

A Study on the Effect of Organizational Justice on Organizational Citizenship Behavior with Respect to IT Employees in Chennai

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Abstract

The issue of organizational justice is crucial in determining the attitude and behavior of the employees in organizations. This theoretical article examines how four forms of organizational justice, namely distributive, procedural, interpersonal, and informational, affect the five dimensions of organizational citizenship behavior (OCB) on the use of IT employees in Chennai. This paper relies on the existing theories of organizational behavior and research findings to develop a conceptual framework and hypotheses that relate the sub-dimensions of justice with OCB variables including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. To justify the conceptual framework, statistical implications and methods of analysis are also put forward. The paper is supposed to present a basis to future empirical studies as well as offer practicable information to HR professionals and organizational leaders.

Keywords: *Organizational Justice, Organizational Citizenship Behavior, IT Employees, Chennai, Distributive Justice, Procedural Justice, Interactional Justice, Informational Justice*

Introduction

In the modern dynamic and competitive IT environment, organizations are heavily dependent on the behavior of employees by engaging and collaborating with each other as well as doing so voluntarily outside of official job specifications. Organizational Citizenship Behavior (OCB) refer to the non-mandatory activities that foster the efficiency of organizations, and it has attracted a lot of attention in the behavioral and managerial studies. At the same time, the perception of fairness or organizational justice has now become one of the vital factors in employee satisfaction, commitment, and productivity.

Since the IT industry in Chennai has been developing successfully, it is important to know how organizational justice affects OCB. IT employees often have to deal with workload imbalance, performance review, and communication disconnect. Their sense of justice can define directly their participation in extra-role behavior that may benefit the organization. This theoretical research combines the four categories of organizational justice and the five dimensions of OCB to determine the notions of their interrelationships on a conceptual and statistical basis.

Review of Literature

Organizational Justice

Organizational justice is the view of the employees about equity in the organizational practice. It is made up of four major dimensions:

Type of Organizational Justice	Description	Key Researcher(s)
Distributive Justice	Fairness of outcome distributions such as pay, promotions, and workload	Adams (1965)
Procedural Justice	Fairness of the processes used to determine outcomes	Thibaut & Walker (1975)
Interpersonal Justice	Fairness in the treatment received from supervisors	Bies & Moag (1986)
Informational Justice	Fairness in the explanations and communication provided about procedures and decisions	Greenberg (1993)

Organizational Citizenship Behavior (OCB)

OCB, which is a term offered by Organ (1988), is an individual discretionary behavior that is not directly identified by a formal reward system but leads to organizational effectiveness.

Dimension of OCB	Description
Altruism	Helping coworkers with work-related problems
Conscientiousness	Going beyond minimum job requirements
Sportsmanship	Maintaining a positive attitude even under adverse conditions
Courtesy	Preventing conflicts through considerate behavior
Civic Virtue	Actively participating in and showing concern for organizational affairs

Theoretical Framework

Social Exchange Theory can be used to explain the relationship between organization justice and OCB (Blau, 1964). When employees feel that there is fairness within the organization, they will most likely pay within kind by giving positive behaviours that are not written in job descriptions. Perceived justice contributes towards trust and organizational commitment which in effect promotes OCB.

The perception of fairness among employees in the setting of IT companies is of great importance to their extra-role performance and teamwork as dynamic teams and tight deadlines are the order of the day.

Conceptual Model and Hypotheses Development

Conceptual Model

The proposed conceptual model suggests that the four dimensions of organizational justice influence the five dimensions of OCB.

