



Perception of Fairness and Organization Citizenship Behavior (OCB): Empirical Evidence from Education Sector of Pakistan

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ABSTRACT

The study examined that how teacher's perception of fairness affects their willingness to cooperate and contribute in higher degrees awarding education institutions of Pakistan. using cross-sectional survey design. The data has been collected from 267 faculty members of higher degrees awarding institutions in Peshawar city of KPK were selected using stratified random sampling procedures and responses was recorded survey instrument. For results computation descriptive statistics, correlation and regression analysis were used to find relationship between dependent and independent variables using Ordinary Least Square (OLS) approach. A positive and significant relationship was found between teacher's perception of fairness and OCB.

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Introduction

Modern organizational literature is equipped with the variety of concepts which captures the key factor for achieving overall organizational success in the competitive global market (Haque and Aslam 2011). Every field of study define the organizational success from its own perspective among others, the economist defines the success in terms of maximization of wealth and production of high quality goods and services at the lowest possible cost, while the marketing specialists believes that the success is dependent on bringing innovation, customer satisfaction, competing and beating the powerful rivals.

Over the time, organizations have learned that how deal with the complexities, turning one way and drifting the other, between a concern for firm and a concern for personnel Sometimes there may be both and sometime may be a single, though each appears in exploiting fits and starts (Cropanzano, Byrne et al. 2001). The conception of fairness addresses our moral feelings. Roughly, one may say that fairness sets things right. We recognize a lot of issues in our daily life that need enough

explanation, and only explanation is not the ultimate solution but with the explanation we need morally justifiable reasons. (Rupp and Cropanzano 2002).

Today justice is the key concern of everyone's life both in home and work-related issue, precisely when decisions are made about scarce resources. Organizational justice has been defined as feelings of fairness among workers regarding organizational decisions. Worker's perception of justice have most important role in effective operations of an organization (Greenberg and Baron 2008). Fairness in organizational procedures processes and strong interpersonal relationship among supervisor and subordinate solidifies stability of organization (Koys 2001). Perception of fairness in interpersonal treatment and informational justice i.e. perception of fairness in validity and just explanations of decisions being taken about one's job (Colquitt 2001). On the other hand the transformation of knowledge and talents into the fundamental contributions of an organization results due to the emotional relationship and contract amongst organization and individual, beyond the job description, (Ince and Gül 2011). The level of organizational citizenship is amongst the most crucial factors to align the organizational and individual objectives, to decrease the employee turnover, to build employee commitment and to enhance employee efficiency and productivity (Ince and Gül 2011). According to (Gruys and Sackett 2003), in the present era of competition employee behavior has become one of the most important concerns for organizations. According to, (Robbins), the success of organization in today's innovative, flexible and dynamic global market requires the demonstration of desirable workplace behavior from their workforce. Similarly, in the view of (Organ 1988).

Literature Review

Organizational Justice

Traditionally, the notion of organizational justice is initiated through the equity theory of (Homans 1961). Generally, according to this theory the individual's perceptions of fairness are the basis for their motivation (Adams 1965). The theory also characterizes that every individual working in organization is in persistent social appraisal with their colleagues or referent individuals. They match the proportion of their "inputs" with their "outputs" as well as with inputs and outputs of their counterparts which shape their perception about the organization. In the view of (Ahmad and Raja 2010) the term justice means "righteousness" or "fairness". In organizational context, Justice is typically concentrated on two outlooks, righteousness of procedures that is used to determine the outcomes and equality of outcomes and these paradigms are known as "Distributive justice" by (Homans 1961; Adams 1965; Deutsch 1975) and "Procedural justice" correspondingly by (Thibaut and Walker 1975; Leventhal 1980). (Donglong, Z. et al. 2020) emphasizes on the association among organizational citizenship behavior (OCB) and faculty members of the university that have an intuitive commitment of organization and organizational justice.

Justice construct have been conceptualized by different organizational scientist differently, to explain organizational justice three different models have been put forward so far, (Greenberg 1990), proposed two factors model, consisting of distributive justice and procedural justice in which interpersonal justice was summated under procedural justice. (Sweeney and McFarlin 1993) also supported two factor model of organizational justice. Further (Bies and Moag 1986), challenged the accuracy of two factor model and argued that interactional justice is different from procedural justice and should be treated as a third component of organizational justice. Several authors have studied justice construct from the traditional three factor model (Liljegren and Ekberg 2009; DeConinck 2010). (Khaola, P., et al. 2020) Even though in the context of human resource management the transformational leadership on OCB has been widely studied, the mechanisms in evidence through the transformational leadership affects OCB. (Aeknarajindawat, N. 2020) Currently the organizations are determined adopt new ways to tackle variation. In vigorous effort setup an organization effectively needed numerous skilled workers.

