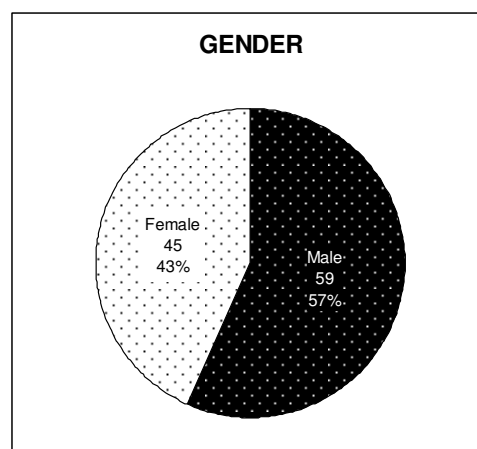


Figure 3.4: Gender spread within the sample ($N = 104$)

The sample comprises 43% ($n = 45$) females and 57% ($n = 59$) males, which indicates an equitable gender spread.

The demographic percentages of the sample match the survey population's demographic breakdown: 43% ($n = 58$) females; and 57% ($n = 77$) males.

3.6 Factor analysis and reliability of scales

Factor analysis is used to detect structure in the relationships between variables. If a questionnaire is designed with a number of items that measure the same construct, factor analysis is used to measure if the responses to the items are correlated to each other (Statsoft, 2010). Furthermore, factor analysis examines the correlations among a number of

variables and identifies clusters of highly correlated variables that reflect underlying themes (Leedy & Ormrod, 2010: 282).

The research project employed questionnaires that were taken from validated research instruments. Factor analysis was conducted to determine whether the underlying structure of the original questionnaires would be replicated in the present study.

As the research used a number of items to measure each component of the two concepts, the reliability of each scale had to be measured to ascertain whether the true score component remained the same when summing across the items.

For data collected from a sample, it is necessary to know that the probability of the correlation coefficient did not occur by chance alone. Cronbach's Alpha is a formula, which is used to measure and evaluate the internal reliability of scales when measuring a particular concept. If coefficient Alpha is equal to +1, all items that are measured have a perfect positive correlation. If Alpha is equal to zero, then it denotes that all items are uncorrelated and there is no true score. A score of -1 represents a perfect negative correlation. A score of 0.70 indicates a strong positive relationship (Saunders *et al.*, 2009: 459). A Cronbach Alpha of 0.70 reliability was regarded as sufficient for this research.

3.6.1 Factor analysis and reliability statistics of OJ items and scales

Principle component analysis was conducted on the OJ items by using Varimax rotation with Kaiser Normalisation to determine whether the instrument displayed factors which have been proposed by Niehoff and Moorman (1993). The Rotated Component Matrix is displayed in Table 3.1 below.

Table 3.1: OJ Rotated Component Matrix^a

	Component		
	Interactional Justice	Procedural Justice	Distributive Justice
Q 1 - My work schedule is fair			.82
Q 2 - My level of pay is fair			.57
Q 3 - My workload is fair			.55
Q 4 -The rewards I receive are fair		.65	.51
Q 5 - My job responsibilities are fair			.66
Q 6 -Job decisions by management are made in a fair manner			.50
Q 7 -Employee concerns are heard before decisions are made		.76	
Q 8 - Accurate and complete information is collected to make job decisions		.71	
Q 9 - Management clearly communicates and gives information on request		.63	
Q10 - Job decisions are applied consistently to all affected employees		.75	
Q11 - Employees are allowed to challenge or appeal management decisions		.66	
Q12 - Management treats me with kindness and consideration	.75		
Q13 - Management treats me with respect and dignity	.69		
Q14 - Management is sensitive to my personal needs	.49		.58
Q15 - Management deals with me in a truthful manner	.79		
Q16 - Management respects my rights as an employee	.66		
Q17 - Management discusses implications of job decisions with me	.72		
Q18 - Management offers adequate explanations for decisions about my job	.81		
Q19 - Management offers explanations that make sense to me	.79		
Q20 - Management explains clearly any decision made about my job	.71		

Extraction Method: Principal Component Analysis
 Rotation Method: Varimax with Kaiser Normalization
 a. Rotation converged in 7 iterations

The items loaded on three factors, namely distributive, procedural and interactional justice, with cross loading on two items.

Q4, a distributive justice item, which posed whether rewards that are received are fair, loaded more strongly on procedural justice.

Q14, an interactional justice item, which posed whether management was sensitive to the personal needs of employees, loaded more strongly on distributive justice.

It was decided to retain the items as procedural and interactional justice, respectively, as it made conceptual sense and retaining the items did not lower the internal consistency of the scales.

3.6.1.1 Reliability statistics of OJ scales

The reliability of all the OJ scales was tested by using the Cronbach Alpha coefficient of reliability. As indicated in the tables below, the reliability test results for all the dimensions of OJ were high, which suggests that the items have relatively high internal consistency.

Table 3.2 reflects the reliability coefficient of the OJ scales. All scales reported a good internal reliability: distributive justice (0.83; n = 103); procedural justice (0.87; n = 105); interactional justice (0.94; n = 103); interpersonal justice (0.92; n = 103); and informational justice (0.89; n = 104).

Table 3.2: Reliability of perceptions of OJ scales

Distributive Justice Cronbach Alpha = 0.83
Q 1 - My work schedule is fair
Q 2 - My level of pay is fair
Q 3 - My workload is fair
Q 4 - The rewards I receive are fair
Q 5 - My job responsibilities are fair
Procedural Justice Cronbach Alpha = 0.87
Q 6 - Job decisions by management are made in a fair manner
Q 7 - Employee concerns are heard before decisions are made
Q 8 - Accurate and complete information is collected to make job decisions
Q 9 - Management communicates clearly and gives information on request
Q10 - Job decisions are applied consistently to all affected employees
Q11 - Employees are allowed to challenge or appeal management decisions
Interactional Justice Cronbach Alpha = 0.94
Q12 - Management treats me with kindness and consideration
Q13 - Management treats me with respect and dignity
Q14 - Management is sensitive to my personal needs
Q15 - Management deals with me in a truthful manner
Q16 - Management respects my rights as an employee
Q17 - Management discusses implications of job decisions with me
Q18 - Management offers adequate explanations for decisions about my job
Q19 - Management offers explanations that make sense to me
Q20 - Management explains clearly any decision made about my job
Interpersonal Justice Cronbach Alpha = 0.92
Q12 - Management treats me with kindness and consideration
Q13 - Management treats me with respect and dignity
Q14 - Management is sensitive to my personal needs
Q15 - Management deals with me in a truthful manner
Q16 - Management respects my rights as an employee
Informational Justice Cronbach Alpha = 0.89
Q17 - Management discusses implications of job decisions with me
Q18 - Management offers adequate explanations for decisions about my job
Q19 - Management offers explanations that make sense to me
Q20 - Management explains clearly any decision made about my job

3.6.2 Factor analysis and reliability statistics of OCB items and scales

Principle component analysis was conducted on the organisational citizenship items by using Varimax rotation with Kaiser Normalisation, to determine whether the instrument displayed factors which were proposed by Moorman and Blakely (1995). The Rotated Component Matrix is displayed in Table 3.3 below.

