

The Effects of Perceived Organizational Justice on Organizational Citizenship Behavior in Animal Health Care Pharmaceutical Organizations Operating in Egypt

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Abstract

This research aims to understand the impact of the three different components of Organizational Justice (OJ) on Organizational Citizenship Behavior (OCB). It argues that employees are more willing to engage in OCBs when their respective organizations take steps to endorse a strong concern for their welfare and implements fair, just procedures. The study was conducted on six different organizations in the Egyptian Animal Health Care industry in all its three sectors, public, private, and multinational. Research findings showed that gender differences were found to have a moderating, but not statistically significant, effect between OJ and OCB components, where the strongest effect was found in interactional justice. Specifically, it was found that significant differences exist in their perception of OJ. Furthermore, male employees were higher in perceiving OJ than female employees. This is most likely due to the male dominant Egyptian national culture characteristics that scores relatively high on all of Hofstede's dimensions (Hofstede, 1980).

Introduction

This research has a dual purpose, to test the effect of perceptions of justice on employees' citizenship behavior by testing the concept in the Egyptian animal health care pharmaceutical industry with its three different sectors, public, private, and multinational; and find out whether the magnitude of this behavior is gender specific (are women more likely to exhibit this kind of behavior than men?). This research attempts to answer an important question, which is whether this behavior can control and/or hinder employee turnover. It is argued that employees who believe their supervisors personally treat them in a fair manner are more likely to adopt OCB. The implications of the research findings are of great importance to Human Resource (HR)

professionals in the concerned industry for obvious reasons. Amongst those reasons are that it will aid HR professionals to decide whether the organization should invest in creating and/or developing this type of behavior as it both directly and positively affects the decision of highly productive employees to whether or not to engage in turnover. Employee resignations are a high concern for animal health care pharmaceutical organizations operating in Egypt as it is renowned as one of the highest paying, in terms of both financial and non financial rewards, industries in Egypt.

Organizational Citizenship Behavior (OCB) is an example of non-traditional job behavior. Non-traditional job behaviors are on the job behaviors that are not usually highlighted by traditional job descriptions and thus are more likely to be under personal control (Moorman, 1991). OCB includes those employee behaviors and activities, not called for in neither the implicit nor explicit employment contract, which are undertaken voluntarily by employees, and are important contributors to organizational effectiveness (Chhokar et al., 2001). It refers to those organizationally beneficial acts that are rooted neither in the formal roles nor in any contract of compensation; these acts are purposeful and shouldn't be treated as random acts of goodwill and kindness (Bhal, 2006). It is logical to argue that when employees experience such perceptions and beliefs, this should make employees less likely to resign, in other words engage in turnover. There are almost 30 different forms of OCB (Foote and tang, 2008). OCB is defined as an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promote the efficient and effective functioning of the organization (Moorman, 1991; Niehoff and Moorman, 1993; Moorman and Blakely, 1995; Moideenkutty et al., 2005; Foote and Tang, 2008, Coyle-Shapiro et al., 2008; Taştan and Yilman, 2008).

Examples of OCB range from helping a coworker in a work-related problem, even when such help is not required, to wearing a t-shirt with the company's logo on it on an external event (Moorman and Blakely, 1995). They include attendance and punctuality beyond what is required, informing others before taking an action that could have an effect on their work, tolerating the minor inconveniences gracefully, appropriately participating in the governance of the organization, and being conscientious and helpful, performing one's duties beyond the level of expectations, caring for the welfare of the organization, and being involved in aspects that improves a job, even when being innovative is not required (Moideenkutty et al., 2005, Greenberg and Baron, 2008, and Niehoff and Moorman, 1993). Supervisors can't force their employees to adopt OCBs, but they can take into account to give direct or indirect rewards for the employees performing OCB. On the other hand, these employees performing OCBs don't put in mind that they are doing this for the purpose of realizing rewards; they do this out of having a positive mood state and are in search for a sense of achievement and belonging (Hannam and Jimmieson, 2000). Moreover, Foote and Tang (2008) tested the relationship between work teams and how they affect OCB and job satisfaction and found that employees who have high job satisfaction and show stronger team commitment will display higher levels of OCB. But for those showing low team commitments, job satisfaction, and OCB were not significantly related.

Employees who demonstrate a tendency to support the welfare of a collective are more likely to perform small, discretionary, yet helpful acts which in aggregate promote the effective functioning of the organization or the work group. Employees working in collectivistic corporate cultures would choose to perform OCBs as a type of work behavior they embrace because OCBs are considered helpful to the group even if they are not required (Moorman and Blakely, 1995).