Distributive justice grabs its roots from equity theory of (Adams 1965) which states that individuals compare the level and intensity of their effort and hard work (McFarlin and Sweeney 1992), with the outcome they receive and the with the outcomes of others in the same line and as a result they make judgment that whether they are treated fairly or not and further such type of judgments guides their future behaviors. (Chang and Smithikrai 2010), defined distributive justice as fairness in perception of outcomes received by individuals comparative to their contribution and contribution and outcomes received by others in similar work settings. Previously distributive justice was mostly studied with respect to psychology and sociology based on Adams equity theory. Many studies focused on job performance and attitude of employees toward their job as a result of negative perception of distributive justice (Cohen 1987). Essential element of distributive justice is that individuals should believe that an equal share of distributed outcomes is received by them (Gurbuz and Mert 2009). Distributive justice caters principle of equity i.e. rewards should be equal to contribution or compensation shall be linked with performance, and believe in the principles of equality i.e. provision of equal opportunities to all individuals to access the rewards and opportunity and finally need which caters allocation of resources according to needs of individuals (Gurbuz and Mert 2009). (Riyanto, S. 2020) In case of organization it is important feature to maintain the achievement and survival of

organizational goals. the effective of OCB is very crucial method which applied in case of human resource management as a result it directs the workers to offer routine performance.

A new dimension of organizational justice was discovered by (Thibaut and Walker 1975), named procedural justice. Procedural justice is defined as, the perception of fairness in decision making, process taken by management and consistent equity perception concerning rules and regulations being employees in rewarding or punishing employees, (Abbasi, A., et al. 2022) This paper investigates the role of mediator between workplace deviance and organizational justice concerning to a Malaysian higher education. The study used a non-probability sampling technique, particularly a judgmental sampling. As compared to distributive justice, fair perception of procedural justice has strong relationship with management (Gürbüz 2007).

Interpersonal justice is interaction in courteous and respectful manner, sincere and truthful communication between supervisor and subordinate (Jouglard-Tritschler and Steiner 2005). Employees' reaction to decision outcomes is tremendously affected by interpersonal justice criteria (Colquitt 2001). For fair interpersonal treatment, a justice criterion pertains to avoidance of misleading statements. Politeness, valid explanation of decisions, respect and courteousness, honest communication is focused upon, (Colquitt 2001). Interpersonal justice is of supreme importance than other justice constructs as interpersonal encounters appear so frequently in organization; hence it is psychologically meaningful to employees as well as organization. (Bies 2005; Fassina, Jones et al. 2008). Defined; Interpersonal justice is a respectful, polite, and dignified dealing of people by authorities and figures. (Sheeraz, 2020) Most of the studies used the way of measuring as a self-reported tool, on the other hand several other researches have used to avoid methodological biasness in order to used dyadic data.

Informational justice has also very important contributions in the success of an organization, because people perceive that organizational decisions are based on rational and authentic information. The exact definition of informational justice was proposed by (Greenberg and Baron 2008). "Informational justice refers to the workforce perceptions of justice of the information that is used as a basis for decision making". Research exhibited that there was greater degree of fairness in perceptions of employees when people clarify outcomes in detail (high informational justice) (Colquitt, Conlon et al. 2001). Hence there should be adequate explanation of the decisions taken by the supervisor, this adequacy concerns truthfulness, specificity and timeliness (Colquitt 2001). Adequate information decrease feeling of resentment and dissatisfaction among employees because timely and specific information bridges the gap between dissatisfaction of distributed outcomes making employees feel less bad , concerning the decisions outcomes with reasoning for procedures being used in a defined mechanism and reasons why outcomes have been distributed in a specific manner (Gürbüz 2007).

Organizational Citizenship Behavior

Organizational citizenship behavior is the area of interest of different authors Since 1980s (Owen, Pappalardo et al. 2007). From the last three decades in the organization behavior and management literature the concept of citizenship behavior is very extensively research area. Number of studies has been conducted by different authors to comprehend the dynamics of voluntary and extra role behaviors that provides a substantial amount of support in improvement of organizational performance. Citizenship behaviors play key role in the effective and smooth functioning of organization (Ertürk 2007). (Ajilouni, 2021) Organizational accomplishment need a proper Organizational justice (OJ), so it refers to worker perceptions of fairness. It promotes worker engagement and retention in the dimension of high performance.