Table 3.3: OCB Rotated Component Matrix^a

	Component			
	Inter-personal helping	Loyal Boosterism	Individual Initiative	Personal Industry
Q21 - I go out of my way to help co-workers with work related problems	.75			
Q22 - I voluntarily help new employees settle into the job	.81			
Q23 - I go out of my way to welcome new employees	.83			
Q24 - I show concern and courtesy to co-workers	.59			
Q25 - I express opinions honestly even when others disagree	.56	.44		
Q26 - I often motivate others to express ideas and opinions	.58		.32	
Q27 - I encourage others to try new, effective ways of doing their job			.58	
Q28 - I encourage shy or quiet co-workers to voice their opinions			.77	
Q29 - I communicate to co-workers suggestions for group improvement			.49	
Q30 - I rarely miss work even when I have a legitimate reason to do so			.56	.43
Q31 - I perform my duties with unusually few errors				.55
Q32 - I perform my job duties with extra-special care				.66
Q33 - I always meet or beat deadlines for completing work				.83
Q34 - I defend the organisation when others criticise it		.72		
Q35 - I encourage friends and family to utilize the organisation's products		.59		
Q36 - I defend the organisation when outsiders criticise it		.81		
Q37 - I show pride when representing the organisation in public		.80		
Q38 - I actively promote the organisation's products to potential users		.72		

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization

^a Rotation converged in 7 iterations

The OCB analysis loaded on four factors, namely interpersonal helping, individual initiative, personal industry and loyal boosterism.

Two individual initiative items cross loaded. Q25, "I express opinions honestly even when others disagree" cross loaded with loyal boosterism, and Q26, "I often motivate others to express ideas and opinions" cross loaded with interpersonal helping.

Q30, a personal industry item "I rarely miss work, even when I have a legitimate reason for doing so", loaded more strongly with individual initiative.

However, the items were retained under individual initiative and personal industry, respectively, because it made conceptual sense and retaining the items did not lower the internal consistency of the scales.

3.6.2.1 Reliability statistics of OCB scales

Table 3.4 reflects the reliability coefficient of the OCB scales. The interpersonal helping scale reported a good internal reliability of 0.82. The individual initiative scale reported an internal reliability of 0.74. The personal industry scale reported a relatively low internal reliability of only 0.69 when compared to the reliability statistics of the other scales measured in the research. However, it is interesting to note that if Q30, relating to absenteeism, which is one of the problems experienced at Company A, "I rarely miss work even when I have a legitimate reason to do so" item is deleted from the personal industry items, the internal reliability would be greater at 0.77. Loyal boosterism reported a good internal reliability of 0.84.

Table 3.4: Reliability of OCB items and scales

Interpersonal helping Cronbach Alpha = 0.82
Q21 - I go out of my way to help co-workers with work related problems
Q22 - I voluntarily help new employees settle into the job
Q23 - I go out of my way to welcome new employees
Q24 - I show concern and courtesy to co-workers
Individual initiative Cronbach Alpha = 0.74
Q25 - I express opinions honestly even when others disagree
Q26 - I often motivate others to express ideas and opinions
Q27 - I encourage others to try new, effective ways of doing their job
Q28 - I encourage shy or quiet co-workers to voice their opinions
Q29 - I communicate to co-workers suggestions for group improvement
Personal Industry Cronbach Alpha = 0.69
Q30 - I rarely miss work even when I have a legitimate reason to do so
Q31 - I perform my duties with unusually few errors
Q32 - I perform my job duties with extra-special care
Q33 - I always meet or beat deadlines for completing work
Loyal Boosterism Cronbach Alpha = 0.84
Q34 - I defend the organisation when others criticise it
Q35 - I encourage friends and family to utilize the organisation's products
Q36 - I defend the organisation when outsiders criticise it
Q37 - I show pride when representing the organisation in public
Q38 - I actively promote the organisation's products to potential users

3.7 Summary

This chapter explained the data collection method which was employed in order to answer the research questions.

The chapter focused on the methodology design, measurement of the concepts, preparation and administration of the questionnaire and ethical considerations of the study. The sample was described and the reliability coefficients of the items were measured and reported on.

The results of the data are analysed in Chapter Four, which follows.

CHAPTER FOUR: DATA ANALYSIS

4.1 Introduction

This chapter presents results that were obtained by means of the research methodology, as described in Chapter Three. Statistical analysis was performed in order to answer the research questions and to deduce possible correlations between OCB and perceptions of OJ at Company A.

The following section details the descriptive statistics for the sample. Descriptive statistics in the research covered OCB and perceptions of OJ scales.

4.2 Descriptive statistics: Perceptions of OJ

The research questionnaire made use of a 7-point Likert scale where 1 represents disagree very strongly, 7 represents agree very strongly, with the middle category, 4, representing neither agree nor disagree. The mean (arithmetic average) is an informative measure of the central tendency of the variable. The central tendency provides a general impression of the values that can be seen as common, middling or average. The standard deviation is used to describe and compare the extent to which values differ from the mean (Saunders *et al.*, 2009: 444; 447).

OJ scales measured distributive justice, procedural justice and interactional justice.

4.2.1 Mean and standard deviation for OJ

The first research question aimed to determine the levels of perceived OJ at Company A. The mean scores for perceptions of OJ at Company A are presented in Table 4.1 below.

Interactional justice presents the highest mean at 4.33 (SD = 1.28), followed by distributive justice at 4.15 (SD = 1.19) and procedural justice at 3.87 (SD = 1.21).

Table 4.1: Mean scores for perceptions of OJ

Variable	N	Mean	SD	Min	Max	Items
Distributive Justice	105	4.15	1.19	1	7	5
Procedural Justice	105	3.87	1.21	1	7	6
Interactional Justice	105	4.33	1.29	1	7	8

4.2.2 OJ and gender

A t-test was performed to determine whether males and females reflect statistically different OJ scores. As indicated in Table 4.2, no statistically significant differences between males and females were observed.

Table 4.2: T-test for perceptions of OJ and gender

Variable	F	P	Descriptive category	N	Mean	SD
Distributive Justice	2.29	.34	Female	45	4.03	1.07
			Male	58	4.26	1.29
Procedural Justice	0.005	.33	Female	45	3.69	1.22
			Male	58	4.03	1.20
Interactional Justice	.45	.95	Female	45	4.36	1.38
			Male	58	4.34	1.23

4.2.3 OJ and tenure

A one-way analysis of variance (ANOVA) was conducted to determine whether tenure reflects significant differences in items of OJ (Table 4.3).

Table 4.3: ANOVA for perceptions of OJ and tenure

Variable	F	P
Distributive Justice	3.49	.011
Procedural Justice	5.06	.001
Interactional Justice	3.95	.005

The above table shows that distributive justice ($F = 3.49$, $p = 0.011$); procedural justice ($F = 5.06$, $p = 0.001$); and interactional justice ($F = 3.95$, $p = 0.005$) differ significantly across tenure groups.

A post hoc test (Table 4.4) was then conducted to determine which categories differed significantly in terms of the justice items.

