

# **A Study on the Role of Organizational Commitment and Perception towards Organizational Justice and Fairness in triggering Organizational Citizenship Behavior among B School Faculty Members in Kerala**

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## **Abstract**

*Several studies have been conducted to explore the antecedents of Organizational Citizenship Behavior (OCB). This paper examines the influence of the chosen attitudinal antecedents of OCB, namely, Organizational Commitment and Organizational Justice and Fairness Perceptions on OCB of a sample of 378 Faculty Members working with different B Schools in Kerala. The study establishes a strong correlation between all the three dimensions of both Organizational Commitment and Organizational Justice and Fairness with OCB. The study validates that two of the three dimensions of Organizational Commitment significantly relate to OCB whereas no dimension of Organizational Justice and Fairness was found to be having a significant relationship with OCB. Variation in OCB with respect to Gender, Age, Designation, Educational Qualification and the Nature of the organization in which the respondent is currently working was also examined. The study reminds about the importance of developing Organizational Commitment among the Faculty Members which will eventually make them engage in*

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*Citizenship Behaviors adding to the efficient working of the organization. The perceptions that the Faculty Members hold regarding the Justice and Fairness philosophy of the organization is equally important.*

**Keywords:** Organizational Citizenship Behavior, Organizational Commitment, Organizational Justice and Fairness, B- School Faculty, Kerala

## 1. Introduction

An organization consists of different categories of employees as their behaviors differ over a wide range. At the same time, you may find individuals who are minimalists, ie, who would just contribute the bare minimum to continue as part of the system. On the other hand, you might also find individuals who are ever ready to go the 'extra mile'. They willingly engage in extra-role behaviors which eventually turn out to be beneficial to the organization. Organizational Citizenship Behaviors or OCB are those 'extra' work-related behaviors, which are further than those set by job descriptions and calculated by official assessments (Bateman and Organ, 1983). OCBs can never be imposed as they are 'extra' and further than the requirements that are specified ahead for a particular job (Bateman and Organ, 1983, Organ, 1988). The non exhibition of OCBs cannot be officially nor can their absence be formally reprimanded (Van Dyne, Cummings, and Parks, 1995).

OCBs are considered essential for the efficient operations of an organization existing in a business context which is differentiated by organizational structures which are trampled, economies facing stiff rivalry from the international arena, and amplified employee independence and accountability (Podsak off, MacKenzie, Paine, & Bachrach, 2000).

Gone are the days when the organization used to make use of stringent hierarchical constitution and individualized jobs. As an alternative, work is being carried out by autonomous team-based work structures. This execution has increased the significance of individual drive and collaboration (Ilgen & Pulakos, 1999). This trend has ignited the curiosity of both the research scholars and practicing managers alike in OCB, a behavior that is said to contribute indirectly to the organization safeguarding the organization's social system (Organ, 1997, Howard, 1995; Organ & Ryan, 1995; Motowidlo, Borman, & Schmit, 1997;

Motowidlo & Schmit, 1999; LePine, Hanson, Borman, & Motowidlo, 2000). Quite a few studies have established positive associations to citizenship precursor areas such as employee attitudes, personality dimensions and work characteristics (Podsakoff et al., 2000). These results spread across different domains. Researchers have warned that antecedent conditions for citizenship are at present partly specified (Organ et al., 2006).

With the increasing call for accountability of management education, institutional leaders concern themselves with the effective functioning of the institution. Organizational citizenship behaviors have been shown to be connected with organizational success (Podsakoff, Whiting, Podsakoff, & Blume, 2009). OCBs of faculty contribute to the institutional performance given the nature of faculty work. Additionally, deans and department chairs may find that their jobs are easier with faculty who exhibit higher levels of OCBs. As Organ (1997) described, OCBs may function to create a more positive work environment where employees experience less tension.

## **2. Attitudinal Antecedents of Organizational Citizenship Behavior**

Sounding very similar to Chester Barnard's (1938) concept of "willingness to cooperate", it should be noted that as per the comments of Bernard, willingness to cooperate alter within and among individuals. There may be some solid reason behind these fluctuations.