Further the worth of "readiness to collaborate" from workers was presented as an addition to the existing literature of the organizational behavior by (Williamson 1990). Citizenship behaviors in the organizational context are those extra role behaviors for which organization cannot legally compel their workers to exhibit such behaviors rather it is purely based on choice, discretion and worker's emotional affiliation to the organization, however in aggregate it contributes a lot to the smooth functioning of organization (Podsakoff, MacKenzie et al. 2000). According to (Organ 1988). The notion of Organizational Citizenship Behavior is a crucial state for the organization that replicates readiness of workforce to go further than what is formally required".

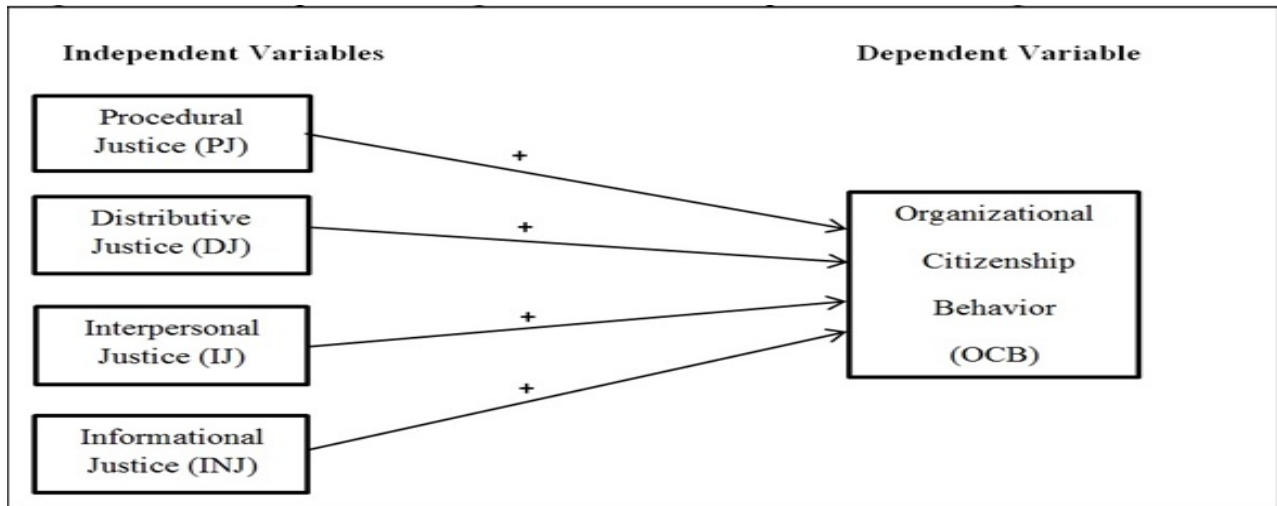
Relationship between organizational justice and organizational citizenship behavior

Organizational citizenship behavior and organizational justice is the area of interest of different authors from past three decades, (Owen, Pappalardo et al. 2007). Range of studies has been conducted to find the relationship and impact of different aspects of organizational justice (procedural, informational, distributive and interpersonal justice) on the organizational citizenship behavior and described the significance of justice in organization, (Colquitt, Conlon et al. 2001; Viswesvaran and Ones 2002) In the view of (Moorman 1991), the organizational citizenship behavior can be best predicted by personnel's perception of organizational interactional justice and procedural justice. (Niehoff and Moorman 1993), also reported that if

employees perceive, unfair when organization decide incentive and distribute resource, then it is decided by the employees to reduce the level of their contributions and balance the unfair.

(Zohaib Hassan 2014) has found that distributive justice play key role in improving employee engagement and organizational citizenship behavior. Further the results have shown a significant connection between distributive justice and employees' organizational citizenship behavior.

Theoretical Framework



The above discussion and empirical proofs from the literature review provides the grounds that it can be assumed that workers perception of fairness has constructive and positive connection with OCB in a broad sense and more precisely the constituent of justice perceptions informational, procedural, distributive, and interpersonal justice all are positively related to workforce organizational citizenship behaviors as shown in the model. The model clearly shows that the predictor has effect on the criterion as the literature suggest. In the proposed study we aimed to find out that how the predictor variables affect the criterion variable.

Research Hypotheses

Based on the above discussions and theoretical framework following hypotheses were developed.