Table 4.4: Post-hoc test perceptions of OJ and tenure

Dependent Variable	(I) Tenure	(J) Tenure	Mean Difference (I-J)	Std. Error	Sig.
Distributive Justice	<1 year	1 to 5 yrs	.57	.29	.56
		6 to 10 yrs	1.16*	.34	.01
		11 to 15 yrs	-.07	.44	1.00
		>15 yrs	.61	.40	1.00
	6 to 10 yrs	<1 year	-1.16*	.34	.01
		1 to 5 yrs	-.59	.33	.71
		11 to 15 yrs	-1.24	.46	.09
		>15 yrs	-.55	.42	1.00
Procedural Justice	<1 year	1 to 5 yrs	.73	.29	.14
		6 to 10 yrs	1.41	.34	.001
		11 to 15 yrs	.58	.43	1.00
		>15 yrs	1.20	.39	.03
	6 to 10 yrs	<1 year	-1.41	.34	.001
		1 to 5 yrs	-.68	.32	.38
		11 to 15 yrs	-.83	.46	.74
		>15 yrs	-.21	.42	1.00
	>15 yrs	<1 year	-1.20	.39	.03
		1 to 5 yrs	-.47	.38	1.00
		6 to 10 yrs	.21	.42	1.00
		11 to 15 yrs	-.62	.50	1.00
Interactional Justice	<1 year	1 to 5 yrs	.66	.31	.37
		6 to 10 yrs	1.26	.37	.01
		11 to 15 yrs	.67	.47	1.00
		>15 yrs	1.32	.42	.03
	6 to 10 yrs	<1 year	-1.26	.37	.01
		1 to 5 yrs	-.59	.35	.92
		11 to 15 yrs	-.59	.50	1.00
		>15 yrs	.06	.45	1.00
	>15 yrs	<1 year	-1.32	.42	.03
		1 to 5 yrs	-.65	.41	1.00
		6 to 10 yrs	-.06	.45	1.00
		11 to 15 yrs	-.65	.54	1.00

*. The mean difference is significant at the 0.05 level.

The post-hoc test shows significant differences in the distributive justice scores. Employees with less than one year's tenure have a more positive perception of distributive justice, scoring higher, when compared with employees who have six to ten years' tenure. Significant differences show

that employees who have one year's tenure have a greater perception of procedural justice, scoring higher than employees who have six to ten years and those who have a tenure of 15 years or more. Perceptions of interactional justice also show significant differences between employees who have one year's tenure, who score higher and those who have six to ten years and employees who have more than fifteen years' tenure with the company.

4.2.4 OJ per department

Table 4.5 presents the t-test that compares OJ means by department. No significant differences per department were observed.

Table 4.5: ANOVA for perceptions of OJ per department

Variable	F	P
Distributive Justice	2.36	.06
Procedural Justice	.20	.94
Interactional Justice	.77	.55

4.2.5 OJ and employment status

Table 4.6 presents the results of the independent-samples t-test, which was conducted to compare whether employee status has any effect on employees' perceptions of various forms of justice.

Table 4.6: T-test for perceptions of OJ and employment status

Variable	F	P	Descriptive category	N	Mean	SD
Distributive Justice	2.10	.269	Permanent	70	4.08	1.24
			Contract	32	4.36	1.08
Procedural Justice	.01	.023	Permanent	70	3.71	1.21
			Contract	32	4.30	1.14
Interactional Justice	2.24	.002	Permanent	70	4.09	1.32
			Contract	32	4.93	1.03

Group statistics show significant differences between the procedural justice scores for permanent employees ($M = 3.71$, $SD = 1.21$) when compared with contract employees ($M = 4.30$, $SD = 1.14$); and interactional justice scores for permanent employees ($M = 4.09$, $SD = 1.32$) when compared with contract employees ($M = 4.93$, $SD = 1.03$).

Results indicate that permanent employees have a significantly poorer perception of procedural and interactional justice than contract employees do.

4.3 Descriptive statistics: OCB

OCB scales measured interpersonal helping, individual initiative, personal industry and loyal boosterism.

4.3.1 Mean and standard deviation for OCB

The second research question aimed to determine the levels of OCB at Company A. The mean scores for each component of OCB are presented in Table 4.7 below.

Table 4.7: Mean scores for OCB

Variable	N	Mean	SD	Min	Max	Items
Interpersonal Helping	104	5.50	.88	3.75	7.00	4
Individual Initiative	104	5.26	.84	3.33	7.00	5
Personal Industry	104	5.46	.90	1.50	7.00	4
Loyal Boosterism	104	5.42	1.03	1.60	7.00	5

Interpersonal helping behaviours reflect the highest mean at 5.50 ($SD=0.88$), with personal industry at 5.46 ($SD=.90$), loyal boosterism at 5.42 ($SD=1.03$) and individual initiative scoring lower at 5.26 ($SD=0.84$).

The scores indicate that employees at Company A display above average levels of OCB, but it also indicates that they do not necessarily go out of their way too much when engaging in OCB.

4.3.2 OCB and gender

Independent t-tests were used to determine whether any statistically significant differences exist between males and females on each of the OCB components.

Table 4.8 presents the results of a t-test, which was performed to measure whether any statistical differences exist between the OCB scores of males and females. No significant differences between the two groups were observed.

Table 4.8: T-tests for OCB and gender

Variable	F	P	Descriptive category	N	Mean	SD
Interpersonal Helping	.36	.64	Female	44	5.56	.90
			Male	59	5.47	.86
Individual Initiative	.36	.80	Female	44	5.25	.88
			Male	59	5.29	.79
Personal Industry	1.81	.45	Female	44	5.38	1.05
			Male	59	5.52	.78
Loyal Boosterism	.13	.20	Female	44	5.29	1.13
			Male	59	5.55	.94

4.3.3 OCB and tenure

A one-way analysis of variance (ANOVA) was conducted to determine whether there are any significant differences in OCB based on tenure (Table 4.9).

Table 4.9: ANOVA for OCB and tenure

Variable	F	P
Interpersonal Helping	1.35	.26
Individual Initiative	3.33	.01
Personal Industry	1.23	.30
Loyal Boosterism	1.85	.13

The only significant difference that was observed between the groups was evident in the individual initiative scale ($F = 3.33$, $p = .01$).

A post-hoc test was then conducted to determine which tenure categories differed significantly in terms of individual initiative (Table 4.10).

Table 4.10: Post hoc test for tenure

Dependent Variable	(I) Tenure	(J) Tenure	Mean Difference (I-J)	Std. Error	Sig.
Individual Initiative	<1 year	1 to 5 yrs	-.28	.20	1.00
		6 to 10 yrs	.04	.24	1.00
		11 to 15 yrs	-.68	.30	.27
		>15 yrs	-.75	.27	.06
	6 to 10 yrs	<1 year	-.04	.24	1.00
		1 to 5 yrs	-.32	.23	1.00
		11 to 15 yrs	-.72	.32	.26
		>15 yrs	-.80	.28	.06

*. The mean difference is significant at the 0.05 level.

Post hoc tests indicated that employees who have less than one year's tenure were less willing to use individual initiative than employees who have six to ten years' tenure with Company A.

4.3.4 OCB per department

As reflected in Table 4.11, an ANOVA test was conducted to determine whether there are significant departmental differences in OCB scores.

Table 4.11: ANOVA for OCB per department

Variable	F	P
Interpersonal Helping	1.49	.21
Individual Initiative	3.09	.02
Personal Industry	.68	.61
Loyal Boosterism	1.93	.11

The only statistically significant difference in OCB that was observed between the various departments within the company, was the individual initiative component ($F = 3.09$, $p = 0.02$).

A post hoc test (Table 4.12) was conducted to determine which departments differed significantly in terms of individual initiative.

