

Impact of Lmx on Organizational Justice and Organizational Justice on Organizational Citizenship Behavior

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ABSTRACT: *The purpose of this study is to investigate the impact of Organizational justice on organizational citizenship behavior and Leader-Member Exchange. This research is conducted in Pakistani context. Data was gathered through questionnaire from the employees working in Forward Sports Company, Sialkot Pakistan. Hypothesis were developed and tested on 187 sample size, which is calculated by Taro Yamni formula. Results showed that OJ has positive and significant relation with LMX and OCB. This research is helpful for managers and researchers to make strategies to improve the LMX relation between leader and follower and increase the employee OCB level.*

KEYWORDS: *Organizational Justice, Organizational Citizenship Behavior, Leader-Member Exchange (LMX)*

I. INTRODUCTION

Due to globalization and fast technological progress competition increased in business economy, organization wants to sustain their competitive edge in market through leadership qualities, to lead the employees or followers to achieve organizational goals. Increased competition forced the organization to revise their management of resources to take competitive advantage in market. Employee's performances are directly related to the organization performance (Cascio 2003).

Leaders act as bridge or create interaction between leaders and followers in the organization. The major development in leader-follower relationship is that Leader-Member exchange model which is known as LMX. Leaders develop the relation with each subordinate differently on the basis of their work, relationship or performance at work. Through LMX relation managers must enhance the performance of their subordinates. Subordinate behaviors like Organizational citizenship behavior, organizational justice, and empowerment are affected by the quality of relation between supervisor and subordinates (Raymond T. Sparrowe, Robert C.Liden, 1997). LMX is one of the strong antecedents of OCB (Organ et al., 2006). If the quality of relation among supervisor and subordinates become poor then problem of poor performance or to achieve best performance goal cannot be achieved. Leader-member exchange has positive effect on OCB if leader equally treat the followers then their attitude towards organization success increases (Jian An Zhong &Wing Lam & Ziguang Chen, 2011). In the work group leaders differentiate between the employees (Dansereau, Graen & Haga 1975). Justice is an important factor which affect the employee citizenship behavior therefore fairness in every aspect of organization is necessary which in turn affect the performance of organization (IQBAL, 2013). Perception of unfairness leads to dissatisfaction in reward system in employee minds, which ultimately affect the employee performance at job which put less effort in job goals (Mowday, 1987). Organizational justice is a flexible perception which cover many things in organization system of payment and rewards. In order to remain the worker satisfied, devoted or loyal to the organization there must be fairness in system of organization (Sania Usmani , Dr. Siraj Jamal, 2013). Organization justice has three dimensions like distributive, procedural, and interpersonal, these three dimensions have positive relation or impact on OCB.

OCB related to many organizational outcomes which affect the employee behavior. Citizenship behavior is defined as employee controlled behavior that could or could not rewarded by the organization but it add to organization by improving the on the whole quality of setting where work take place(Organ 1988). When the employee observation of fair behavior by supervisors turn into more positive then OCB of employee increases (Wiliams, piter and Zainuba 2002).OCB contribute more effort in overall organization effectiveness (Motowildo and Van 1994). For long term organizational success and in order to retain the competitive workforce manager should adopt the OCB practices in organization. When the quality of relationship enhances then OCB behavior also increases (Wayne, Shore, Bommer and Tetrick 2002).

The purpose of this paper is to investigate the relation of Organization justice with OCB and LMX in the Pakistan context. This research may help the decision makers or leaders in support industry in Pakistan to better understand the relationship between LMX, OCB and organizational justice which in turn improve the performance of employee and enhance the productivity.

1.1. Problem Statement

Organizational justice link too many job related outcomes like OCB of employee, satisfaction, commitment and etc. How organizational justice relates to employee behavior or attitude? Some supervisors are unconscious about their supervisory roles or dynamic nature of relation with their subordinates which may affect the OCB and Organizational justice. Factor of competitiveness not achieve if the employee feel unfairness in system of organization or not committed to organization success. Can these three variables to improve the quality of relation among supervisors and subordinates?