Individual differences could play an important role in directing individual to adopt OCBs (Moorman and Blakely, 1995; Bettencourt et al., 2001; Greenberg and Baron, 2008; Coyle-Shapiro et al., 2008). Individual differences, to some degree, predict OCB (Moorman and Blakely, 1995) and play an important role in determining what an employee regards as an in-role behavior and what is regarded as an extra role behavior (Chhokar et al., 2001). Individuals who are highly conscientious and highly empathic (those who are inclined to take others' perspective and to share their feelings and reactions) are more likely to engage in OCB (Greenberg and Baron, 2008).

This paper argues that females are more likely to engage in OCB than men for obvious reasons. The logic behind the previous statement is stemmed from the author observations during his 15 consecutive professional practical years of experiences in the Egyptian market place that females on average tend to create a psychological contract between themselves and their organizations. This was recognized by him when HR professionals calculate to compare and contrast the results of employee turnover across different industries in Egypt. It was found that men engage in job hopping phenomenon, frequency of changing jobs in their professional careers, three times as much as females. This concept can be explained through the argument that females engage in psychological contracts with their respective organizations which in turn hinders them from voluntarily exiting their organizations because they feel that they are not only both stable and secure in them, but also because they feel that there is an unwritten agreement, psychological contract, between them that prohibits that.

Organizational Justice (OJ) is the research of people's perceptions of fairness in organizations (Greenberg and Baron, 2008). It is the just and fair manner in which organizations treat their employees (Rezaiean et al., 2010). OJ theory is concerned with perceptions about fairness linked to expectations, interactions, and outcomes (Saunders and Thornhill, 2004). It refers to whether or not employees experience distributive justice and with the necessary employee input (procedural justice) and whether or not employees perceive that they are fairly rewarded given their level of training, tenure, responsibility or workload (distributive justice) (Hannam and Jimmieson, 2000). Numerous authors defined OJ in different ways as there is no one consensus agreed upon definition on what does it actually mean. OJ describes the role of fairness as it directly relates to the workplace (Moorman, 1991). Schmiesing et al. (2003) defined OJ as a fluid concept that involves actions, interactions and perceptions of individuals and groups. James (1992) defined OJ as individuals' and groups' perceptions of the fairness treatment received from organizations, including their behavioral reactions to such perceptions (Schmiesing et al., 2003). Beugre' (1998) defined justice as the perceived fairness of the exchanges taking place in an organization, be they social or economic, and involving the

individual in his or her relations with superiors, subordinates, peers, and the organization as a social system (Schmiesing et al., 2003). One can conclude from all the above definitions is that the concept of OJ is mainly concerned with the way employees perceive they have been treated fairly, and how this perception could have an influence over other work related variables (Moorman, 1991; Lilly and Virick, 2006). If employees believe they have been treated fairly, they will be more likely to have positive attitudes towards their job, their supervisors and their organization (Moorman, 1991). The stronger an employee's perception of justice in the organization he/she is working in, the more likely he/she responds positively when presented with unfavorable decisions or procedures (Lilly and Virick, 2006). It's crucial for large organizations that face many challenges to understand the perceptions of organizational justice (Schmiesing et al., 2003). It is also important for supervisors to treat their subordinates in a just way, rather than treating them equally (Bhal, 2006). OJ builds a long-term relationship between an organization and its employees. The initial attraction from employees is translated into a long-term commitment when they are treated fairly (De Cremer, 2005).

OJ has different forms of classifications as some researchers (Moorman, 1991; Bhal, 2006; Rezaiean et al., 2010) classify it into three components that are distributive justice, procedural justice and interactional justice (also known as interpersonal justice). This research adopts the aforementioned classification. Distributive justice describes the fairness of outcomes an employee receives (Moorman, 1991). It refers to the distribution of decision outcomes broadly defined (Schmiesing et al., 2003). Distributive justice is concerned with the perceived fairness of the outcomes, and is operationalized in terms of pay and rewards received (Bhal, 2006). It focuses on people's beliefs that they have received fair amounts of valued work-related outcomes (Greenberg and Baron, 2008) and refers to the concerns expressed by employees with regards to the distribution of outcomes and resources (Rezaiean et al., 2010). The more employees feel the rewards they received are distributed in a fair manner, the more pleased and satisfied they are with them (Greenberg and Baron, 2008). Perceptions of distributive justice were found to have a great impact on employees' motivation (Greenberg and Baron, 2008).