Table 4.12: Post hoc test for OCB per department

Dependent Variable	(I) Department	(J) Department	Mean Difference (I-J)	Std. Error	Sig.
Individual Initiative	Operator	Other Production/Stores	-.49	.26	.62
		Engineering	-.10	.32	1.00
		EFI Admin	-.07	.26	1.00
		CT Branch	-.89 [*]	.28	.02
	CT Branch	Operator	.89 [*]	.28	.02
		Other Production/Stores	.40	.36	1.00
		Engineering	.79	.40	.50
		EFI Admin	.82	.36	.23

The post hoc test indicates that operators scored significantly lower on individual initiative than the Cape Town branch did.

4.3.5 OCB and employment status

A t-test was performed in order to determine whether any significant differences for OCB, based on employee status, were observed. According to the results of the t-test reflected in Table 4.13, no significant differences were observed.

Table 4.13: T-test for OCB and employment status

Variable	F	P	Descriptive category	N	Mean	SD
Interpersonal Helping	3.20	.64	Permanent	71	5.48	.93
			Contract	32	5.57	.76
Individual Initiative	.06	.29	Permanent	71	5.33	.82
			Contract	32	5.14	.83
Personal Industry	.93	.45	Permanent	71	5.42	.95
			Contract	32	5.56	.79
Loyal Boosterism	.01	.46	Permanent	71	5.40	1.06
			Contract	32	5.55	.96

4.4 Relationship between OCB and perceptions of OJ

Research question three aimed to determine whether there is a relationship between perceptions of OJ and OCB at Company A.

4.4.1 Correlations between OCB and perceptions of OJ at Company A

In order to determine whether a significant relationship exists between perceptions of OJ and OCB at Company A, Pearson's Product Moment Correlation coefficient was computed.

A correlation coefficient enables one to quantify the nature, direction and strength of the linear relationship between two numerical variables. This coefficient (usually represented by the letter r) can take on any value between -1 and +1. A value of +1 represents a perfect positive correlation and a value of -1 represents a perfect negative correlation. A value of 0.00

represents a lack of correlation (Saunders *et al.* 2009:459) and indicates that the two variables are completely independent.

For purposes of this research, correlations are considered as statistically significant and practically relevant when $r = \geq 0.25$ and $p \leq 0.05$.

Results presented in Table 4.14 show that a number of statistically significant relationships exist between components of OCB and perceptions of OJ at Company A.

Table 4.14: Correlations between OCB and perceptions of OJ at Company A (n=103)

		Distributive Justice	Procedural Justice	Interactional Justice	Interpersonal Helping	Individual Initiative	Personal Industry	Loyal Boosterism
Distributive Justice	Pearson Correlation	1						
	Sig. (2-tailed)							
Procedural Justice	Pearson Correlation	.72**	1					
	Sig. (2-tailed)	.00						
Interactional Justice	Pearson Correlation	.70**	.76**	1				
	Sig. (2-tailed)	.00	.00					
Interpersonal Helping	Pearson Correlation	-.06	-.09	.04	1			
	Sig. (2-tailed)	.54	.38	.68				
Individual Initiative	Pearson Correlation	.17	.21*	.32**	.58**	1		
	Sig. (2-tailed)	.08	.03	.00	.00			
Personal Industry	Pearson Correlation	.14	.15	.25**	.46**	.54**	1	
	Sig. (2-tailed)	.16	.14	.01	.00	.00		
Loyal Boosterism	Pearson Correlation	.21*	.23*	.25**	.39**	.53**	.51**	1
	Sig. (2-tailed)	.04	.02	.01	.00	.00	.00	

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

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

Significant, albeit low, positive relationships exist between perceptions of interactional justice and individual initiative ($r = .32, p < 0.01$); and interactional justice and personal industry ($r = .25, p < 0.01$).

A moderate, significant positive relationship exists between individual initiative and perceptions of procedural justice ($r = .21, p < 0.05$).

Moderate correlations show that all items of justice are significantly related to employees' willingness to display loyal boosterism. The highest correlation to loyal boosterism is interactional justice ($r = .25, p < 0.05$), then procedural justice ($r = .23, p < 0.05$), while distributive justice is lower at ($r = .21, p < 0.05$).

However, no statistically significant relationship was observed between interpersonal helping behaviours and any forms of OJ.

4.5 Summary of results

The research findings for Company A are summarised below:

- Employees scored highest on their perceptions of interactional justice at 4.33 (SD = 1.28), followed by distributive justice at 4.15 (SD = 1.19) and procedural justice at 3.87 (SD = 1.21).
- No statistically significant differences in OJ were observed between males and females.
- Employees who have less than one year's tenure experience greater organisational fairness than employees who have a longer tenure.
- When comparing perceptions of OJ by department, no significant differences were observed.
- Permanent employees have a significantly lower perception of procedural and interactional justice than contract employees.
- Employees displayed above average levels of OCB, but they do not necessarily go out of their way to engage in OCB. The mean statistic for interpersonal helping behaviours scored highest at 5.50 (SD=0.88), with personal industry at 5.46 (SD=.90), loyal boosterism at 5.42 (SD=1.03) and individual initiative, which scored lowest at 5.26 (SD=0.84).
- No significant differences between the OCB scores of males and females were observed.
- Employees who have less than one year's tenure were less willing to use individual initiative than employees who have six to ten years' tenure.

- Operators scored significantly lower on individual initiative than the CT branch did.
- No significant differences for OCB, based on employee status, were observed.
- Significant, albeit low, positive relationships exist between perceptions of interactional justice and individual initiative ($r = .32, p < 0.01$); and personal industry ($r = .25, p < 0.01$).
- A moderate, significant positive relationship exists between individual initiative and perceptions of procedural justice ($r = .21, p < 0.05$).
- Moderate scores showed that all items of justice are significantly related to employees' willingness to display loyal boosterism, namely distributive justice ($r = .21, p < 0.05$); procedural justice ($r = .23, p < 0.05$); and interactional justice ($r = .25, p < 0.05$).
- No statistically significant relationship was observed between interpersonal helping behaviours and any forms of OJ.
- Procedural justice correlated more strongly with loyal boosterism than with individual initiative.
- Interactional justice correlated more strongly with individual initiative than with personal industry or loyal boosterism.
- Interactional justice correlated more strongly with personal industry than with loyal boosterism.
- Individual initiative correlated more strongly with interactional justice than with procedural justice.
- Loyal boosterism correlated more strongly with interactional justice than with procedural and distributive justice.

CHAPTER FIVE: DISCUSSION AND CONCLUSIONS

5.1 Introduction

This chapter presents the results of the research as they relate to each of the research questions, which were presented in Chapter One. The chapter provides a detailed discussion on possible reasons for the findings, and what the implications of the findings are in light of the literature and previous research on the topic. The chapter concludes with recommendations on how perceptions of OJ may be improved in an endeavour to create and maintain a greater willingness among employees to display OCB. This should contribute positively to the continued success of Company A.

5.2 Research findings and discussion

5.2.1 What are the perceptions of OJ at Company A?

The results of the study indicate average scores for perceptions of OJ. Employees scored highest on their perceptions of interactional justice at 4.33 (SD = 1.28), followed by distributive justice at 4.15 (SD = 1.19) and procedural justice at 3.87 (SD = 1.21).