The idea of OCB, as often you may find in the literature as 'contextual performance', in contrast to 'task performance', emphasizes its discretionary character. OCB consists of streams of contributions that are not compelled by the job description, nor contractually rewarded and many of which are routine, over some extended period of time. OCB is to be less constrained by the design of the job, the technology used, the competencies of the person or the instructions of the person's superior. Weiss and Adler (1990, cited in Organ, Podsakoff and Mackenzie 2006, p.65) (1990) refer to "strong" situations as those that are uniformly encoded, generate uniform expectancies and offer compelling incentives for performance. On the contrary, "Weak" situations have the opposite characteristics. Hence, OCB might be referred to as behavior that occurs in "weak" as contrasting to "strong" situations.

Attitudes come to the fore in "weak" situations (Lee, Ashford, & Bobko, 1990; Mischel, 1973; Monson, Hesley & Chernick, 1982). Attitudes cannot predict behavior well in situations marked by strong incentives, norms or pressures to act in a particular fashion. There is a strong reason for thinking in terms of

Attitudes for being responsible for OCB as though they may not score well in predicting any one specific behavior in a single time and place but do much better at predicting cumulative patterns or trends of behavior (Epstein, 1980) over time, in situations in which external compulsions on behavior are weak or ambiguous.

Organ and Ryan (1995) carried out a meta-analysis and they have come to the conclusion that the attitudinal variables showed the strongest associations with OCB (Organ & Ryan, 1995). Attitudes have received a great amount of consideration as predictors of citizenship behaviors since the early work of Organ (1977) and Bateman and Organ (1983). Job satisfaction has time and again been acknowledged as one of the strongest antecedents of OCB, irrespective of the anticipated benefactor (Ilies et al., 2006; Podsakoff et al., 2000). Moreover, organizational commitment (Organ and Ryan, 1995; Podsakoff et al., 2000), justice and fairness perceptions (Colquitt et al., 2001; Organ and Ryan, 1995; Podsakoff et al., 2000), and perceived organizational support (Podsakoff et al., 2000) are other affective and cognitive constructs associated with OCB.

The attitudinal antecedents on which the present study focuses on are Organizational Commitment and Organizational Justice & Fairness Perceptions.

### **Operational Definition of Business School Faculty**

The term Faculty denotes employees in higher education establishments whose primary responsibilities include teaching, research, or service. They are professional experts who create value and are actively involved in management training, development and research as part of the management community. Faculty members are considered as knowledge workers who provide education and research services (Azagra-Caro, 2007).

### **3. Research Question & Research Objectives**

The research problem that this study tries to answer is ‘How do Work Attitudes like Organizational Commitment & Organizational Justice & Fairness Perceptions interplay in forecasting Organizational Citizenship Behavior among members of the Faculty in different B – Schools of Kerala.

Three research objectives are examined namely:

1. To examine which dimensions of Organizational Commitment influence OCB among members of the Faculty in different B – Schools of Kerala

2. To examine which dimensions of Organizational Justice & Fairness Perceptions influence OCB among members of the Faculty in different B – Schools of Kerala
3. To examine OCB of members of the Faculty in different B – Schools of Kerala with respect to various demographic influences.

#### **4. Conceptual Framework**

The study tries to look at the constructs like Organizational Commitment and Organizational Justice & Fairness Perceptions and its relatedness to OCB of members of the Faculty in different B – Schools of Kerala. The following sections discuss the existing research in each domain.

##### **4.1 Organizational Citizenship Behavior**

The origin of OCB, the work behavior that is optional, not directly or overtly acknowledged by the formal reward system and that which promotes the successful operation of the organization (Organ, 1988, p. 4) can be found in the works of Barnard (1938) and Katz (1964). But it was in the early 1980s, that people started paying more attention to this type of behavior. This was soon after Organ and his colleagues (Bateman & Organ, 1983; Smith, Organ, & Near, 1983) first used the term *organizational citizenship behavior* to explain it.

Organ (1988) had originally defined organizational citizenship behavior as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (p. 4). This definition in due course of time was adapted to express that OCB is “performance that supports the social and psychological environment in which task performance takes place” (Organ, 1997, p. 95).

Over the past thirty years, the literature on citizenship has grown considerably with results generally supporting the opinion that citizenship is connected with a broad set of desirable individual and organizational outcomes, including superior employee performance and increased quality and quantity of unit-level production (Organ, Podsakoff, & MacKenzie, 2006).