Procedural justice describes the fairness of procedures used to determine the outcomes employee receives (Moorman, 1991; Rezaiean et al., 2010). It relates to the perception of the processes followed in the allocation and distribution of rewards (Bhal, 2006). There are two aspects related to procedural justice: the fairness of the formal procedures used and the fairness of the interactions that endorsed these procedures. Formal procedures are defined as the degree to which fair procedures are presented and used in the organization (Moorman, 1991). Greenberg and Baron (2008) listed five criteria for procedural justice: voice in the making of decisions, consistency of applying rules, accuracy in use of information, opportunity to be heard, and safeguards against bias. Rezaiean et al. (2010) noted that these procedures should be consistent, bias free, take the concerns of all parties, and be morally acceptable. Greenberg (1987) found that when outcomes are perceived as low, procedural justice enhances the mean perceived fairness rating of that outcome. Fairness does not only involve considering how much outcome people receive, but also by the process by which those outcomes are determined (Greenberg and

Baron, 2008). Regarding the relationship between procedural justice and distributive justice, Leventhal (1980) suggested a relationship between perceptions of procedural justice on subsequent perceptions of distributive justice. Employees may perceive distributed outcomes as unfair, yet perceive the procedures used to determine those outcomes as fair (Schmiesing et al., 2003). In a comparison between these two aspects of justice, distributive justice was found to predict attitudes that relates directly to outcomes, such as pay satisfaction, while procedural justice is related to the evaluations of organizational systems, institutions and authorities (Moorman, 1991). Lind and Tyler (1988) concluded that distributive justice is related to the evaluations of specific outcomes in question, while procedural justice is related to more general evaluations.

Interactional justice is the fairness of the manner in which the procedures are carried out (Moorman, 1991). It is the manner in which procedures regarding relevant outcomes are implemented (Bhal, 2006). It is concerned with the quality of interpersonal treatment employees receive during the implementation of an organizational procedure (Lilly and Virick, 2006). It is the fairness of the manner in which employees are treated by authority figures (Greenberg and Baron, 2008). According to Rezaiean et al. (2010) interactional justice relates to the fairness of interpersonal communication relating to organizational procedures, and that it's concerned with how the information was communicated, and whether individuals affected by a decision were treated with respect and dignity. The supervisors are more likely to be seen as fair if they communicate that fairness actively through interactions rather than relying on actual behavior (Moorman, 1991). While employees judge justice in their organization according to the treatment they receive from decision makers. Interactional justice is the less formalized aspects of interaction between the givers and receivers of outcomes (Bhal, 2006). This interpersonal treatment received by the supervisor is called interactional justice (Bhal, 2006). Interactional justice is also viewed as a dimension of procedural justice, as perceptions of the fairness of procedures used to determine an outcome may change according to the manner by which those procedures are performed (Moorman, 1991).

Relationship between OJ and OCB

This research argues that employees are more willing to perform OCBs when their organization takes steps to promote a strong concern for the welfare of the group and fair procedures was one of the steps taken to demonstrate such a concern. It is argued that employees who believe their supervisors personally treat them in a fair manner are more likely to adopt OCB. Furthermore, it is thought that decisions taken by employees to adopt OCB may be the result of the degree by which they perceive fairness in treatment by the organization. It is reasonable that an employee adopts OCB in an exchange for the social rewards brought on by his/her perception of fairness. Moreover, it is argued that employees tend to adopt OCB after a general positive evaluation of the organizational system and authorities brought by procedural justice, than merely an evaluation of a fair outcome received. In sum, the aim of this research is to understand the impact of the organizational justice, with its different components (independent variables) on OCB (dependant variable).

Hypotheses Development

The following five hypotheses have been developed from the previously discussed literature review as follows:

H1: Employees' perception of organizational justice has a strong direct effect on their OCB.

H2: Interactional justice is a separate dimension of organizational justice.

H3: Perceptions of interactional justice has a positive direct effect on OCB.