- H1.** There is a significant relationship between the Procedural Justice and Organizational Citizenship Behavior.
- H2.** There is a significant relationship between the Distributive Justice and Organizational Citizenship Behavior.
- H3.** There is a significant relationship between the Interpersonal Justice and Organizational Citizenship Behavior.
- H4.** There is a significant relationship between the Informational Justice and Organizational Citizenship Behavior.

Methodology

Research Design

The study utilized correlational research design to describe the phenomena under consideration. This design was appropriate as the study intended to ferret out whether and how strongly pairs of variables (organizational justice as a composite variable and its dimensions and OCB) are related. Highly reliable research instrument was used to collect data on the variables. Thus, the research approach was quantitative.

Data Collection Procedures

Due to unavailability of potential secondary data, the data was collected from primary sources through questionnaires. Self-administered questionnaire was used including six sections that i.e. Demographics, procedural justice, distributive Justice, interpersonal justice, informational justice and organizational citizenship behavior respectively. Every section Include questions about every single variable. These questions about organizational justice was arranged on 1 to 5 Likert scale where 1 means to "very little extent and 5 means "very large extent". Similarly, questions about organizational citizenship behavior were arranged on 1 to 5 Likert scales where for 1 means "strongly disagree", and 5 means "strongly agree".

Population frame

Population of the study was composed of all faculty members (includes lecturers, assistant professors, associate professors and professors) of higher degrees awarding educational institutions in Peshawar city, the province of KP.

Sample and Sampling Techniques

Two steps stratified random sampling procedure was followed. Where the whole population was first divided into different stratas (Institutions). 9 stratas were selected randomly from 19, and then respondents were selected randomly from the selected institutions and their responses were recorded.. Sample composed of 360 respondents was selected consistent to (VanVoorhis and Morgan 2007) in social sciences a sample between, 200 and 400, is good enough. Thus 360 questionnaires were distributed out of which 267 were returned thus the response rate was 76.3%.

Questionnaire

The contents of questionnaire were adopted from Colquitt (2001) Scale of Organizational justice and (Niehoff & Moorman, 1991) scale of organizational citizenship behavior.

Data Analysis Techniques

The statistical design of the study is provided in the following section. Before conducting the analysis, the reliability and internal consistency was checked via Cronbach Alpha and the questionnaire was found reliable and consistent.

Regression Analysis

As per suggestions made by some of earlier researchers that citizenship behaviors can be influence by personal factors such as age, gender, marital status and job status etc. These factors were controlled in the statistical analysis (Taşdan and Yılmaz 2008). Hypotheses were tested through regression using ordinary least square approach. Two regression analyses were run separately to see the impact of organizational justice on organization citizenship behavior.

The following regression model is used to analyze the relationship between organizational citizenship behavior (OCB) and PJ, DJ, IJ and INFJ.

$$OCB_i = \beta_1 + \beta_2 PJ_i + \beta_3 DJ_i + \beta_4 IJ_i + \beta_5 INFJ_i + \varepsilon_i \dots \dots \dots [I]$$

Where,

OCB = Organizational Citizenship Behavior

PJ = Procedural Justice

DJ = Distributive Justice

IJ = Interpersonal Justice and

INFJ= Informational Justice

β_i 's = (i = 1, 2, ..., 5) are regression co-efficient.

ε = an error term with Zero mean and constant variance.

Next Model I is extended to get Model II by adding different dummy variables in the basic model, as per suggestions made by the earlier researchers that organizational citizenship behaviors are influenced by some personal factors, following (Jafari and Bidarian 2012). In order to take into account, the effect of control variables like gender, designation, qualification, age, and type of institutions, we extend our basic regression model [I] by incorporating dummy variables. Five control variables were added in basic regression model (Model I). Among the control variables in the study dummy of male (DMALE) is taken in the model and dummy of female (DFEMALE) is kept as a base or reference category, dummy of age below 30 years is taken in the model and dummy of age above 30 years (Dage Below 30 Years) is kept as a base category, dummy of private institutes (DPrivateInstitute) is taken in the model and dummy of other than private (DPublicSGovt) is kept as a base category, dummy of non-PhD (DNonPhD) is taken in the model and dummy of PhD (DPhD) is kept as a base category and dummy of lecturer (DLecturer) is taken in the model while dummy of other than lecturer (DAstAssoProf) is kept as base category.