Given these accepted consequences, it is perhaps not unexpected that one direction of citizenship research has been to concentrate on identifying factors predictive of employee engagement in this behavior (Podsakoff et al., 2000).

## **4.2 Organizational Commitment**

Organizational Commitment exemplifies an employee's relationship with the organization. It is a mental state which has repercussion on the employee's choice whether to or not to maintain his membership in the organization. It has got three dimensions. An employee's emotional connection to, identification with, and involvement in the organization is termed as Affective Commitment (AC). Knowledge of what an employee is likely to lose, leaving the organization is termed as Continuance Commitment (CC). Normative Commitment (NC) mirrors a feeling of obligation to continue service.

## **4.3 Organizational Commitment & OCB**

Organ, D. W., & Ryan, K. (1995) carried out a quantitative review of 55 studies and came out with the finding that the attitudinal measures like perceived fairness, organizational commitment, leader supportiveness correlate with OCB at roughly the same level as satisfaction.

To find out the comparative effects on OCB, Schappe, S. P. (1998) studied job satisfaction, perceptions of procedural justice, and organizational commitment together. When all the three variables were taken at the same time and a hierarchical regression analysis was done, it was found that only organizational commitment accounted for a distinctive amount of variance in OCB.

The results of the meta-analyses conducted by Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002) is in conformity with the Meyer and Allen's (1991) Three-Component Model. The three kinds of commitment were found to be linked but distinguishable from one another. They were found to be dissimilar from similar constructs like job satisfaction, job involvement, and occupational commitment. They, in turn, were negatively related to withdrawal cognition and turnover. Organization pertinent outcomes like attendance, performance, and organizational citizenship behavior had the strongest and most positive correlations with Affective commitment. Though not as strongly as Affective Commitment, Normative Commitment was also linked with the sought after outcomes. Continuance commitment was not related or related negatively, to these outcomes. Comparisons of studies conducted within and outside North America exposed considerable resemblance. Those studies suggested that more methodical primary research concerning cultural differences is necessary.

The results of the study conducted by Sani, A. (2013) on the impact of procedural justice, organizational commitment, job satisfaction on employee performance,

and the potential mediating role played by organization citizenship behaviors showed that both procedural justice and organizational commitment positively affected Organizational Citizenship Behavior.

Based on the above observations, the following set of hypotheses regarding the relationship between Organizational Commitment & OCB among members of the Faculty of different B Schools in Kerala are examined:

H<sub>1a</sub>: Affective Commitment has a positive influence on OCB of members of the Faculty of different B Schools in Kerala

H<sub>1b</sub>: Continuance Commitment has a positive influence on OCB of members of the Faculty of different B Schools in Kerala

H<sub>1c</sub>: Normative Commitment has a positive influence on OCB of members of the Faculty of different B Schools in Kerala

#### **4.4 Organizational Justice & Fairness Perceptions**

The construct has three dimensions namely Distributive Justice, Procedural Justice & Interactional Justice. The extent to which rewards are allocated in an even handed manner is termed as Distributive Justice. Procedural Justice is the degree to which those affected by such allocation decisions perceive them to have been made according to just methods and guidelines. In the performance of formal procedures or in the clarification of these procedures, the degree to which an employee receives fairness in treatment is termed as Interactional Justice.

#### **4.5 Organizational Justice & Fairness Perceptions & OCB**

The study conducted by Moorman, R. H. (1991) on a sample drawn from two firms in the United States focused on the relationship between justice perceptions and extra-role behaviors or OCBs. The study looked at the association between perceptions of fairness and organizational citizenship behaviors. A few theories of Social Exchange Theory as well as Equity Theory provided a theoretical basis for the study. Structural equation analysis was performed. It had found support for four hypotheses, including support for a relationship between perceptions of procedural justice and four of five citizenship dimensions. On the contrary, perceptions of distributive justice failed to influence any dimension of citizenship. Implications for the relationship between procedural justice and citizenship were discussed.