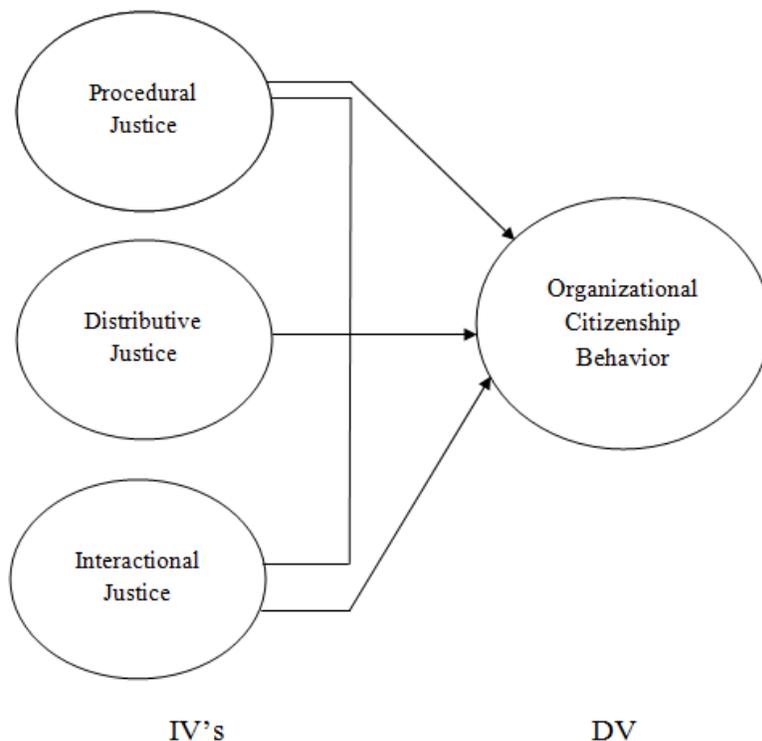
H4: Procedural justice has a positive direct effect on OCB.

H5: Distributive justice has a positive direct effect on OCB.

Research Model

Figure 1 Study research model

There are three Independent Variables (IV's), procedural justice, distributive justice, and interactional justice that when summed up create Organizational Justice (OJ) overarching variable and one Dependent Variable (DV), Organizational Citizenship Behavior (OCB). The study research model is a straight forward directional cause effect relationship that argues that the three independent variables have a positive direct effect on the dependent variable as well as affecting and is affected by each other as indicated below.



Research Methodology

This research examines the effect of perceptions of OJ on OCB by testing it on the animal health care pharmaceutical industry with its three different sectors, the public, private, and multinational sectors. Data was collected from employees in the animal health care pharmaceutical industry sector in Egypt through using primary resources from a questionnaire. Employees were chosen randomly at these organizations, contacted, and given questionnaire to answer to study their perception of fairness and analyze their extra-role behaviors if they adopt OCB. Questionnaire items for OCB were developed using the scale of Moorman and Blakely (1995). Items for OJ were developed using the scales of Moorman (1991). The results of these questionnaires were analyzed using correlation and regression tests.

The questionnaire was distributed among six companies in the three different sectors of the animal health care pharmaceutical industry (public, private and multinational sectors) where the calculated sample size was 400 cases. Questionnaires for each company was distributed with the content of the managers of the company, anonymity for individuals were made and maintained. 400 questionnaires were distributed, 380 were returned, with a total response rate 95%. From the 380 that were returned, 310 were valid, with a total validity rate of 77.5%. Questionnaires were distributed to both managers and non-managers randomly in each organization. The questionnaire consisted of 3 parts. The first part measures OCB. It showed the extent of the respondents' agreement with each scale item on a 5-point Likert scale. Lower scores reflected higher levels of OCB as they were negatively reworded, where 5 is the highest and 1 is the lowest. The scores for the three negative-worded items (for instance: "...takes unnecessary work breaks") were given that lower scores reflect positive behavior (in other words "... does not take unnecessary work breaks"). The combined scale reliability was 0.86. The calculated scale reliability was 0.766. The second part measures the perception of OJ. It was measured by 5 items for the distributive justice, 5 items for the procedural justice, and 8 items of the interactional justice as they were negatively reworded, from the Niehoff and Moorman OJ Scale (1993). Participants showed their agreement with each scale item on a 5-point Likert scale. Lower scores reflected higher perception levels of justice, where 5 is the highest and 1 is the lowest. The combined scale alpha was 0.95. The calculated scale reliability was 0.958 and the calculated scale reliability for distributive justice is 0.791, for procedural justice 0.905, and for the interactional justice 0.961. The third part was concerned with collecting demographic data needed to understand more about the relationship between the two variables and how they affect each other. Asking about the gender of the respondents, their years of experience, and the nature of the job, whether it's a managerial or a non-managerial level.