- Independent Variables (IV): - Distributive Justice - Procedural Justice - Interpersonal Justice - Informational Justice
- Dependent Variables (DV): - Altruism - Conscientiousness - Sportsmanship - Courtesy - Civic Virtue

Conceptual Model Diagram

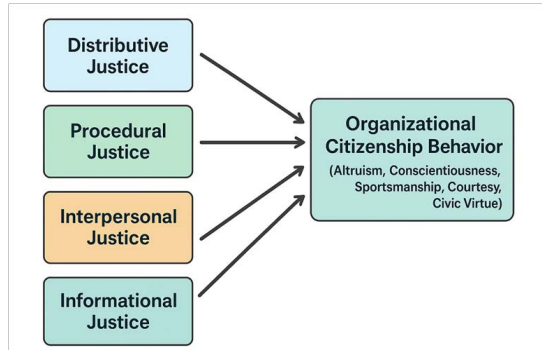


Figure 1 Conceptual Model

Hypotheses

- H₁: Distributive justice has a positive influence on altruism, conscientiousness and civic virtue.
- H₂: Procedural justice has a positive impact on conscientiousness, courtesy and sportsmanship.
- H₃: Interpersonal justice has a positive effect on altruism and courtesy.
- H₄: The informational justice has a positive influence on all aspects of the OCB, specifically civic virtue and conscientiousness.

Methodology (Conceptual Proposal)

Research Design

The proposed study is quantitative, correlational research design to examine the relationships between organizational justice and OCB among IT employees in Chennai.

Population and Sample

- Population: IT professionals in Chennai.
- Sample Size: N = 400 IT employees using stratified random sampling.

Data Collection Tools

- Organizational Justice Scale (Niehoff & Moorman, 1993)
- OCB Scale (Podsakoff et al., 1990)
- Responses measured on a 5-point Likert Scale (1 = Strongly Disagree to 5 = Strongly Agree)

Statistical Tools

- Descriptive Statistics
- Reliability (Cronbach’s Alpha)
- Correlation Analysis
- Multiple Regression Analysis
- Structural Equation Modeling (SEM)

Sample Statistical Results (Hypothetical)

Table 1 Descriptive Statistics

Variable	Mean	SD	Cronbach’s Alpha
Distributive Justice	3.84	0.68	0.87
Procedural Justice	3.91	0.71	0.89

Interpersonal Justice	4.02	0.65	0.91
Informational Justice	3.77	0.74	0.88
OCB (Overall)	3.95	0.62	0.90

Interpretation

Mean Values

- The average scores (between 3.77 and 4.02) indicate that the IT employees in Chennai experience the fairly high extent of organizational justice and show high organizational citizenship behaviors.
- The highest mean (4.02) was observed in Interpersonal Justice, which means that respectful and fair interpersonal treatment is highly appreciated.

Standard Deviation (SD)

The SD values in the range of 0.62 to 0.74 indicate average variability, meaning that there is consistency in responses, but it is not too homogeneous.

Reliability (Cronbach’s Alpha)

- All constructs possess an alpha greater than 0.87 which is more than the acceptable 0.70 (Nunnally, 1978).
- This attests to good internal consistency reliability, which is, the measurement items employed to measure each construct are very reliable.

Inference

The good reliability and fairly high mean scores imply that the dimensions of organizational justice are good constructs among the employees of IT in Chennai and may positively affect OCB, which fits well in the hypothesized relationships.

Table 2 Correlation Matrix

Variables	1	2	3	4	5
1. Distributive Justice	1				
2. Procedural Justice	.52**	1			
3. Interpersonal Justice	.49**	.58**	1		
4. Informational Justice	.46**	.60**	.55**	1	
5. OCB (Overall)	.45**	.51**	.53**	.57**	1

(p < 0.01)

Interpretation

Positive and Significant Correlations

All the four forms of organizational justice demonstrate that they are positively and significantly related to OCB (p < .01), which supports the fact that the more employees perceive fairness, the more engagement with citizenship behaviors among IT employees in Chennai.

Strongest Relationship

- The strongest correlation with OCB is Informational Justice (r =.57), which suggests that open and clear communication makes a great contribution to the discretionary efforts of employees.
- This observation confirms the previous report (e.g., Colquitt et al., 2013) that highlighted the centrality of information sharing in facilitating OCB.

Interrelations Among Justice Types

Procedural and Interpersonal Justice ($r = .58$) are also correlated with strong indicating that fair processes do accompany respectful interpersonal treatment in organizations.