Tansky, J. W. (1993) examined the association between perceptions of overall fairness, organizational citizenship behavior, employee attitudes, and the quality of the supervisory/subordinate relationship based on the justice and organizational citizenship literature. Outcomes show that employees do form perceptions of overall fairness. These perceptions impact job satisfaction and organizational commitment. Associations are found between altruism and perceptions of overall fairness, job satisfaction and categories of organizational citizenship behavior, and the quality of the supervisor-subordinate relationship and perception of overall fairness and organizational citizenship behavior.

Going a step further, Moorman, R. H., Niehoff, B. P., & Organ, D. W. (1993) conducted a study to gauge the relative contribution of perceptions of procedural justice toward envisaging organizational citizenship behavior (OCB). The effects of job satisfaction and organizational commitment were controlled in the study. The sample of the study was workforce in a national cable television company. A survey was conducted among them containing measures of work satisfaction, affective and continuance commitment, and perceptions of fairness. Their managers completed an OCB survey. Results point toward support for relationships between procedural justice and commitment, satisfaction, and OCB.

LePine, J. A., Erez, A., & Johnson, D. E. (2002) reviewed the literature on organizational citizenship behavior (OCB) and its dimensions as well as done a meta-analysis of the same. The authors reveal that there are strong relationships among most of the dimensions and that the dimensions have equivalent relationships with the predictors like job satisfaction, organizational commitment, fairness, trait conscientiousness, and leader support.

Based on the above observations, the following set of hypotheses regarding the relationship between Organizational Justice & Fairness Perceptions & OCB among members of the Faculty of different B Schools in Kerala are examined:

H<sub>2a</sub>: Distributive Justice has a positive influence on OCB of members of the Faculty of different B Schools in Kerala

H<sub>2b</sub>: Procedural Justice has a positive influence on OCB of members of the Faculty of different B Schools in Kerala

H<sub>2c</sub>: Interactional Justice has a positive influence on OCB of members of the Faculty of different B Schools in Kerala



#### **4.6 OCB & Demographic Variables**

The gender socialization theory (Gilligan, 1982), as well as the social-role theory (Eagly, 1987), suggests that women value relationships than success, when compared to men Vigoda-Gadot's (2007), found that teachers, most of whom were women, engaged in extensive citizenship behaviors even if the effort was arduous. Taking these studies into consideration, female employees appear more likely to engage in citizenship behaviors. Hence, the researcher wanted to check whether there is a significant difference in OCB across gender.

Robbins and Judge (2009) claim that personal individual characteristics such as age, sex, and marital status affect some variables such as job satisfaction, turnover, and performance.

Katz and Kahn (1978), George and Brief (1992), and Mackenzie et al. (1993) believe that the volunteer behavior of employees is for self-development. It needs to be empirically tested whether OCB would increase as educational qualifications increase.

A study conducted by Van Dyne et al among 950 employees from different backgrounds came out with the conclusion that position/designation in an organization affects OCB. An individual who adorns a higher level position will have greater freedom concerning his behavior and hence the chances of OCB may be higher.

It was out of researcher's own curiosity that a study was done to find out whether there is a significant difference in OCB with respect to the nature of the organization

The researcher has formulated a hypothesis regarding the relationship between the demographic variables namely Age, Gender, Marital Status, Designation, Highest Educational Qualification as well as Nature of the current organization in which the respondents are working and Organizational Citizenship Behavior. They are:

H<sub>3a</sub> : There is a significant difference in Organizational Citizenship Behavior across different Age Categories.

H<sub>3b</sub> : There is a significant difference in Organizational Citizenship Behavior across Gender

H<sub>3c</sub>: There is a significant difference in Organizational Citizenship Behavior across Marital Status.

H<sub>3d</sub>: There is a significant difference in Organizational Citizenship Behavior across different Designations.

H<sub>3e</sub>: There is a significant difference in Organizational Citizenship Behavior across difference in their Highest Educational Qualifications.

H<sub>3f</sub>: There is a significant difference in Organizational Citizenship Behavior based on the Nature of the current organization in which the respondents are working.

## 5.Methodology

### 5.1 Measuring Instruments

Data were collected using pre-tested scales found in the literature. The scales were adapted and all the responses were on a 5 – point Likert scale, with 5 indicating *Strongly Agree* and 1 indicating *Strongly Disagree*.