The extended regression model is given in the Equation II.

$$OCB_i = \beta_1 + \beta_2 PJ_i + \beta_3 DJ_i + \beta_4 IJ_i + \beta_5 INFJ_i + \beta_6 Dmale_i + \beta_7 Dbelow30years_i + \beta_8 Dprivate_i + \beta_9 DnonPhD_i + \beta_{10} Dlecturer_i + \varepsilon_i \dots \dots \dots [II]$$

Empirical Results

Basic descriptive analysis

This section provides the statistical design of the study. The first step in the analysis is to check the reliability and validity of the scale. Since the scale was adopted from (Colquitt 2001) Scale of Organizational justice and (Niehoff and Moorman 1993) scale of organizational citizenship behavior, so it was not necessary to check the reliability but as it was observed from the studies that cultural differences exists and the scale reliable in one cultural setting may not be reliable in other settings. That's why "Cronbach alpha" was used to compute the reliability and internal consistency of the selected scale.

Table 1: Reliability Statistics

Constructs	Cronbach Alpha	No of Items
Organization Citizenship Behavior	0.72	12
Procedural Justice	0.86	7
Distributive Justice	0.89	4
Interpersonal Justice	0.85	4
Informational Justice	0.87	5

In the Table 2 Cronbach alphas of all four dimensions of organizational justice as well as organization citizenship behaviors are reported. Since all the constructs are valued above 0.70 so it seems that the scale was reliable and consistent. Due to using Cronbach alpha.

Basic Summary Statistics

Table 2: Correlation Matrix

Pearson's Correlation Coefficient (2-tailed)					
Variables	OCB	PJ	DJ	IJ	INFJ
OCB	1				
PJ	0.3604*** (0.000)	1			
DJ	0.3530*** (0.000)	0.5639*** (0.0000)	1		
IJ	0.3967*** (0.000)	0.4725*** (0.000)	0.5775*** (0.000)	1	
INFJ	0.4231*** (0.000)	0.5662*** (0.000)	0.5701*** (0.000)	0.6488*** (0.000)	1

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

From the Table 2, we observe that the correlation between procedural justice and organization citizenship behavior is positive ($r=.36^{***}$) and significant at 99% confidence level. Similarly, relationship between distributive justice and OCB is also positive represented by the value ($r=.35^{***}$) and significant at 99% confidence level as its value is less than the conventional level of significance alpha ($.000 < 0.01$). Further interpersonal justice and informational justice have also positive linear relation with OCB and its values are ($r=.39^{***}$) and ($r=.42^{***}$) respectively and are significant at 99% confidence level as its value less than the conventional level of significance alpha ($.000 < 0.01$). Based on the above, it is evident that all the dimensions of organizational justice are positively correlated with each other as well, as its values are positive.

Regression analysis

This section provides regression results by estimating equation [I] and [II] via Ordinary Least Squares (OLS) approach.

Table 3: Regression Analysis

	Model I Coefficients	Model II Coefficients
Intercept	1.992*** (0.000)	1.930*** (0.000)
PJ	0.093* (0.095)	0.094* (0.095)
DJ	0.044 (0.363)	0.032 (0.525)
IJ	0.116* (0.058)	0.121* (0.054)
INFJ	0.146** (0.037)	0.143** (0.034)
Dmale	-----	0.110 (0.134)
DBelow30yearsage	-----	-0.0258 (0.726)
DPrivate institute	-----	-0.030 (0.664)
DNon-PhD	-----	0.056 (0.540)
DLecturer	-----	-0.0142 (0.871)
F-statistics	12.00	11.38
P -value of F-statistics	(0.000)	(0.000)
R-square	0.222	0.232
Adjusted R-square	0.207	0.198
Number of observations	216	216

Note: *, **, *** shows significance at 10%, 5% and 1% level of significance

From model 1 in Table 3 it can be seen that all variables (PJ, DJ, IJ and INFJ) have expected signs. The variable procedural justice (PJ) and interpersonal justice (IJ) are significant at 10% significance level. The coefficients of PJ and IJ are 0.093 and 0.116 respectively, implying that one unit increase (or decrease) in PJ and IJ will bring about 0.093 and 0.116 unit increase (or decrease) in organization citizenship behaviors (OCB) on average. Hence, hypothesis 1 and 3 was supported. The results was consistent to the findings of (Mathur 2013), they have reported that extra role and favorable behaviors from workers may be expected when workers are treated in dignified and polite manners. Likewise, (Iqbal, Aziz et al. 2012), argued that, procedural justice is a key determinant of OCB and has influence over the workforce extra role behavior regardless of any financial or non-financial benefits.