Distributive justice relates to work responsibilities, schedules and work load, as well as fair pay levels. The average score on this item makes sense as a majority of employees at Company A are subject to pay and promotions, as regulated by the industrial council for the motor industry (MIBCO). Employees' job functions are devised and rated by the council, and distributions are made according to MIBCO's main agreement. Increases in wages and most of the conditions of employment form part of MIBCO's main agreement. It is, therefore, likely that employees do not see this as a reflection on the incumbent management of the plant, as these

distributions are negotiated between higher level employer representative bodies and trade unions.

Interactional justice, which refers to employees' perceptions of kindness, consideration, respect, dignity, concern, truthfulness and communication, scored the highest mean (4.33). This suggests that employees do perceive some measure of interactional justice, but indicates that there is definitely room for greater improvement in management communication, truthfulness, respect and consideration for employees. Gilliland (1994) proposes that fair treatment is associated with favourable work attitudes and higher job performance (Cropanzano *et al.*, 2002: 324). Cropanzano *et al.* (2002: 341) found that interactional justice, pertaining to interpersonal treatment, was directly related to the quality of the manager who treated employees fairly. The crucial factor in understanding the beneficial effect of interactional fairness is the quality of the leader-member relationship. Leadership, decision making and OJ are intimately connected (Tatum *et al.*, 2003: 1012).

Implications of the findings of the present study suggest that even though management may have increased communication of procedures to employees in the past year, employees still perceive a low measure of procedural justice. Perhaps employees' perceptions of procedural justice can be improved if they are given a voice in the decisions and decision making processes. This may improve levels of trust in management.

Clearly, evidenced by the low mean score of 3.87, employees do not experience procedural justice favourably. Procedural injustice, which relates to job decisions and how job decisions are made and communicated, renders employees dissatisfied with the system, and can result in them rejecting the entire system altogether (Greenberg & Baron, 2008: 45). Cropanzano *et al.* (2002: 341) found that procedural justice related to trust in upper management. Chen *et al.* (2008: 297) in their research of motivational forces behind OCB, found that procedural justice

has a significantly positive relationship with employees' performance of OCB towards management.

One of the possible reasons for the low score for procedural justice could be that the new management team at Company A have only been operating for a short period of time, and the employees have not yet formed a bond of trust with the new management. The new management team, even though they are more willing to communicate, are, however, not collaborative in their management approach. Greenberg and Baron (2008: 45) propose that procedural justice and employees' perceptions of fairness of procedures will be enhanced if they are given a voice in the making of decisions which directly affect them. Dailey and Kirk (1992: 314) support the importance of seeking employees' opinions about the appropriateness of changes in the working environment, and propose that in doing so managers can avoid some of the trouble caused by deteriorating work attitudes by allowing employee input.

Based on these findings, one could conclude that employees at Company A feel that their voices are not being heard. Employees at Company A are from all race groups, but supervisors and managers are only from the Coloured or White race groups and all official company communication is conducted in English. The demographics of the present study did not analyse the various race groups employed at Company A, as the reason for asking employees to indicate their race might have been misconstrued. As voice and communication are important factors in procedural justice, communication between the different race groups could well be one of the reasons for the low mean score for procedural justice. This result may serve as a caution for managers and supervisors to be mindful of the importance of good race relations and effective communication. Huo and Tyler (2001: 232-238) found that procedural justice can bridge the differences in interests and values to effectively manage internal conflicts in culturally and ethnically diverse organisations. They also found that people from different ethnic groups appear to share the belief that procedural fairness is an important aspect of interaction with

authorities. Huo and Tyler (2001) suggest that where the supervisor and subordinate are from different ethnic groups, the manager's ability to resolve conflicts may be somewhat diminished.

No statistically significant differences in perceptions of OJ were observed between males and females, or between employees who work in different departments. However, permanent employees have a significantly lower perception of procedural and interactional justice than contract employees.

Contract workers have a tenure of one, or at most, two years and all permanent workers have a tenure of longer than one year. The higher perceptions of OJ levels experienced by contract employees could be owing to the fact that Company A has had a recent change in the management team who is more willing to share relevant company information with employees. This would be consistent with the findings of Greenberg and Baron (2008: 46) who suggest that informational justice prompts employees to feelings that they are valued in the organisation. Contract workers have only experienced the new management team. The permanent employees, with a tenure greater than one year, might still be holding grudges against a previous management team who, for many years, operated in an autocratic manner. This finding is supported by previous research, which found peoples' past experiences, and previously formed attitudes, will determine their expectations of fairness. When people have been treated unfairly in the past they will anticipate injustice (Shapiro & Kirkman, 2001: 163). Shapiro and Kirkman (2001: 164) highlight a new theory in justice research, namely that harmful effects of injustice may not only occur when actual injustice has taken place, but that it can also occur when injustice is anticipated. In anticipating injustice, employees will expect unfair outcomes or decisions, as well as unfair decision making processes. This is confirmed by Gilliland and Paddock (2005: 67, 75) who posit that when judging fairness, employees will judge a situation as unfair and no amount of fair treatment will compensate for this perceived unfairness.

5.2.2 What are the levels of OCB at Company A?

Employees at Company A displayed above average levels of OCB, although an average mean of 5.41 of the OCB component scores indicate that they do not necessarily go out of their way to engage in OCB. Interpersonal helping behaviours scored highest (mean = 5.50, SD=0.88), with personal industry (mean = 5.46, SD=.90), loyal boosterism (mean = 5.42, SD=1.03) and individual initiative scoring lower (mean = 5.26, SD=0.84). No significant differences were observed between the OCB scores of males and females and the scores based on employment status.

Results show that employees at Company A more readily display citizenship behaviour directed at co-workers (OCB-I) than citizenship behaviours directed at the organisation (OCB-O), which indicates that employees offer personal support and take a personal interest in their co-workers, more so than supporting the organisation. Lavelle *et al.* (2007: 858) suggest that employees make meaningful distinctions between supervisors and co-workers as unique sources of justice and social exchange partners, and consequently choose to direct their OCB towards one or the other. Fassina *et al.* (2008: 210) found that conscientiousness related more closely to OCB-I and was strongly related to interactional justice, where employees were “rewarding” the fair supervisor with compliance with rules and regulations and “punishing” the unfair supervisor by arriving late at work or by staying absent. The ethic of reciprocity is a moral tenet, which is found in every world religion, where one treats others as you yourself would like to be treated. Deckop *et al.* (2003: 102) propose that reciprocity is an important antecedent of helping OCB towards co-workers. Where trust exists between parties, reciprocation will occur. Perhaps employees at Company A do not trust the organisation as much as they trust their co-workers, as Deckop *et al.* (2003: 107-109) suggest that reciprocity can create a “virtuous” or “vicious” cycle. Deckop *et al.* (2003) further suggest that one way of creating and maintaining a “virtuous” cycle would be for the supervisors and managers to set an example by displaying these behaviours themselves. Employees

who observe, learn, and imitate helping behaviours from leaders can, in turn, carry these behaviours with them into their workgroups. However, even though OCB-O scores were lower than the OCB-I scores at Company A, OCB-I will indirectly contribute towards the organisation as well (Williams & Anderson, 1991: 601-602).

The second highest score was for personal industry. This indicates that employees believe that they are performing their duties well with unusually few errors and with extra special care, whilst meeting deadlines. Although quality standards may have dropped, the quality of the final products that are produced at Company A is of a world class standard. Employees may consider their personal contribution to the final product, which may, in turn, account for employees displaying loyal boosterism, where employees are willing to defend the company and promote the company's products to potential users.