- **Organizational Commitment** - A 12item measure of organizational commitment (Allen, & Meyer, 1990, 1993) was used. This scale is designed to measure three dimensions of organizational commitment (affective commitment, continuance commitment, and normative commitment). The internal consistencies of the dimensions were found to be varying between .85 for affective, .79 for continuance and .73 for normative as per the reliability estimates of this scale found by Meyer and Allen(1997) The overall reliability estimates exceed .79.
- **Organizational Justice & Fairness** - A 20 item Perceptions of Fairness Scale (Moorman, 1991) was used to measure three dimensions (Distributive Justice, Procedural Justice, and Interactional Justice) with reported internal consistency reliabilities of .90 for all three dimensions.
- **Organisational Citizenship Behaviour** - The tool used was the one developed by Podsakoff, MacKenzie, Moorman, and Fetter (1990) to measure five dimensions (Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue) through 24 items and uses a five-point scale. The internal consistency reliabilities (alphas) averaged

.81 (altruism = .85; courtesy = .85; sportsmanship = .85; conscientiousness = .82, and civic virtue = .70).

## 5.2 Sample & Data Collection

A self-administered questionnaire was used to collect data from 378 Faculty Members working with different B – Schools in Kerala. The method of Sampling used is Disproportionate Stratified Random Sampling where the Population is divided into two non overlapping strata namely Unaided Private Institutes and Aided Government Institutes. So also, only those faculty members who have at least worked for one year with the institute, in which they are currently working, were taken. Members' shared attributes or characteristics were taken as the basis for identification of the strata. Comparative to the stratum's size to the population, a random sample from each stratum was taken.

## 6. Results

### 6.1 Test of Reliability

In the present study, the reliability was tested by computing Cronbach's alpha ( $\alpha$ ) for all the variables. The values of Cronbach's alpha for the various variables are given in Table 1. As seen from the table, all the factors had the Cronbach's alpha values above .70, which testified the reliability of the instrument.

**Table 1 – Reliability Measures of Scales**

Sl. No.	Variable	No. of Items	Cronbach's alpha ( )
1	Organizational Citizenship Behavior	24	0.853
2	Organizational Commitment	12	0.920
3	Organizational Justice & Fairness	20	0.950

### 6.2 Demographic Details

The detailed information regarding the Demographic Variables is given in Table 2.

**Table 2 - Demographic Profile of the Respondents**

<b>Sl. No.</b>	<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
I	<b>Gender</b>		
	1. Male	219	57.9
	2. Female	159	42.1
	Total	378	100
II	<b>Age</b>		
	1. Below 30	92	24.3
	2. 31 – 35	115	30.4
	3. 36 – 40	59	15.6
	4. 41 – 45	49	13.0
	5. 46 – 50	14	3.7
	6. Above 50	49	13.0
	Total	378	100.0
III	<b>Designation</b>		
	1. Asst. Professor	280	74.1
	2. Associate Professor	53	14.0
	3. Professor	45	11.9
	Total	378	100.0
IV	<b>Marital Status</b>		
	1. Married	310	82.0
	2. Unmarried	66	17.5
	3. Separated	2	0.5
	Total	378	100.0
V	<b>Highest Educational Qualification</b>		
	1. Post Graduation	248	65.6
	2. M.Phil	45	11.9
	3. Ph.D.	82	21.7
	4. Post Doctoral	3	0.8
	Total	378	100.0
IX	<b>Nature of the Current Organization</b>		
	1. Government – Aided	39	10.3
	2. Private – Unaided	339	89.7
	Total	378	100.0

Source: Survey Data

### 6.3 Test of Dependency of Organizational Citizenship Behavior on Organizational Commitment & Organizational Justice & Fairness Perceptions