Analysis

Respondents were classified according to their gender, their managerial level, their years of experience, the sector they are working in, and to their organizations respectively. Male respondents were 183, and female respondents were 127 (59% and 41% respectively). The highest rate of response were from private companies with 44.8%, 139 valid questionnaires

returned, then from the public sector, 36.1%, 112 valid response, and lastly 59 valid questionnaires from multinational companies, with 19% . Table 1 below shows the demographics of the respondents of the questionnaire. 57 respondents left the field of the managerial level unanswered and 92 respondents left the field for their working experience unanswered.

Table 1 Comparing demographics of respondents

Gender		Male		Female			
		183		127			
Sector		Multinational Corporation		Private Organization		Public Organization	
		59		139		112	
Managerial Level		Managers			Non Managers		
		67			186		
Level of Experience	Less than 1 year	From 1 year to 5 years	From 5 years to 15 years	From 15 years to 25 years	More than 25 years		
	12	54	94	44	14		

Amongst the very interesting results that indicated that a relationship exists between the sector and level of experience for the employees, where $p = .000$ is that a very small percentage from respondents from public companies have minimum experience, 21%, compared to a high percentage of the private sector, 24% (sum of those working for 1 year or less defined as low experience, and between 1 to 5 years defined as medium experience), compared to an even higher percentage for those working in multinational companies, 63.2% (sum of those working for 1 year or less, and between 1 to 5 years). On the other hand, employees having high experience, defined as working for 15 years and above, are more in public companies, 36.4%. A lower percentage is found in private companies, 29.6% and the least is in the multinational sector, only 2.6% from the total respondents have experience of 15 to 25 years, and 0 respondents have experience more than 25 years.

Another high level of significance is found between gender of respondents and the sector they work in, where $p = .000$. Highest level of male respondents is from the private sector, with a percentage of 80.6%, and the least is from the public sector, with a percentage of 29.5%. The highest level of female respondents was found in the public sector, with a percentage of 70.5%, and the least was from the private sector, with a percentage of 19.4%. It was found that the relationship between gender of respondents and their managerial level to be highly insignificant, $p > 1$. Percentage of male respondents who are managers is 71.6%, while the percentage of male respondents who are non-managers is 66.1%. On the other hand, percentage of female managers responding to the questionnaire is 28.4%, while percentage of female non-managers respondents is 33.9%. On the other hand, analysis made to analyze OCB among different companies show a statistically significant difference, where $p < 1$.

The highest level of OCB performed is found in company D, which is the highest market share company in the public sector, followed by company F, which is the second highest market share in the private sector. The least level of employees performing OCB is found in company C, which is the second company chosen in the public sector, and just above it with a very slight

Table 2 Comparing means for OCB in different organizations

Organization	Mean	N	Std. Deviation	Median	Minimum	Maximum
A	58.2857	35	6.41034	58	47	70
B	58.0833	24	10.77403	59	28	70
C	56.9818	55	6.15988	58	39	68
D	60.6667	57	6.18562	63	42	69
E	58.9000	60	5.95378	59	44	70
F	60.3671	79	5.43535	61	41	71
Total	59.1258	310	6.54041	59	28	71

difference is company E, which is the highest market share company in the private sector. Another test was made to analyze the difference in performance of OCB among different levels of experience for employees. The test reveals a significant difference in OCB among different level of experience for employees $p < 0$. Table 3 compares the means for the different level of experience.

Table 3 Comparing the means for the different level of experience

Years of Experience	Mean	N	Std. Deviation	Median	Minimum	Maximum
Less than 1 year	59.0833	12	5.77547	59	51	70
From 1 to 5 years	58.2407	54	6.09650	57.5	50	70
From 5 to 15 years	57.6277	94	6.81078	59	39	71
From 15 to 25 years	61.2045	44	4.35399	61.5	51	70
More than 25 years	61.5000	14	4.18330	62	55	70
Total	58.8303	218	6.14597	59	39	71

The highest difference for performing OCB is for employees with high level of experience, 15 years and above. While for those employees with minimum experience, less than 5 years, are lower in their performance of OCB.

A Mann-Whitney U test is conducted to analyze the relationship between OCB performance and gender of the employees. It reveals no significant difference in OCB in males or in females, $p > 1$. By comparing the means, the following results in table 4 are found:

Males and females have nearly the same numbers, thus no difference is found for employees performing OCB in terms of their gender.