1.2. Objectives

- To examine the impact of organizational justice on LMX
- To examine the impact of organizational justice on OCB

1.3. Significance

This study helps in understanding the relation of organizational justice with LMX and OCB. This study also improves the relation between leader and followers. The results of the study may help the managers how to motivate the workers, retain the valuable workers, how to improve the quality of relation with workers and how to lead followers in a good way to achieve organization success. The results of the study add in already exist knowledge of LMX and its impact on employee attitude and behavior. This may possibly shape a basis for future scholar research. The results of the study may be useful for the managers to improve the relation between leaders and followers.

II. LITERATURE REVIEW

2.1. Organizational justice

Organizational justice concept was introduced by Greenberg 1987. Organizational justice is the study of employee's perception about fairness in decision's and behaviors in the place of work and how these decisions influence the employee own behavior."Organizational justice is concerned with the fair management of workers"(Randeree, 2008).Issues involved in fairness are about equality in promotion opportunities, fair pay, fairness in employee selection procedures(Golnaz Tabibnia, Ajay B. Satpute, and Matthew D. Lieberman, 2008).There are three dimensions of organizational justice:

Distributive justice is the perception of fairness about the outcomes and rewards received by employee from organization (Al-Zu'bi, 2010). Rewards distributed to employees according to their needs and contribution, on the basis of equality and fairness in distribution of rewards determine by the comparison with others (Alsalem and Alhaiani, 2007).

Procedural justice is the employee perception of fairness about the formal process which is used to determine the rewards. Employees believe that rewards or benefits selection process is fair no biasness which increases the employee commitment and level of satisfaction.

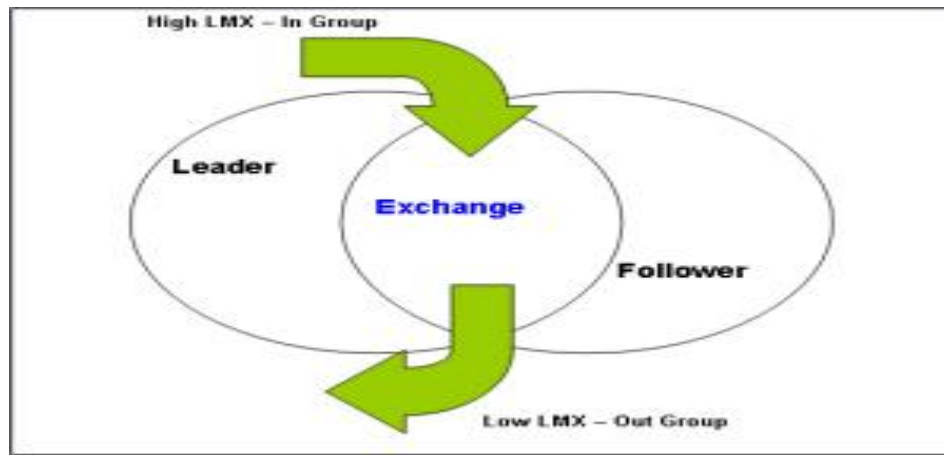
Interactional justices is an essential characteristic for organization success, it means that employee recognize that they are treated by their supervisors fairly (Rabia Aslam ,Shama Sadaqat, 2011) quality of decision maker and supervisor treatment is reflected as interactional justice (Bies&Moag, 1986).

2.2. Organizational citizenship behaviors

Organizational citizenship behavior is an intentional or discretionary individual organizational members behaviors that, in the collective, is expected to promote overall organizational efficacy (Jiing-Lih Farh ,Chen-Bo Zhong , Dennis W. Organ, 2004). OCB also term as contextual performance and OCB of employees would function to improve the overall organizational performance (Borman and Motowidlo 1993). OCB linked with the overall organization effectiveness. These type of employee performances or attitudes important for organization effectiveness and also have important consequences for employee, it accelerate the organization working.