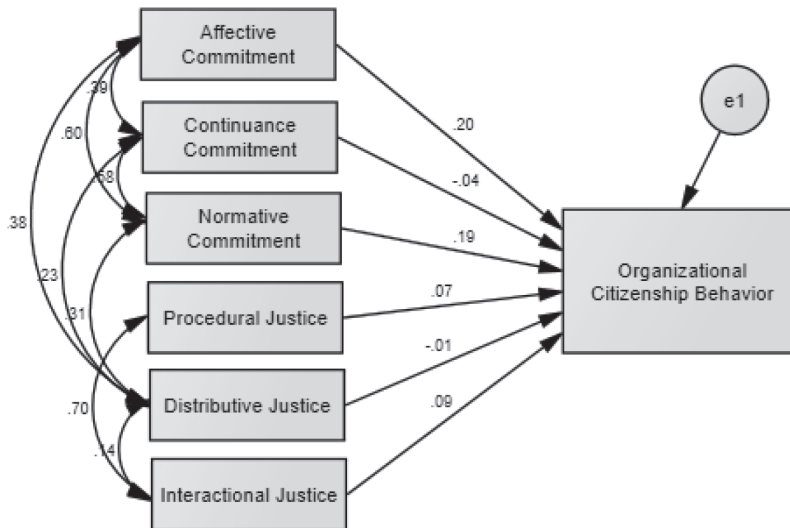
Table 3 depicts the Pearson Correlation between the Scores on the Organizational Commitment and Organizational Justice and Fairness Perceptions Scale with those on the OCB scale. The table shows that Correlation is found to be statistically significant at 0.01 level.

**Table 3 – Table showing Correlation between OCB & Other Independent Variables**

<b>Predictor Variable</b>	<b>Correlation Coefficient</b>	<b>Significance</b>	<b>Decision</b>
Affective Commitment	0.343**	0.000	Significant
Continuance Commitment	0.180**	0.000	Significant
Normative Commitment	0.332**	0.000	Significant
Distributive Justice	0.177**	0.001	Significant
Procedural Justice	0.243**	0.000	Significant
Interactional Justice	0.246**	0.000	Significant

Structural Equation Modelling (SEM) was performed using AMOS 20 to test whether the three sub-dimensions of Organizational Commitment and three sub-dimensions of Organizational Justice & Fairness Perceptions scale influence Organizational Citizenship Behavior (See Figure 1 below). The fit index values (RMR = 0.099, GFI = 0.954, NFI = 0.916, IFI = 0.924 and CFI = 0.923) are found to be acceptable except CMIN/DF (9.738) and RMSEA (0.152). OCB is significantly influenced by the Affective Commitment and Normative Commitment. Affective Commitment was found as the most relevant dimension of Organizational Commitment associated with OCB with standardized regression weight of 0.200 followed by Normative Commitment with standardized regression weight of .195 (See Table 4)

As for the sub-dimensions of Organizational Justice & Fairness Perceptions, all the three are seen to be not significantly influencing OCB.

**Figure 1 – Path Analysis showing the Model of OCB****Table 4 – Table showing Regression Weights for OCB Model**

<b>Predictor Variable</b>	<b>Regression Coefficient</b>	<b>Standardized Regression Weight</b>	<b>P Value</b>	<b>Decision</b>
Affective Commitment	0.108	0.200	0.001	Significant
Continuance Commitment	-0.016	-0.036	0.549	Not Significant
Normative Commitment	0.102	0.195	0.004	Significant
Distributive Justice	0.034	0.066	0.328	Not Significant
Procedural Justice	-0.005	-0.009	0.872	Not Significant
Interactional Justice	0.049	0.094	0.171	Not Significant

#### **6.4 Test of Difference in Means between Groups ( ANOVA & t-Test)**

Preliminary tests in SPSS version 21 were performed to examine the influence of demographic variables such as Age, Gender, Marital Status, Designation, Highest Educational Qualification as well as Nature of the current organization. The results are depicted in Table 5.

Analysis of variance tests was run to compare OCB scores of respondents belonging to different age categories and it was found that there is no significant difference in OCB across different age categories (See **Table 5**). There is no significant difference in OCB across gender (See **Table 5**). There is no significant difference in OCB with respect to the marital status of the respondent (See **Table 5**). ANOVA was used to check for the difference in means for different designations, different highest educational qualifications as well as the difference in nature of the current organization. Apart from the difference in the nature of the current organization, the analysis did not find any significant difference in OCB against any of the other demographic variables (See **Table 5**).