Table 4 Comparing OCB performance and gender

Gender	Mean	N	Std. Deviation	Median	Minimum	Maximum
Male	59.2022	183	6.83861	59	32	71
Female	59.0157	127	6.11008	59	28	70
Total	59.1258	310	6.54041	59	28	71

A Kruskal-Wallis test was conducted to show perceptions of organizational justice perceptions in the six organizations of the sample. The results below in table 5 show high significance where $p = 0$

Table 5 Organizational justice in the organizations

Organization	Mean	N	Std. Deviation	Median	Minimum	Maximum
A	63.1714	35	13.89982	59	32	90
B	69.5000	24	16.08402	73	36	90
C	61.7455	55	10.30861	63	30	80
D	41.2982	57	20.37590	32	22	87
E	58.0833	60	13.93483	59	24	84
F	66.7595	79	12.66857	67	32	90
Total	59.3161	310	17.23519	60	22	90

Company B , that is one of the multinational companies, is the highest company perceiving justice, while company D, one of the public sector companies, is the least company in perceiving justice.

The relationship between organizational justice and employees in different level of experience is insignificant, where $p > 1$. Further analysis was conducted to compare the mean show that there's almost no difference in perceiving organizational justice with different years of experience.

This section discusses the results of each of OJ three components that were analyzed with the different variables (sector, organizations, level of experience, managerial level, and gender). Significance and the median of each variable were measured; except for ordinal cases (managerial level and level of experience) the median is measured. The results showed that company B, which is the highest market share multinational company of the sample, shows the highest level of perceiving the three components of organizational justice. Respondents from company B perceive justice (whether distributive, procedural or interactional) more than respondents from other companies. On the other hand, company D, which is the highest market share company in the public sector, shows the least level of perceiving organizational justice, with its three components, distributive, procedural and interactional. Regarding the level of experience, the data from "level of experience" was based on the rest of the 218 respondents. The level of experience for the respondents is insignificant with their perception of justice and its three components (distributive, procedural and interactional). The difference between the highest median and the lowest is not that great. Yet, the highest level of perceiving distributive justice is

found at those respondents with higher level of experience, more than 25 years in the same organization, and lowest with respondents with moderate experience, from 5 to 15 years in the same company. Similarly, interactional justice is perceived highest at higher level of experience, 15 years and above, and the lowest with minimal work experience, newly employed respondents.

Table 6 Organizational justice in employees with different levels of experience

Years of Experience	Mean	N	Std. Deviation	Median	Minimum	Maximum
Less than 1 year	61.0833	12	17.14886	61.5000	24.00	90.00
From 1 to 5 years	65.0556	54	12.45129	66.0000	42.00	90.00
From 5 to 15 years	60.6383	94	13.69393	60.5000	24.00	90.00
From 15 to 25 years	64.8182	44	12.33688	64.0000	27.00	90.00
More than 25 years	62.2143	14	13.70670	63.5000	39.00	84.00
Total	62.7018	12	17.14886	61.5000	24.00	90.00

The mean between the different years of experience are nearly the same, which means that employees' perception of justice doesn't change with the experience that one has in the same company.

A Mann-Whitney Test was made to show the difference in organizational justice perceptions according to employees' gender. The results shows high significance where $p = 0$

Table 7 Organizational justice and gender of employees

Gender	Mean	N	Std. Deviation	Median	Minimum	Maximum
Male	59.2022	183	6.83861	63.0000	24	90
Female	59.0157	127	6.11008	56.0000	22	90
Total	59.1258	310	6.54041	60.0000	22	90

The highest mean is in the male employees, which means that male respondents were more likely to perceive organizational justice than female respondents.

On the other hand, procedural justice is the highest at respondents with minimum work experience, ranging from 1 to 5 years in the same organization. And the lowest perception of procedural justice at employees who have greater work experience, working for more than 25 years in the same organization. Finally, gender is perfectly significant with distributive and procedural justice, where $p = 0$, and is reaching significance with interactional justice, where $p < 1$.

Spearman's rho correlation was conducted to test the relationship between OCB and OJ, OCB and distributive justice, OCB and procedural justice, and OCB and interactional justice.

Table 8 highlight the results are as follows:

Sector	All sector	Public	Private	Multinational
	Correlation Coefficient	Correlation Coefficient	Correlation Coefficient	Correlation Coefficient
OCB and OJ	.332**	-.054	.461**	.679**
OCB and distributive justice	.339**	.007	.416**	.692**
OCB and procedural justice	.288**	-.078	.426**	.608**
OCB and interactional justice	.283**	-.073	.419**	.582**