2.3. Leader-Member Exchange (LMX)

In the field of organizational justice Jerald Greenberg is an author who first time introduced the term of “leader-member exchange” this theory developed by Green and his colleagues. Leader-member exchange is the two way (dyadic relationship) relationship between the supervisor and the follower to improve the organization effectiveness. Leader-member exchange theory refers that subordinates not treated by the same style by the leaders, leaders developed different type of connection and exchange with their each subordinate (George B. Graen , Mary Uhl-Bien, 1995).When leaders treat differently than two groups of followers create in-group or out-group. In-group members are more trusted by leaders and develop a high quality exchange relationship with leaders rather than out-group members (/2008/04/21/leader-member-exchange-lmx-theory/). In-group members enjoy the job benefits or rewards, more attention from leaders; they are highly satisfied or motivated as compare to out-group members (Lunenburg, 2010).



2.4. Relationship between Organizational Justice, Organizational citizenship behavior and Leader-member Exchange (LMX)

Some studies prove that Leader-Member exchange have influence on organizational citizenship behaviors. High quality Leader-member exchange has significant positive relation or influence on employees Organizational citizenship behaviors and managers of business improve their relationship with the workers to achieve the competitive advantage, some other factors may also influence this relationship (DR. ABBAS ALI RASTGAR, NINA POUREBRAHIMI, SEYED MEHDI MOUSAVI DAVOUDI, 2012). Leader-subordinate exchange has greater impact on organizational citizenship behavior of employees which ultimately increase the commitment of employees towards organization and their intention to leave the organization becomes lower therefore managers always try to improve the relation with their subordinates in order to achieve the higher level of performance, employee thought that they receive extra reward or support therefore they pay attention to good relation with supervisor (Asma Imran and Jaweria Fatima, 2013).

Organizational justice and its dimensions are all significantly and greatly associated or greater impact on organizational citizenship behaviors and organizational justice positively correlated with OCB (Qader Vazifeh Damirchi, Dr. Mohammadbager Babai Talatapeh, Moosa Zamanzadeh Darban, 2013). Managers improve the LMX to increase the employee’s organizational justice and OCB level, LMX and organizational justice help organization to improve the OCB (Kasemsap, 2012).

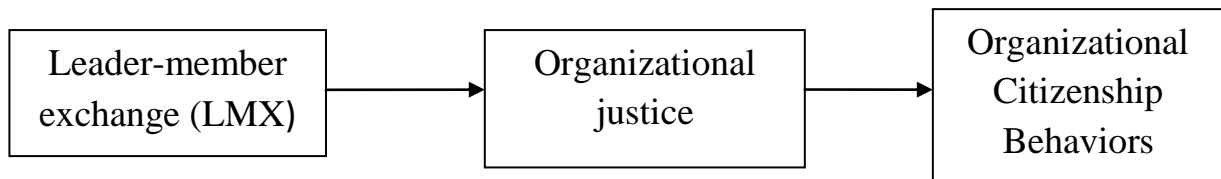
LMX has indirect effect on organizational citizenship behavior (Li-Yun Sun a, Irene Hau Siu Chow b, Randy K. Chiu c, Wen PanLi-Yun Sun a, Irene Hau Siu Chow b, Randy K. Chiu c, Wen Pan, 2013). Organizational justice has positive relation with organizational citizenship behavior, therefore organization improve the employee attitude towards OCB practices to achieve the organization goal and success (O. Fatimah, A. M. Amiraa and F. W. Halim, 2011). There is a significant and positive relation between organizational justice and its types with OCB, When OCB recognized under the light of organizational justice then its results produce more efficiency and satisfactory space in the organization (Bita Eskandari, Somayeh Dehghani, Seyedeh Masomeh Hosseini Fard, Fatemeh Javdan,Afsaneh Abtin, Zahra tahmasebi, Mehdi Soleimani, 2013).