**Table 5 – Table showing Difference in OCB based on Various Demographic Factors**

<b>Dependent Variable</b>	<b>Independent Variables</b>	<b>Mean</b>	<b>SD</b>	<b>F / t - value</b>
<b>Organizational Citizenship Behavior</b>	<b>Gender of the Respondent</b>			
	Male	85.80	9.242	0.889
	Female	86.65	9.227	
	<b>Age of the Respondent</b>			
	Below 30	86.47	9.087	0.912
	31 – 35	85.63	10.024	
	36 – 40	84.46	8.591	
	41 – 45	86.84	8.875	
	46 – 50	87.71	8.278	
	Above 50	87.73	8.930	
	<b>Designation of the Respondent</b>			
	Asst. Professor	86.05	9.449	0.559
	Associate Professor	85.62	8.337	
	Professor	87.47	8.943	
	<b>Marital Status of the Respondent</b>			
	Married	86.20	9.239	0.045
	Unmarried	86.00	9.387	
	Separated	84.50	4.950	
	<b>Highest Educational Qualification of the Respondent</b>			
	Post Graduation	86.03	9.366	0.875
	M Phil	87.93	8.122	
	Ph.D	85.45	9.318	
	Post Doctoral	89.67	12.503	
<b>Nature of the Current Organization</b>				
Aided / Govt. / Quasi Govt. / University Depts	82.90	8.568	2.343*	
Self-financing Colleges Affiliated to Universities in Kerala	86.53	9.245		

## 7. Discussion and Implications

The study confirms with the earlier findings by Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002), that there is an established link between Organizational Commitment and OCB. The link is seen to be significant for Affective Commitment and Normative Commitment dimensions. This may be because employees tend to develop a sense of commitment when they possess an emotional attachment to, identification with, and involvement in the organization. It might also develop when they have a feeling of obligation to continue employment. If the organization, through its employee-friendly functioning, is able to develop among its employees, a sense of affection and feeling of attachment to the organization, the employees will surely exhibit organizational citizenship behavior which in turn will be fruitful to the organization. So also, the organization should take proactive steps through which its vision, mission, goals, objectives, principles, and values are internalized by its employees. This will make the employees psychologically associated with the organization which will motivate them to exhibit citizenship behaviors.

**Table 6: Summary of Results from Hypothesis Testing**

<b>Dependent Variable</b>	<b>Independent Variable</b>	<b>Hypothesis</b>
Organizational Citizenship Behavior	Organizational Commitment (Affective Commitment)	H1a Supported
	Organizational Commitment (Continuance Commitment)	H1bNot Supported
	Organizational Commitment (Normative Commitment)	H1c Supported
	Organizational Justice & Fairness (Procedural Justice)	H2a Not Supported
	Organizational Justice & Fairness (Distributive Justice)	H2bNot Supported
	Organizational Justice & Fairness (Interactional Justice)	H2cNot Supported
	Age	H3a Not Supported
	Gender	H3bNot Supported
	Marital Status	H3cNot Supported
	Designation	H3d Not Supported
	Educational Qualification	H3e Not Supported
	Nature of the current organization	H3f Supported



Almost in alignment with the study conducted by Moorman, R. H. (1991), wherein even though a general relation was found, analyses of the individual relations between the three dimensions of fairness and OCB resulted in differential effects attributable to distributive justice, procedural justice, and interactional justice. Interactional justice was the only dimension of fairness to significantly relate to organizational citizenship in his study. It means that the employees are more likely to exhibit citizenship behaviors when they believe that their supervisor personally treats them fairly. In our study, even Interactional Justice dimension was not found to be significantly related, maybe because the study was conducted among knowledge workers who fall into an entirely different category when compared to the factory workers among whom Moorman, R.H. (1991) conducted his study.

There is no consistent pattern in the relationship between demographic variables and Organizational Citizenship Behavior. It was found that there was no significant difference in OCB across different age categories, gender, marital status, different designations, and different educational qualifications. It was interesting to note that there was a significant difference in OCB against the nature of the current organization. The faculty members of Self-financing Colleges Affiliated to Universities in Kerala exhibited more OCB when compared to Aided / Government / Quasi Government / University MBA Departments.

## **8. Limitations & Future Directions**

A significant limitation of this study is that these constructs have been studied in the context of Kerala only. Therefore it cannot be assumed that these results may be applicable to B – School faculty members of other natives. Future research may focus on other attitudinal antecedents of OCB. Though personality as an antecedent variable has been studied in other contexts, there is a dearth of such studies in the Kerala context. Such studies would definitely be very beneficial for HR practitioners as it would guide them in the HR policy formulation and implementation.

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