Table 8 above show the results obtained by conducting Spearman's rho correlation. The results of each sector independently are shown above. In the public sector, the correlation between OCB and OJ, and OCB with all of the organizational justice components, the four tests all show great insignificance, and a weak negative relationship, except in testing OCB and distributive justice it is a positive, yet also weak, relationship. Viewing the results for the private sector show a highly significant, yet moderate relationship between OCB and organizational justice with its three components, distributive, procedural and interactional justice, where the correlation coefficient is 0.461**, 0.416**, 0.426**, and 0.419** respectively. Moreover, viewing the results of the multinational sector show a high significant and a strong relationship between OCB and organizational justice, distributive justice, procedural justice and interactional justice, where the correlation coefficient is 0.679**, 0.692**, 0.608**, and 0.582** respectively. And above all, the relationship between OCB and organizational justice and distributive justice in all of the three sectors shows a positive, high significant and moderate relationship, where the correlation coefficient is 0.332**, and 0.339** respectively. Also the analysis show a positive, high significance yet weak relationship between OCB and procedural justice and interactional justice, where the correlation coefficient is 0.288** and 0.283** respectively. The results show a positive, highly significant relationship between all of the OJ components and each other, in all the sectors. The results all show a strong relationship, except in the case of distributive and interactional justice in the private sector; the results show a moderate relationship. The strongest relationship is between procedural justice and interactional justice, where the correlation coefficient is 0.845**, 0.908**, 0.756**, and 0.852** in all of the sectors, the public sector, the private sector and the multinational sector respectively.

Discussion

The purpose of this research was to test the effect of perceptions of OJ on OCB by testing the concept in the animal health care pharmaceutical industry with its three different sectors, the public, private, and multinational sectors. Regarding the first hypothesis, employees' perception of OJ has a strong direct effect on their OCB, a positive but not highly significant relationship was found between OJ and OCB, similar to the findings of Chhokar et al. (2001) as they viewed that OCBs positively vary according to an individual's perceptions of the fair treatment received by his/her organization. The results of the discriminant analysis show that OJ is the highest factor that discriminates OCB than other factors. OJ predicted OCB with a percentage of 35.4%. These findings reflect the results of previous literature that viewed that predictors of OCB could be employees' personality, or the type of contract between the individual and the organization, and many others. One of these predictors is employees' perception of OJ. These results are also similar with what was found by Farh et al. (1997), when they found that employees who perceive an expressive relationship (covenantal relationship) in their organization are more likely to adapt OCB.

Regarding the second hypothesis, interactional justice is a separate dimension of OJ, the analysis for the results found not only a significant positive correlation between procedural justice and interactional justice, but also the highest correlation that was found between all of the organizational justice components, was between procedural justice and interactional justice variables. This correlation implies that if one component increases, the other one will increase as well. This high correlation suggests that interactional justice could be a sub component of the procedural justice. This finding is similar to (Moorman, 1991; Niehoff and Moorman, 1993; and in Saunders and Thornhill, 2004) who viewed interactional justice as a sub component of procedural justice, as interactional justice is the perceptions of the fairness of procedures used to determine an outcome may change according to the manner by which those procedures are performed (Moorman, 1991). Greenberg (1996) suggested that individuals could perceive rewards distribution unfair, while perceive the procedures used to determine them as fair, but also stated that it is hard to separate the two OJ components, as they are closely related. Positive perceptions of interactional justice can be expected in organizational cultures that have high levels of interaction at different levels (Schmiesing et al, 2003).

Regarding the third hypothesis, perceptions of interactional justice has a positive direct effect on OCB, interactional justice was found to have a significant effect on OCB, yet with low correlation, correlation coefficient was 0.283**. Comparing between the different sectors, the multinational sector has the highest correlation between OCB and interactional justice, where $p = 0$ showing high significance, and the correlation coefficient is 0.583**. The least correlation is in the public sector, where $p > 1$ and the correlation coefficient is -0.73**.

Regarding the fourth hypothesis, procedural justice has a positive direct effect on OCB, procedural justice was found to be highly and positively correlated with the OCB, $p = 0$ and the correlation coefficient is 0.288**. The highest sector in the relationship between OCB and procedural justice is the multinational sector, where $p = 0$ and the correlation coefficient is 0.608**. While the least correlation is in the public sector, where $p > 1$ and the correlation coefficient is -0.78**.

Regarding the fifth hypothesis, distributive justice has a positive direct effect on OCB, the highest finding concerned with OCB relationship in all the sample size, is found between distributive justice and OCB, $p = 0$ and the correlation coefficient is 0.399**. When viewing the

relationship with each sector separately, the highest correlation was also found between OCB and distributive justice in the multinational sector, where $p = 0$ and the correlation coefficient is 0.692**, which is highly significant and positively correlated. The relationship between distributive justice and OCB is the lowest in the public sector, where $p > 1$, which is insignificant, and the correlation coefficient is 0.007**.