OCB is important employee attitude to achieve the organizational success therefore organization encourage and facilitate the OCB to produce more good results and effectiveness and efficiency in organization functions (Mian Sajid Nazir, Muhammad Shakeel Aslam , Muhammad Musarrat Nawaz, 2011).

If organization citizenship perception more positive then organization justice also more positive which influence each other (Ku`rs`ad Yılmaz , Murat Tasdan, 2009).Some studies found relationship between organizational justice and its types with LMX , but interactional justice has significant positive relation with LMX but no significant relation were present other types of justice with LMX(Erich C. Fein , Aharon Tziner, Liat Lusky and Ortal Palachy, 2013). Organizational justice has direct and positive relation with employee citizenship behaviors which include these aspects like humanity, duty, civic virtue, fairness and respect if organizational justice increases it also promotes the OCB among the employees (S. Salajegheh, R. Poor Rashidi, A.Koulak, 2013). There is strong and positive relation between LMX and OCB, this relation is stronger in those employees who feel more empowerment rather than those who feel low empowerment in organization (Jian An Zhong & Wing Lam & Ziguang Chen, 2011). Organizational justice types such as distributive, procedural and interactional justice are important to maintain the long term LMX relationships (Scandura, 1999). LMX and organizational justice simultaneously affect the OCB and produce positive relation with OCB (Farzin Farahbod , Mohammadreza Azadehdel ,Morad Rezaei-Dizgah ,Maryam Nezhadi-Jirdehi, 2012).

III. THEORETICAL FRAMEWORK

We aimed to study the relation of Organization justice which affect the Leader-member exchange and the organizational citizenship behavior of employee in organization. Organizational justice is independent variable and Leader-member exchange and organizational citizenship behavior are dependent variables. Organizational justice has positive relation with LMX and OCB (Ali Asgari, Abu Daud Silong, Aminah Ahmad and Bahaman Abu Samah, 2008). There is a significant and positive correlation between LMX and OCB (E. S. Jaya , W. L. Mangundjaya).



IV. HYPOTHESIS

There is an interaction between organizational justice and leader-member exchange which improve the follower and leader relation. There is positive relation between these two variables, which influence each other, if the quality of leader-member exchange is high then it prove strength to the dimensions of organizational justice, employees more associated or obliged towards organization (Ronald F. Piccolo, Mary Bardes, and David M. Mayer , Timothy A. Judge, 2008). Therefore it is expected that;

H1: LMX is positively related with organizational justice.

If positive relationship exists between organizational justice and organization citizenship behavior then employee satisfaction and commitment towards organization also increases. There is significant relation between organizational citizenship behavior and the dimensions of organizational justice like distributive, procedural and interactive (Marzieh Heidari, Saeed Rajaepoor, Sayyed Mohammad , Reza Davoodi and Nima Bozorgzadeh, 2012). Therefore it is expected that;

H2: Organizational justice is positively related with organizational citizenship behavior.

V. METHODOLOGY

5.1. Research Design

Researchers talk about research paradigms or approaches, paradigm is a “worldview” or is a set of suppositions or assumptions how to conduct a research. Paradigm explains about research process. It explains about which method or tool used for data collection. Both qualitative and quantitative techniques include in paradigm, one is selected according to research base. In this research I used post positivism paradigm for quantitative research, which test the hypothesis to true or no. It is widely used in quantitative research and it gives appropriate results.

5.2. Population

Population is being select from forward sports company at Sialkot.

5.3. Sampling Design

Sampling technique which is used to conduct this research is simple random method. I used this technique because population size is small and every individual has equal opportunity to participate and give information. It represent whole population or it is easy to use or no biasness in data collection.

5.4. Sample Size

Sample is taken from forward sports company at Sialkot, company has literate or illiterate workers or employees. Company total population is 3500 employees or workers only 10% population is literate so only 350 employees include in our research.