The lowest score for individual initiative is consistent with the nature of work performed at Company A. In the manufacture of automotive components on an assembly line, with mainly unskilled or semi-skilled labour, it is not expected from employees to show initiative; rather, they are expected to strictly adhere to prescribed standards and procedures.

Employees who have less than one year's tenure are less willing to use individual initiative than employees who have six to ten years' tenure with Company A. This may be owing to the fact that all employees who have less than one year's tenure are mainly assembly line operators who are contract workers, and are not expected to use their own initiative. This may also explain why operators scored significantly lower on individual initiative than the CT branch did. The employees at the CT branch work in sales and marketing, and hence they work in an environment which is more conducive to individual initiative, whereas operators do not have the flexibility to display individual initiative.

5.2.3 Is there a relationship between perceptions of OJ and OCB at Company A?

A moderate, significant positive relationship exists between individual initiative and perceptions of procedural justice ($r = .21, p < 0.05$). Moderate scores showed that all scales of justice are significantly related to employees' willingness to display loyal boosterism, namely distributive justice ($r = .21, p < 0.05$); procedural justice ($r = .23, p < 0.05$); and interactional justice ($r = .25, p < 0.05$). No statistically significant relationship was observed between interpersonal helping behaviours and any forms of OJ (see graphic representation in Figure 5.1).

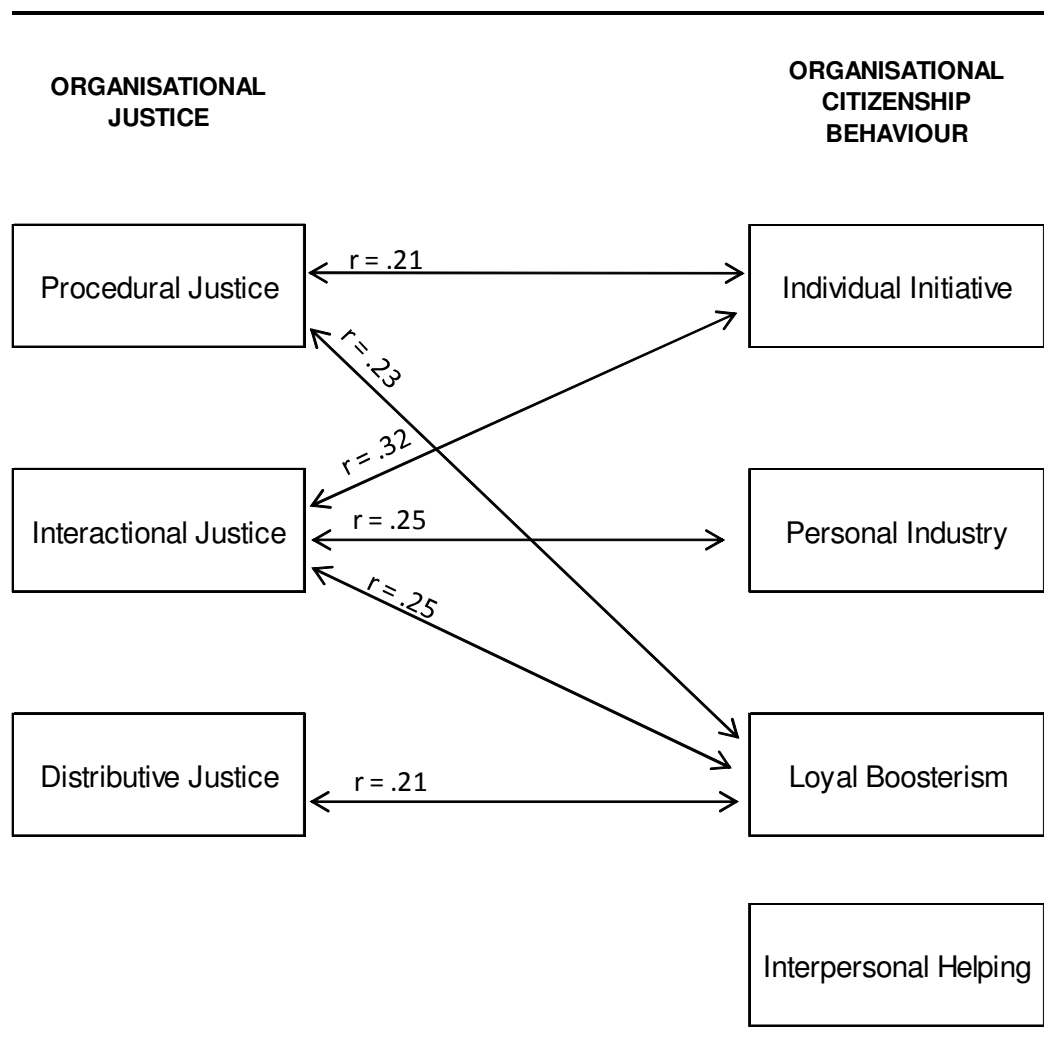


Figure 5.1: Relationship between perceptions of OJ and OCB at Company A

5.2.4 What is the nature of the relationship between perceptions of OJ and OCB at Company A?

Even though it is not clear, which particular component of procedural justice best predicts which particular form of OCB, Cropanzano and Greenberg (1997: 52) found that procedural justice is a better predictor of OCB than distributive justice (in America). Similarly, in this research study distributive justice was only related to one component of OCB, namely that of loyal boosterism, whereas procedural justice was related to individual initiative and loyal boosterism, while Interactional justice was related to individual initiative, personal industry, as well as loyal boosterism.

The results show that procedural justice correlates more strongly with loyal boosterism than with individual initiative. Wright and Sablynski (2008: 397; 401) posit that procedural justice and fair treatment fosters the performance of OCB. In an attempt to clarify the influence of procedural justice as an antecedent to OCB, they hypothesised that procedural justice would affect OCB, since employees who are treated in a fair manner would display significantly greater extra-role behaviour than those who were treated in an unfair manner. Wright and Sablynski (2008:407) argue that their findings are an extension of prior research on the subject and an inference of causality can be drawn from their findings. In view of Wright and Sablynski's (2008) research, results of this research study suggest that employees at Company A show pride and more willingness to defend the organisation, and promote the organisation's products, rather than display individual initiative to motivate co-workers to speak up, express opinions and offer suggestions for job improvement.

Interactional justice correlates more strongly with individual initiative than with personal industry or loyal boosterism. Interactional justice correlates more strongly with personal industry than with loyal boosterism. Karriker and Williams (2009: 112; 132) suggest that investments in justice yield exponential behaviour responses and outcomes can be predicted on the strength of the impact of interpersonal aspects of justice on citizenship behaviour. As illustrated in Figure 5.1, interactional justice has the highest

positive relationship with OCB at Company A. In light of this finding, which is supported by previous research on the topic, if the managers promote interpersonal justice, it should result in an overall improvement in employees engaging in OCB at Company A.

Procedural justice was not related to personal industry and interpersonal helping. This is consistent with the findings of Chen *et al.* (2008: 297) who found that procedural justice is associated with a significant positive relationship towards supervisors, but had no effect on OCB towards co-workers.