The variable informational justice (INFJ) is statistically significant at 5% level of significance with the coefficient of 0.146 indicating that one unit increase (or decrease) in INFJ will bring about 0.146 unit increase (or decrease) in OCB on average. Thus hypothesis 4 was supported. The results are consistent to (Williams, Pitre et al. 2002), they contended that citizenship behaviors intention may be amplified as the focus of the authorities towards fair distribution of information increases. However the variable distributive justice (DJ) is found insignificant at all conventional levels, therefore hypothesis 2 was not supported thus the result is consistent to the findings of (Badu and Asumeng 2013), they found that Distributive Justice has no significant role in predicting OCB.

Further it is found that all variables are jointly significant as p-value of F-statistics is (0.000) which is less than 1% significance level. The coefficient of determination is 22% indicating that 22% of variation in the dependent variable (OCB) is explained by all explanatory variables (PJ, DJ, IJ and INFJ) in the model.

Similar to the Model I, from Model II in Table 3 it can be seen that the variable procedural justice (PJ) and interpersonal justice (IJ) are significant at 10% significance level. The coefficients of PJ and IJ are 0.094 and 0.121 respectively, implying

that one unit increase (or decrease) in PJ and IJ will bring about 0.094 and 0.121 unit increase (or decrease) in the OCB on average. Thus hypothesis 1 and 3 was supported.

The variable informational justice (INFJ) is statistically significant at 5% level of significance with the coefficient of 0.143 indicating that one unit increase (or decrease) in INFJ will bring about 0.143 unit increase (or decrease) in OCB on average hence hypothesis 4 was supported. However the variable distributive justice (DJ) is found an insignificant at all conventional level, that's why hypothesis 2 was not supported.

Control variables in Model: II have different signs i.e. (d_{male} and d_{nonphd} have positive signs while d_{below 30 years}, d_{private institute} and d_{lecturer} have negative coefficient signs) but all are statistically insignificant. A positive sign means that there is some relationship but if the coefficient of a dummy variable is insignificant then there is no difference between the categories of dummy variables. If the sign of the coefficient is positive then the category for which dummy is used has more impact than the base category. Such as, the coefficient of variable male is insignificant, so this implies that there is no difference between male and female individuals as far as OCB is concerned, whereas, the sign of the coefficient is positive. This means that males have more impact but since it is insignificant then a positive sign does not imply more impact. However, if it has a positive sign and significant as well then this means that males have more impact as compared to reference category. Similarly, if we look at the dummy D_{non-PhD} so it also gives positive sign of the coefficient. This infers that individuals having qualification other than were more likely to show OCB than those who have qualification PhD, but since the ($p > 0.10$) so it does not imply more impact. However, the other control variables including; D_{below 30 years age}, D_{private institute} and D_{lecturer} affect negatively OCB model but are insignificant, hence no difference across age groups (below and above 30 years) as well as no difference across institution type (private, public and semi-government) and across designation (lecturer and high levels).

Further it is found that all variables are jointly significant as p-value of F-statistics is (0.000) which is less than 1% significance level.

The coefficient of determination is 23% indicating that 23% of variation in the dependent variable (OCB) is explained by all explanatory variables (PJ, DJ, IJ and INFJ) in the model. After estimating model I and model II some diagnostic tests were conducted, further these tests are discussed as follow

Functional Form

In order to check that wither the model is correctly specified or not we have used Ramsey RESET test. Table 13 below provide for values for Ramsey reset. It can be seen from the table below that ($p > .05$) so we do not reject null hypothesis and conclude that model is correctly specified.

Table 4: Model specification test

Ho: model has no omitted variables

F(3, 259)	2.01
P > F	0.1132

Normality of data

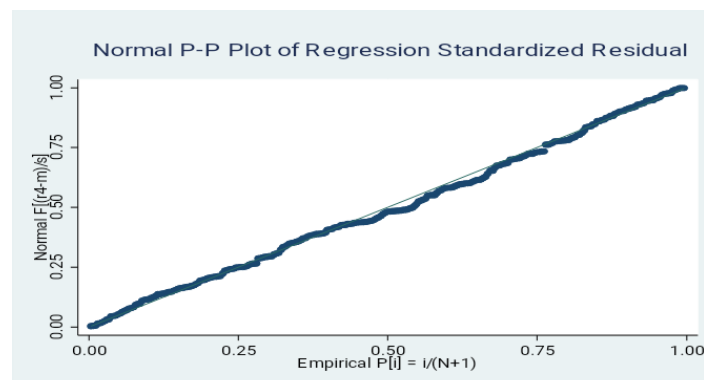
Normality of data is one of the assumptions of the OLS estimators. In order to test that wither the data is normally distributed the Shipero-Wilk W, criteria for normality were used. Null hypothesis of SWilk is "population is normal" it can be seen from the table 10 below that ($p > 0.05$), so we do not reject null hypothesis and conclude that data is normally distributed.