To determine the sample size “Taro Yamni” formula used because we know about population size. Formula is

$$n = \frac{N}{1 + Ne^2}$$

n= sample size

N= population

e= marginal error (0.05)

According to formula calculation sample size is 187.

5.5. Data Collection Methods

Questionnaire was used for data collection about variables in this study. Organizational justice perceptions were measured by 20 item scale employed by Niehoff and Moorman (1993). Organizational citizenship behaviors were measured by 9 item scale employed by Smith et al’s (1983). Leader-Member Exchange quality was measured by 7 item scale support on the work of Liden et al. (1993).

VI. DATA ANALYSIS

6.1. Demographic profile of Respondents

Total response rate is 64.7%, out of 187 questionnaire, 121 completely response by employees in organization. Table 1 shows demographic information of respondents in percentage about age, gender, marital status, overall experience, type of job and educational level. Out of 121 respondents male has large degree of contribution in research which was 59.5%.The largest age group who participate in research was 20-30 years showing percentage 52.1% which means that mostly employees are young in organization. Marital status percentage which is 48.8 shows that mostly employee are single. Overall experience percentage 44.3 which is shows mostly employee has 2-5 years experience or work in organization. Mostly employees are permanent in organization percentage is 62.0. Educational level percentage which is 51.2 shows that mostly employee in organization has bachelor degree.

Table 1 Demographic information of Respondents

NO	Characteristics of respondents	% of respondents
1. Gender	Male	59.5
	Female	40.5
2. Age	20-30 years	52.1
	30-40years	36.4
	40-50 years	8.3
	50-60 years	3.3
3. Marital status	Single	48.8
	Married	43.0
	Divorced	8.3
4. Over all experience	0-2 years	33.1
	2-5 years	44.3
	5-10 years	19.0
	10 or more	6.6
5. Type of job	Permanent	62.0
	Contractual	24.8

	Temporary	13.2
6. Educational level	Secondary	9.9
	Bachelor	51.2
	Master	38.8

6.2. Reliability Analysis

Internal reliability measures the consistency or strength of the tools or questionnaire which is used for data collection. It measures the correlation between the questions of tools, which is measured by Cronbach Alpha Coefficients. The Alpha value calculated for organizational justice, Organizational citizenship behavior, Leader-Member Exchange were .615. Table 2 shows individual reliability of variables.

Table 2 Reliability Analysis

Variables	Reliability
Organizational justice	0.71
Organizational citizenship behavior	0.74
Leader-member exchange	0.67

6.3. Descriptive Statistics and Correlation Analysis

Table 3 shows the means and standard deviation values of variables under the research study. The mean score of variables were near to five which indicate the moderate level of agreement received from respondents (variables measured on five point liker scale where 1=Strongly Disagree to 5 =strongly agree). Standard deviation values ranged from .453 to .510 shows that data was homogenous.

Table 3 Descriptive Statistics

Variables	Mean	S.D
Organizational justice	3.68	.453
Organizational citizenship behavior	3.85	.50
Leader-Member Exchange	3.69	.510

S.D= Standard Deviation

Table 4 presents the Pearson Correlation among variables. According to estimated model, all variables have positive relation. As values shows in table, Organizational justice has strong positive and highly significant relation with organizational citizenship behavior. But organizational justice has positive and significant relation with LMX but not highly significant as the value shows .179*. So accept both hypothesis H1 and H2 because OJ has positive relation with LMX and OCB and increase in OJ also lead to increase in OCB and LMX.

Table 4 Correlation Analysis

	Organizational citizenship behavior	Leader-Member Exchange
Organizational justice		
Pearson's Correlation	.258**	.179*
Significance Level	.004	.049

6.4. Regression Analysis

Table 5 (a) shows regression analysis of variables which shows that independent variable how much effect the dependent variable or model fitness. 1st check the regression of Organizational justice with organizational citizenship behavior. R square value shows that organizational justice do 67% change in OCB and rest of change occur due to some other factors. ANOVA significance value shows that overall fitness of model. ANOVAs value 0.004 which shows that the model is fit for the predication. In coefficients table t value also show significance level because standard value of t is 1.96. Beta value 0.258 it shows that there is strong positive relationship between these variables. So according to results accept H2 hypothesis because both variable shows positive relation.