Further results at Company A show that individual initiative correlates more strongly with interactional justice than with procedural justice; and loyal boosterism correlates more strongly with interactional justice than with procedural and distributive justice. The complexity of the nature of OCB makes it difficult to predict what the possible reasons for the results might be at Company A. In a critical review of the literature on OCB and the five dimensions of OCB (Organ, 1988), LePine *et al.* (2002: 52, 62) suggest that the OCB construct should be redefined as “a general tendency to be cooperative and helpful in organizational settings”. LePine *et al.* (2002) propose that scholars should avoid focusing on specific dimensions of OCB, but should rather think of Organ’s (1988) five dimensions of OCB as somewhat imperfect indicators of the same construct, as all the dimensions seem to be behavioural manifestations of positive cooperativeness at work. Research, which was conducted by Fassina *et al.* (2008: 823), to ascertain which type of justice had the most impact on the various dimensions of OCB, in order for managers to channel justice actions to the aspect of OCB most desired, found that managers would benefit most by promoting all types of justice. Practices that enhance fairness perceptions that relate to all types of justice encourage more citizenship behaviours and thus benefit both the supervisor/manager and the organisation.

5.3 Practical implications of the research and suggestions for continuous improvement at Company A

Anecdotal evidence suggests that many workers at Company A display negative OCB. Chronic absenteeism is a problem and employees are known to have discussed with each other when they will be taking off, reporting in sick, and deciding who will be next to take “time off”. Product quality standards at Company A are compromised owing to poor work performance. Dailey and Kirk (1992: 314) suggest that both procedural and distributive justice play central roles in job dissatisfaction, and support the importance of employee participation and the value of informing employees. When seeking opinions and allowing employee input, managers can avoid some of the trouble caused by deteriorating work attitudes. Jones (2009: 525; 529) postulates that employees tend to direct their counterproductive work behaviours (CWB) towards the source of the perceived injustice, and may display a desire for revenge towards that source, which may lead employees to engage in bad behaviour such as unexcused absenteeism, vandalism, theft and sabotage. Jones (2009: 538) suggests that CWB can be reduced by promoting justice and that managers can mitigate desires for revenge by treating employees with dignity, respect, and by promoting interpersonal justice. Moorman (1991: 845; 853) posits that improving perceptions of OJ will positively influence dimensions of OCB and that employees will have positive attitudes towards their work and their work outcomes if they believe that they are being treated fairly. Moorman (1991) proposes that supervisors can directly increase OCB, and if managers want to increase citizenship behaviours, they should increase the fairness of their interactions with employees. When managers show respect for their employees, they practice effective management and help to shape positive employee perceptions of fairness of the organisation’s systems (Dailey & Kirk, 1992: 314).

For every disciplinary case that has resulted in termination of employment at Company A, the sanction has always been challenged in an appeal to the Council for Conciliation, Mediation and Arbitration. Lind *et al.*

(2000: 587) argue that ignoring the social psychological relationship between employer and employee risks triggering costly litigation. With respect to fairness, explanations, and dignified treatment, employees react not only to the outcomes that they expect to receive, but also to the nuances of treatment. The quality of their treatment can affect people's perceptions of severe outcomes such as the termination of employment, since even when they have received the most severe sanction, nonetheless, fair, honest and dignified treatment can reduce the temptation to retaliate through litigation (Lind *et al.* 2000: 557; 582).

The research has provided valuable insight and understanding into what might cause employees to "behave badly" at Company A, and results have shown that this behaviour could be triggered by management decisions and decision making processes or, more importantly, by how management chooses to impart such decisions. Implications for management is that it is not only important to communicate these decisions, but it is also important to take into account how employees feel about the decision making process and whether employees have a voice and are allowed input into those decisions. Tripp *et al.* (2007: 28-29) provide advice for managers, since they should not only ensure that managerial practices are fair, but also go out of their way to make sure that employees perceive fair managerial practices as, in fact, fair. Managers should deliver bad news in a way which rules out employees' worst-case attributions about the manager's intent. Managers should follow up with recipients of bad news to see how they processed that bad news.

The research study cannot account for all possibilities of what might cause employees to behave badly at Company A, but the results do show that all forms of OJ can be improved upon. Bies (2001: 101-105) suggests that understanding the events, which might arouse a sense of injustice in organisations, will allow one to appreciate the richness of justice dynamics. Management development should make supervisory staff aware of and understand the antecedents to OJ and refrain from arousing this sense of injustice. Managers should avoid derogatory judgements,

prejudicial statements such as racist or sexist remarks, deception, invasion of privacy and disrespect for employees (Bies, 2001: 101-105).

Chen, Lin, Tung and Ko (2008: 297) propose that managers should be concerned with their subordinates' opinions and feelings, be sensitive to their needs, contact and communicate with them fully and ensure that all decision-making processes are open and fair. Attainment in these areas can make subordinates willing to assist the supervisor to achieve the company's goals. Cropanzano and Greenberg (1997: 58) state that justice is a common theme that provides a framework within which individuals and institutions interact. It cuts across all aspects of work life, and even though it may not be the only consideration, it provides coherent unity to organisational practices. Justice can be a consideration in virtually everything that an organisation does because it is through policies and procedures that a company defines its relationship with its employees.

Benevolence is an important aspect of OCB that can be fostered in employees to improve OCB at Company A. Many minor disciplinary cases and grievances can be avoided at Company A if a spirit of benevolence can be fostered. Turnipseed and Murkison (1996: 45) identify a component of OCB, which they labelled "benevolence". Benevolence comprises behaviour such as resisting negative influences by others, complaining, arguing, wasting materials, poor quality output and protecting organisational property. Although most "benevolent" factors do not directly affect output, they may enhance output via the creation of a work climate that is conducive to high productivity. Thus, fewer resources may be required, which result in an increase in efficiency. However, management should lead by example in this regard, as Borman (2004: 240) posits that OCB will enhance co-workers and supervisors' productivity and contribute to the organisation's effectiveness if management provides a supportive and just working environment.

The research has provided suggestions for management on how perceptions of OJ can be improved in order to create stronger OCB. If

management at Company A takes cognisance of these suggestions, it should contribute positively to the continued success of the organisation.

5.4 Limitations of the research

The research project focused on the relationship between perceptions of OJ and OCB at Company A. Although this research determined that a positive relationship exists, it did not determine the direction of causality between the variables.

5.5 Recommendations for future research

Even though a positive relationship exists, the results of the study indicate a relatively weak correlation between perceptions of OJ and levels of OCB at Company A. The results suggest that there are other factors besides perceptions of OJ, beyond the scope of this research project, which may influence levels of OCB at Company A. Future research should be directed at ascertaining what other factors prevent employees from, or can influence employees to perform OCB in order to improve levels of OCB at Company A.

5.6 Conclusion

The results of this research study found that employees' perceptions of OJ at Company A are, in all probability, not the only factor involved in their display of negative OCB. Nevertheless, opportunities for continuous improvement still exist. Shapiro and Kirkman (2001: 160) suggest that management should acknowledge the concerns and fears that employees express as valid, and recognise injustice perceptions. Where management's sincerity is questioned, management should counter this by providing clear and specific information, which will increase employees' willingness to listen to what management may subsequently have to say. Even though the research did not seek to prove causality, previous research, and the results of this research show that positive relationships

exist between perceptions of OJ and OCB. Research by Moorman (1991: 845; 853) examined the relationship between perceptions of fairness and OCB, and one of the propositions of his study was that perceptions of OJ will positively influence the dimensions of OCB. Moorman (1991) found that researchers who support the value of OJ believe that employees will have positive attitudes towards their work and their work outcomes if they believe that they are being treated fairly by the organisation. The strongest implication of Moorman's study was that supervisors can directly influence OCB, and if managers want to increase citizenship behaviours, they should increase the fairness of their interactions with employees.