Data analysis results show that the relationship between OCB and employees' level of experience is significant, where $p < 1$. This implies that the number of years an employee spends in one organization affects his/her willingness to exert extra-role behaviors. The highest willingness to perform OCB is found in employees with longer years of experience, more than 15 years, and the lowest was found in employees who are new to the company or who have spent less than 5 years. This result could be explained that employees' perception about the organization differs by their years of experience in the same company and in dealing with their peers. Maybe the employees who have been working in the same company for more years are more experienced with the rewards they take and the effect of their work on the company, so that makes them willing to exert more. Unlike new employees who still don't know the consequences of exerting more than what they are asked to do.

Furthermore, data analysis results show that the relationship between OJ and the sector employees work in is highly significant. These results imply that the sector employees are working in have a great impact on their perception of justice. Results show that employees in private sector perceive OJ more than the other sectors, followed by employees in multinational sector, while employees in the public sector have the lowest perception of organizational justice.

Results of the data analysis show that the relationship between OJ and employees' level of experience is insignificant. This result imply that it doesn't make a difference in perceiving organizational justice in employees neither who have low level of experience or those who have high level of experience. Employees with different genders are found to have great significant difference in their perception of organizational justice. Male employees were higher in perceiving OJ than female employees. This result regarding OJ doesn't have a clear justification, but gender was found to have a moderating effect between OJ and OCB components, where the strongest effect was found in interactional justice (Farh et al., 1997). This finding contradicts the argument that was made earlier in this research that stated that women more likely and/or prone to exhibit this kind of behavior more than men.

Comparing the correlations of all the OJ items each two together, the results showed that the highest correlation is between procedural justice and interactional justice, where $p = 0$ and the correlation coefficient is 0.845**, which is highly significant and high positive correlation. This relationship also shows the highest correlation of the organizational justice components among the three sectors as well. The lowest correlation is between distributive justice and interactional justice, yet the correlation is still highly significant and positively correlated, where $p = 0$ and the correlation coefficient is 0.591**. Comparing these relationships in different sectors, the highest correlation is between procedural justice and interactional justice in the public sector, where $p = 0$ and the correlation coefficient is 0.908**. And the lowest correlation results are found between

distributive justice and interactional justice in the private sector, but still highly significant, where $p = 0$ and the correlation coefficient is 0.446**, which is a moderate correlation.

Conclusion

This research was conducted to see the impact of perceiving OJ and how it affects employees' willingness to exert OCB. The results showed that OJ is one of the predictors of OCB, and along with its components (distributive justice, procedural justice and interactional justice) were highly significant with OCB. The research is conducted in six animal health care pharmaceutical companies in Egypt, two companies in each sector, private, public and multinational. There have been great changes in the animal health care pharmaceutical industry in Egypt. The number of employees working in this industry for the years 2012/2013 is higher than the number of employees working in other sector. Moreover, the benefits that are given for employees in this industry are higher than the benefits given in other sectors. This implies that this sector could be an appealing sector for employees to join as the benefits given to them could imply that HR departments in different companies of the animal health care pharmaceutical industry pay attention to employees' status which again implies how important this sector could be to Egypt's economy. Hence the importance of HR departments and the employees' needs are becoming crucial to maintain the high level of productivity. OJ has been proved in this research be one of the antecedents of OCB. Organizations should learn how to develop ways that would motivate their employees to exert more effort, and engage in OCB, and maintain them. Following is some managerial implications HR professionals could adapt to enhance OCB in their organizations:

- Building organizational trust between managers and employees helps in developing perceptions of organizational justice (Saunders and Thornhill, 2004). Thus, managers in different companies should aim at increasing organizational trust, by providing information that justifies decisions taken by managers in distribution of tasks, rewards and outcomes.
- Working in groups develops the sense of positively perceiving interactional justice, as the employees who work in groups are more likely to accept the decisions taken by these groups (Lilly and Virick, 2006). Managers in organizations should develop working in teams in different departments, as these employees would understand more the outcomes of any decision taken, as well as the procedures used to distribute tasks, or rewards. And thus, increase their organizational justice perceptions.
- Strong interpersonal relationships develop higher sense of interactional justice perceptions (Saunders and Thornhill, 2004). Managers should focus on the way they treat their employees in a personal way, and should pay attention on the way they communicate information, and communicate the outcomes of their decisions regarding to work schedules, tasks, rewards and punishments.

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