(a) Regression Analysis of OJ with OCB:

Table 5 Regression Analysis (a)

R square		ANOVA				
0.67		Sig.		.004		
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.002	4.044		5.688	.000
	Organization justice	.159	.055	.258	2.913	.004

a. Dependent Variable: OCB

(b) Regression Analysis of LMX with OJ:

Table 5 (b) shows regression analysis of variables, check the regression of LMX with Organizational justice. R square value shows that LMX do 32% change in organizational justice and rest of change occur due to some other factors. ANOVAs value 0.049 which shows that the model is fit for the predication because its value less than 0.05. In coefficients table t value also show significance level because standard value of t is 1.96. Beta value 0.366 it shows that there is strong positive relationship between these variables. According to results accept H1 because both variables affect each other.

Table 5 Regression Analysis (b)

R square		ANOVA				
0.32		Sig.		.049		
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	64.324	4.808		13.378	.000
	LMX	.366	.184	.179	1.988	.049

a. Dependent Variable: OJ

VII. CONCLUSION

The purpose of this research paper is to determine the impact of LMX on organizational justice and organizational justice on organizational citizenship behavior and this study conducted at Forward sports company Sialkot. According to results LMX has strong impact on OJ and OJ has strong impact on OCB of employees at organization. If the employee think that all the policies and procedures in organization are fair then their OCB level also increase, which ultimately increase their commitment towards organization and leader increase? Employees in forward sports company has high LMX level which shows their high level of OJ or OJ leads to OCB to increase in employees with organization and they are satisfied about their work they are doing or the rewards they receive against their work from organization or their supervisors. According to the results, the hypothesis which is estimated or developed, support by the test which applies to test the hypothesis or also support given by the previous literature. H1 was accepted as LMX has positive relation with OJ at significance level 0.049. H2 was also accepted, OJ has positively correlated with OCB at significance level 0.004.

When employee perceive that their supervisors are fair with each employee and give reward according to their work they are more attached to supervisors and follow them to accomplish the organizational goals. Supervisors also improve their relation with employees; this means that increase in LMX relation between supervisor and followers of employees also leads to improve the OJ. LMX also predictor of some job related outcomes like if employee has good relation with supervisor then employee commitment or OCB also improve or increase.

When employee has better understanding with supervisor they resolve their issues easily, and employee wants extra rewards for their work because they are more committed toward company or their work. OCB is informal psychological contract, in which employee expectation for extra rewards from boss or company increase. High level of OJ can enhance the employee OCB in organization which in turn increases the satisfaction level of employees. Therefore it is necessary to ensure the OJ practices in organization and communicate these practices among the employees which in turn increase loyalty or confidence among the employees, which persuade the OCB of employees (O. Fatimah*, A. M. Amiraa and F. W. Halim, 2011). LMX significantly impacts the OJ in organization, and in return OJ has impact the OCB perception of employees. When the employees have high quality relation with their supervisors they felt obligation toward organization and felt that they are treated fairly by their supervisors and their OJ level increase which in turn improve the leader supervisor relation.

VIII. LIMITATIONS

1st of all sample size is small; in future research it should be large to generalized the results. 2nd is that data collected only from the employees of company about LMX not from the supervisor which may be doubtful from supervisor side. 3rd this research conduct only at forward sport company in Sialkot, this study can be conducted in other sectors to generalize the results. Future studies may challenge to verify our outcome by investigating larger samples, as well as diverse groups of workers, such as those employees who work on difficult tasks jointly with their supervisors. Lastly, several demographic features (e.g. educational level) which also affect these variables were not measured here, also investigate in future studies.

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