Table 5: Shapiro-Wilk W test for normal data

Variable	N	W	V	z	P>z
R	267	0.99498	0.964	-0.085	0.53391

Normality of Residuals

P plots are also used to test the normality assumption in addition to the visual inspection of the residuals. The figure mentioned below represents the P-P plot.

Normal P-P Plot of Regression Standardized Residuals Dependent Variable: OCB

It is evident from the above-mentioned figure 3, that a normal distribution is depicted from the residuals around the regression line. This indicates that the difference between the observed and the model data is zero or very close to zero. Hence, the assumption of normality of residuals has been fulfilled.

Homogeneity of Variance

Since we are using cross-sectional data so the problem of Heteroskedasticity is likely to occur, thus in order to overcome with the problem of Heteroskedasticity, we have used robust standard errors instead of conventional standard errors based on OLS method. Minor Heteroskedasticity does not impact on results significantly but major Heteroskedasticity leads to significant misinterpretations of results obtained (Osborne and Waters 2002).

Discussion

The main objective of the present research was to inspect the linkages of individual dimensions of organizational justice i.e. informational justice, procedural justice, interpersonal justice, and distributive justice with organization citizenship behaviors among the faculty member of educational institutions. The results of the study bring forth some important conclusions, providing a constructive addition to the existing literature of organization citizenship behaviors and organizational justice. To test the hypothesis, sample was drawn from faculty members of higher degrees awarding institutions in Peshawar city of KP.

Results in the previous section revealed that, employee perception of interpersonal justice, informational justice and procedural justice have positive and constructive relationship with organization citizenship behaviors, as compared distributive justice. This signifies the fact that presence of justice and fairness convince employees to exhibit extra-role behaviors and make them feel that they are a pertinent member of organization. Therefore they will make mindful efforts to pay back in terms of improved work performance and acceptance of some additional responsibilities (Mathur 2013).

The data show that the perception of procedural justice, informational justice and interpersonal justice were stronger predictor of citizenship behaviors, which were directed in favor of both the organization and at the individual level as compare to distributive justice. These results are also supported in (Bies and Moag 1986) proposition in which they states that procedural and interactional justice produces such a justice episode that is distinct from other constructs of organizational justice, i.e. outcome judgments, meaning that procedural justice, informational justice and interpersonal justice is a stronger predictor of citizenship behaviors. These results were also supported in previous studies, according to (Ince and Gül 2011), perception of interactional justice (interpersonal and informational justice), are stronger predictor of organization citizenship behaviors, directed towards the individual and the organization in contrast to other organizational justice perception. People attach more importance to how they are being treated at person, information of organizational happenings and structural processes than violations distributive justice.

Procedural justice is concerned with procedures followed by the institutions to arrive at the outcome while, interpersonal justice deals with the manner in which an individual is treated with dignity, given respect and interdependent interaction are carried out with politeness. In informational justice valid truthful explanation of the decisions is being shared between supervisor and subordinate, there is sharing of information between two parties. Imparting knowledge and creating satisfaction about the decision being made, this in turn decreases the intensity of dissatisfaction, and feeling of injustice concerning the upheld decisions. Consistent to the findings of (Robinson and O'Leary-Kelly 1998) they argued that employees do mimic behaviors from their superiors and leaders which were referred as "do good and have good" which implies that if superiors is engaged in making things right following the right or fair procedures and consider the concerns of employees then they will also react in constructive manners. Hence, fairness in the procedures and respectful interactions among

supervisor and subordinate along with timely and truthful information regarding the decisions being carried out assists employees to modify their behaviors according to rules and regulations of their respective organization and to develop organizational citizenship behavior.

Empirical results of this study showed that employees' perception of procedural justice has significant and positive impact on their citizenship behaviors, consistent to findings of (Mathur 2013) they argued that in the collectivist cultures procedural and interactional aspects of justice are dominant over the distributive aspect, collectivist gives more importance to quality of treatment than rewards and outcomes.

Further employees perception of distributive justice was found insignificant the results were consistent to (Köse 2014), as they argued that we didn't find any relationships between the workers perception of distributive justice, and altruism, conscientious, and overall citizenship behaviors.