Hence, if management works on increasing perceptions of OJ, it should also improve employee levels of OCB at Company A.

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APPENDICES

Appendix A: Changes to original questionnaires

The respondents have various degrees of education and literacy, therefore, some words were changed in order to simplify the questions.

The following changes were made to the standard questionnaires.

In Part A

Question 6

The word “a fair” manner was substituted for “an unbiased” manner.

Question 9

The words management “clearly communicates” were substituted for management “clarifies”.

Question 18

The word “explanations” was substituted for “justification”.

In Part B

A question “I frequently adjust my work schedule to accommodate other employees’ request for time off” was omitted, as this is not applicable at Company A.

The original questions were phrased to be answered by a supervisor, but as the questionnaire was a self-report, all questions were modified to refer to the respondent.

All questions, which used the words “general manager” were changed to “management” in order to refer to management, in general, and not to a specific person within the organisation.

Question 28

The word “hesitant” was changed to “shy”.

Appendix B: Questionnaire Part A – Organisational Citizenship Behaviour

Please answer ALL the questions.

For each of the statements below please rate how strongly you agree or disagree by placing a cross in the appropriate box.



Part A

No.	Statement	Disagree very strongly	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Agree very strongly
1	My work schedule is fair	1	2	3	4	5	6	7
2	I think that my level of pay is fair	1	2	3	4	5	6	7
3	I consider my work load to be quite fair	1	2	3	4	5	6	7
4	Overall, the rewards I receive here are quite fair	1	2	3	4	5	6	7
5	I feel that my job responsibilities are fair	1	2	3	4	5	6	7
6	Job decisions are made by management in a fair manner	1	2	3	4	5	6	7
7	Management makes sure that all employee concerns are heard before job decisions are made	1	2	3	4	5	6	7
8	To make job decisions, management collects accurate and complete information	1	2	3	4	5	6	7
9	Management clearly communicates and provides additional information when requested by employees	1	2	3	4	5	6	7
10	All job decisions are applied consistently across all affected employees	1	2	3	4	5	6	7
11	Employees are allowed to challenge or appeal job decisions made by management	1	2	3	4	5	6	7
12	When decisions are made about my job, management treats me with kindness and consideration	1	2	3	4	5	6	7
13	When decisions are made about my job, management treats me with respect and dignity	1	2	3	4	5	6	7
14	When decisions are made about my job, management is sensitive to my personal needs	1	2	3	4	5	6	7
15	When decisions are made about my job, management deals with me in a truthful manner	1	2	3	4	5	6	7
16	When decisions are made about my job, management shows concern for my rights as an employee	1	2	3	4	5	6	7
17	Concerning decisions made about my job, management discusses the implications of the decisions with me	1	2	3	4	5	6	7
18	Management offers adequate explanations for decisions made about my job	1	2	3	4	5	6	7
19	When making decisions about my job, management offers explanations that make sense to me	1	2	3	4	5	6	7
20	Management explains clearly any decision made about my job	1	2	3	4	5	6	7

Appendix C: Questionnaire Part B – Organisational Justice

Part B

No.	Statement	Disagree very strongly	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Agree very strongly
21	I go out of my way to help co-workers with work-related problems	1	2	3	4	5	6	7
22	I voluntarily help new employees settle into the job	1	2	3	4	5	6	7
23	I always go out of my way to make newer employees feel welcome in the work group	1	2	3	4	5	6	7
24	I show genuine concern and courtesy toward co-workers, even under the most trying business or personal situation	1	2	3	4	5	6	7
25	For issues that may have serious consequences, I express opinions honestly even when others may disagree	1	2	3	4	5	6	7
26	I often motivate others to express their ideas and opinions	1	2	3	4	5	6	7
27	I encourage others to try new and more effective ways of doing their job	1	2	3	4	5	6	7
28	I encourage shy or quiet co-workers to voice their opinions when they otherwise might not speak up	1	2	3	4	5	6	7
29	I frequently communicate to co-workers suggestions on how the group can improve	1	2	3	4	5	6	7
30	I rarely miss work even when I have a legitimate reason for doing so	1	2	3	4	5	6	7
31	I perform my duties with unusually few errors	1	2	3	4	5	6	7
32	I perform my job duties with extra-special care	1	2	3	4	5	6	7
33	I always meet or beat deadlines to complete work	1	2	3	4	5	6	7
34	I defend the organization when others criticize it	1	2	3	4	5	6	7
35	I encourage friends and family to utilize the organization's products	1	2	3	4	5	6	7
36	I defend the organization when outsiders criticize it	1	2	3	4	5	6	7
37	I show pride when representing the organization in public	1	2	3	4	5	6	7
38	I actively promote the organization's products and services to potential users	1	2	3	4	5	6	7

Appendix D: Questionnaire Part C – Demographic questions

Part C

Please provide the following information for control purposes.

Place an in the appropriate box.

39. Please state whether you are a permanent or contract worker.

Permanent	Contract
1	2

40. How long have you worked for the company?

Less than 1 year	1 to 5 years	6 to 10 years	11 to 15 years	15 years or more
1	2	3	4	5

41. Which department do you work in?

Operators (Component / Assembly Line)	Other Production or Stores	Engineering (Maintenance / Toolroom)	EFI Administration	CT branch
1	2	3	4	5

42. Gender

Female	Male
1	2

THANK YOU FOR COMPLETING THIS QUESTIONNAIRE.

Appendix E: Covering letter to respondents

Geagte Kollega,

Ek is tans besig met studies vir my Meestersgraad in Besigheids Administrasie op CPU. Ek sal dit waardeer indien u die aangehegte vertroulik en naamlose vraelys sal voltooi (± 15 min om te voltooi).

Alle terugvoering sal streng vertroulik gehou word en sal net gebruik word vir die voltooiing van my tesis: "The relationship between organizational citizenship behaviour and organizational justice".

Plaas asseblief, so gou as moontlik, die voltooide vraelys in die houer by die klokkaart afdeling.

Baie dankie vir u tyd en bystand.

Dear Colleague,

I am currently studying towards my Masters degree in Business Administration at CPU. I would appreciate it if you would take time to complete the attached confidential and anonymous questionnaire (± 15 minutes to complete).

All responses will be treated confidentially and will only be used to complete my thesis entitled: "The relationship between organizational citizenship behaviour and organizational justice."

Please place the completed questionnaire in the box provided at the clocking machine as soon as possible.

Thank you for your time and assistance.

Mlingane obekekileyo

Njengokuba ndisenza izifundo zam ze Masters degree in Business Administration e CPU; ndakuba no vuyo olukhulu xa unokuthatha imizuzwana uphendule lemibuzo iyimfihlelo nengayi kwaziwa ngumntu edityaniswe kwe liphepha (ndiqikelela imizuzu elishumi elinesihlanu).

Nceda afake impendulo kwi bhokisi ebekwe ngaku matshini woku kloka ngokukhawulezileyo. Zonke impendulo ziyakuba yimfihlo yaye ziyakusetyenziselwa e thesis zam: "The relationship between organizational citizenship behaviour and organizational justice."

Omkhulu umbulelo ngexesha ne ntsebenziswano yakho.

Ozithobeyo.

Lorna Pastor
CPU Student number 207066353