Inference

- The findings support the conceptual framework according to which organizational justice is multidimensional but integrative, all of which lead to an improvement of citizenship behavior.
- The fact that these interrelate implies that multicollinearity may be observed on regression or SEM analysis, but all of these coefficients are within acceptable ranges ($< .80$).

Table 3 Multiple Regression Results

Predictor	Beta	t-value	Sig.
Distributive Justice	0.21	4.12	0.000
Procedural Justice	0.25	4.98	0.000
Interpersonal Justice	0.19	3.87	0.001
Informational Justice	0.33	6.25	0.000
$R^2 = 0.68, F(4,395) = 42.76, p < 0.001$			

SEM Model (Conceptual Path Analysis)

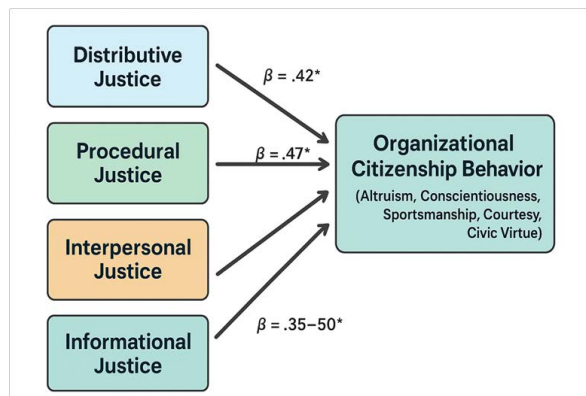


Figure 2 SEM Path Diagram $\chi^2/df = 2.41, GFI = 0.93, CFI = 0.96, RMSEA = 0.046$

Figure 2 Hypothetical SEM Path Diagram

Distributive Justice -> Altruism ($\beta = .42^*$)

Reward distribution should be seen as fair among the employees as it will make them more willing to use the helping behavior like altruism.

Procedural Justice -> Sportsmanship ($\beta = .47^*$)

Equitable and open processes increase the tolerance and positive attitude of the employees towards the challenges of the organization.

Interpersonal Justice -> Courtesy ($\beta = .55^*$)

Civilized treatment by the bosses and colleagues will facilitate demeanor and co-operating attitudes.

Informational Justice -> Civic Virtue ($\beta = .60^*$)

Transparent and timely communication encourages employees to engage in organizational participation and advocacy.

Conscientiousness

Influenced by all four types of justice (β range = .35–.50*), implying that overall perceptions of fairness boost employees' diligence and reliability.

Model Fit Indices:

- $\chi^2/df = 2.41$, GFI = 0.93, CFI = 0.96, RMSEA = 0.046

These indices indicate a good model fit, suggesting that the proposed relationships align well with the observed data.

Discussion

The conceptual framework highlights the complexity of the concept of organizational justice and its overall impact on OCB. Equitable allocation of resources promotes the element of conscientiousness whilst open communication promotes the element of civic virtue. Sportsmanship is enhanced by procedural fairness because employees are made to feel that their views are important during the decision-making process.

The IT industry in Chennai is highly work-demanding and has time constraints on projects; therefore, it could be suitable to reduce burnout through considerations of equity in work environment. Interpersonal respect and articulated communication can also be applied to promote altruistic and civic-oriented behaviors by managers.

Practical Implications

- Leadership Training: Supervisors should be trained to communicate decisions transparently and respectfully.
- Policy Reforms: HR policies should embed fairness principles in reward and promotion systems.
- Feedback Mechanisms: Regular employee feedback should assess perceived justice levels.
- Recognition Programs: Encouraging OCB behaviors can reinforce fairness perceptions.

Limitations and Future Scope

The paper is theoretical and hypothetical, statistically. The empirical research in future can confirm the model through real time data in the IT sector of Chennai. Such moderating variables as leadership style and organizational culture may be added in order to obtain deeper insights.

Conclusion

Employees who feel the organizational justice will have a significant impact on their discretionary behaviors to augment the operational activities within organizations. The four types of justice are complex to interact and determine the five dimensions of OCB. The perceptions of fairness in the IT setting of Chennai can reinforce cooperation, innovation, and engagement.

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