At the unit or dimensional level all dimension of organizational justice was found significant and positively related to organization citizenship behavior except distributive justice. This implies that in reality the relationship exists. As it can be seen from table 12, model I and II, that informational justice, procedural justice and interpersonal justice, all are significantly and positively related organization citizenship behavior. the findings was consistent to the findings of (Mathur 2013) they argued that the relationship is investigated at the dimension level and all the dimensions at the individual level are found significant and positively related to extra- role behavior. Further it is quite surprising that distributive justice was found insignificant the result contradicts with the findings of some researchers such (Ang, Van Dyne et al. 2003) they argued that distributive justice accounts for more variance in extra roles behaviors than other justice constructs. One reason for a contradiction could be cultural setting, as individualist may prefer one tail of justice while collectivist may prefer the other one, so difference exists culture to culture. The second reason could be structure of the economies as the study was conducted socialist setting and the respondent were selected from both having socialist mentalities.

Implications

The implications discussed below are pertinent to the complete supervisory cadre of the institutions and require special attention of the entire human resource management departments for the implementation.

Theoretical Implications

Theoretically, this study adds empirical sustenance to the statement that among the other determinants of extra-role behaviors organizational justice is one of the crucial indicators connected with workforce readiness to go beyond and above their formal role requirements.

Findings of the study have implications for the practitioners in showing the significance of procedural justice, informational justice and interpersonal justice on employees' exhibition of OCB.

The results shows that procedural justice and Interactional elements of justice (Informational and interpersonal justice) which is the administrative side of institutional practices was found the most influential among other in encouraging OCB, and followed distributive justice. Therefore, if a manager demands exceptional performance such as competence and efficiency so they need to focus on procedures followed with respect to fairness and should treat workers appropriately and fairly, as a result they well experience extra-role behaviors.

Practical Implications

The study offers practical evidence that in the context of educational institutions; exertions to raise citizenship behaviors must be directed in treating workforces with kindness, magnificence, respect and dignity, particularly during supervisor-subordinate dealings and provision of explanation regarding the decision taken about one's job.

The current revision instructs employer/leader (embodiment of the institution) to encourage the rationales regarding fair treatment with more importance on Procedural and interactional elements of fairness with a view to enhance workers sense of engagement in extra-role behaviors and voluntary contributions that will benefits these institutions in short as well as long run. Consistent to the findings of (Weick 1995), argued that executives serve as explanatory filters for a particular work measures, processes and features. To this influence, the embodiment/supervisors/manger must initiate to present their actions and functions in such a way that communicate, that it have some allegations in shaping workers perception of fairness.

Limitation

Although the proposed study received strong empirical support, this study has some weaknesses too, several limitations applied in this study deserve comments.

Time and cost are limitations for this study. Financial support and more time would have probably allowed expansion of this study and would have permitted to include more universities from other provinces of Pakistan as well.

Besides this it is also believed that the size of the sample was not enough to signify the whole educational sector of Khyber Pakhtunkhwa but only limited to Peshawar city and there is a trivial possibility that the future research in the same sector but only if we consider the Basic, tertiary, and up to the inter level institutions so it may produce some other results.

Further it was observed during the survey that some of teachers had no concept of OCB, the researchers made their honest efforts to make every respondent understand about the construct so that the study is fruitful. In the same way the one of the limitations was busy schedule of the respondents. Due their busy schedule the non-response rate was a bit high i.e. around 24%.

Conclusion

The study examined the relationships between workforce perception of organizational justice and organizational citizenship behavior from a sample of faculty members of higher degrees awarding educational institution in Peshawar. The main findings of the study indicated that organization citizenship behavior intentions can be promoted by addressing workforce fairness issues.

The theoretical point engaged by the investigator, that organizational justice will positively and significantly relates to organizational citizenship behavior and was confirmed through the empirical results. This translates to the statement that, when workers feel that the treatment they received from their superior is fair then this will ultimately convince them to exhibit citizenship behaviors.

The findings suggested that any policy or decision that leads to bring familiarity and awareness regarding justice perception will contribute to promote OCB, which will help the educational institutions to be more productive and progressive. Therefore, in practice, this study can help the education institutions to take more appropriate measures that lead to promote citizenship behaviors among teacher which as a result will lead to align the individuals and organizational aims, reduce employee's turnover, create organizational commitment and improve workers as well as organizational performance. Moreover, from the results it was observed that procedural justice and interactional elements of justice (interpersonal and informational justice) accounted for a major amount of variance in organization citizenship behaviors than distributive. The empirical finding reported in this research clearly indicated that, employees involve in a form of contract with organization in which they commercialize their behaviors (OCB) and trade for sound conditions and better interpersonal relations with authorities and figures.

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