

# Procedural Justice, Perceived Organisational Support, and Organisational Citizenship Behaviour in Business School

Elizabeth DOMINIC<sup>1</sup>, Vijay VICTOR<sup>2,3</sup>, Robert Jeyakumar NATHAN<sup>4</sup>,  
Swetha LOGANATHAN<sup>2</sup>

<sup>1</sup> Saintgits Institute of Management, Kottukulam Hills, Pathamuttam P. O, Kerala, India, 686532,  
Elizabeth.dominic@saintgits.org (Corresponding Author)

<sup>2</sup> CHRIST (Deemed to be University), Hosur Rd, Bhavani Nagar, S.G. Palya, Bengaluru, Karnataka, India, 560029,  
vijay.victor@christuniversity.in; swetha.l@eco.christuniversity.in

<sup>3</sup> College of Business and Economics, University of Johannesburg, PO Box 524, Auckland Park, 2006, South Africa

<sup>4</sup> Multimedia University, 75450 Melaka, Malaysia, robert.jeyakumar@mmu.edu.my

**Background/Purpose:** The effectiveness of a Business School depends on the extra role behaviours or Organisational Citizenship Behaviour (OCB) of its committed academics. The social exchange theory postulates that employees tend to display OCB when they know how their organisation would treat them. As B-School academics' inclination towards OCB is less understood, this study examines the interaction between Procedural Justice (PJ), Perceived Organisational Support (POS) and Organisational Citizenship Behaviour (OCB) among B-School academics.

**Methods:** A survey was carried out to collect data from B-School academics, 378 responses were collected from B-Schools from the state of Kerala, India. Data validity and reliability analyses, and direct and indirect effects of research variables were tested using Partial Least Square (PLS) path modelling.

**Results:** The results indicate PJ positively influences POS as well as dimensions of the OCB for B-School academics. Contrary to previous OCB studies, this study finds that POS do not significantly relate to Courtesy. The findings also show that POS fully mediates PJ's relationship with Altruism, Conscientiousness and Civic Virtues of B-School academics.

**Conclusion:** This research explains the dynamics of PJ and POS towards OCB in a B-School setting. The academic setting of this study provides more insight into the relationships and provides insights into enhancing the organisational citizenship behaviour of academics in enhancing educational outcomes. Further, it also adds to existing understanding of organisational behaviour theory.

**Keywords:** *Organisational citizenship behaviour, Perceived organisational support, Procedural justice, Business school; India*

## 1 Introduction

The progress of organisations depends on the willingness of its employees to go beyond their role requirements

(Nazir et.al, 2019). This tendency often described as Organisational Citizenship Behaviour (OCB) is defined as "individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promotes the effective functioning of

the organisation” (Organ, 1988, p.3). OCB is often hypothesised to influence organisational effectiveness positively (Greenidge & Coyne, 2014). The various dimensions of OCB were found to be linked to organisational performance in various settings (Al-Madadha et.al, 2021; Patnaik & Shukla, 2020; Kim et.al, 2013). From a theoretical perspective, OCB displayed by employees cannot be explained using the motivational antecedents that explain role behaviours as these are subtle immeasurable actions that come from a sense of social responsibility and community (Singh & Singh, 2013).

Among the centres of excellence and departments in a university, the Business School (B-School) is often regarded as a prestigious unit that promotes business programs to graduate students and practitioners. The quality and brand of the B-School often reflects the success and image of a university. Most often, B-School's performance that is described and measured as 'prescribed by task roles', though necessary, is not sufficient for predicting the overall effectiveness of a B-School. The OCB displayed by teachers was found to be associated with the effectiveness of the school at large (Somech & Obayon, 2019). Similarly, Zeinabadi and Salehi (2011) showed that higher levels of OCB among teachers contributed to innovative teaching practices and increased support for students. Academics with higher OCB will be willing to spend extra time for their institute or for the students and will be voluntarily going out of their way to carry out the institute's activities (DiPaola & Neves, 2009).

In B-Schools specifically, greater emphasis is placed on academics. OCB is expected from the academics in faculty as the industry is growing more competitive now more than ever before. Several studies have shown that the increased academic stress among B-School academics affects their performance (Miller et al., 2011; Banerjee & Mehta, 2016). Teaching stress, work overload and poor interpersonal relationships are identified as the most pressing issues among B-School faculty members (Banerjee & Mehta, 2016). Poor interpersonal relationship leads to job dissatisfaction and eventually increases the attrition rate (Kernodle & Noble, 2013; Banerjee & Mehta, 2016; Noble, 2006). Further, Somech and Obayon (2019) state that context plays an important role in determining OCB of employees. The Indian context, in particular, is unique in the sense that despite being a collectivistic culture, there is a growing sense of individualism among young people who are taking up professional courses in management and engineering that are modelled according to the standards and work culture of the West (Gupta & Singh, 2013). Additionally, the ways in which employees are treated trickles down to the ways in which they treat their subordinates (Hon & Lu, 2010; Somech & Obayon, 2019). The OCB among B-school academics is bound to have an effect on the students who go on to work for other organisations. Therefore, OCB and its antecedents among B-school aca-

demics presents a novel area for examination with various implications.

Empirical literature on the social exchange predictors of OCB among educators is limited (Zeinabadi & Salehi, 2011). In the context of B-School, there is a lack of studies in the area of PJ, POS and OCB. Thus, this study investigates the OCB of academics of B-Schools in India. In examining the antecedents to OCB, this study takes procedural justice (PJ) and perceived organisational support (POS) as having a significant impact. PJ seems to have a significant influence on job satisfaction, job stress and the organisational commitment of the employees (Lambert et al., 2007). Meta analyses indicate that the employees exhibit organisational commitment behaviour when they feel that they are being treated fairly by the institution and their superiors (Pignata et al., 2016). The social exchange theory postulates that the norm of reciprocity is an important factor determining the display of OCB (Gupta & Singh, 2013). Several studies argue that POS helps in building reciprocity among employees as they feel they need to give back to organisations for supporting them and their growth (Jiang & Law, 2013; Paillé et.al, 2013). This also portrays that POS and PJ largely influence OCB. Therefore, this study primarily aims to examine the interaction of B-school academics' Organisational Citizenship Behaviour (OCB) with Procedural Justice (PJ) and Perceived Organisational Support (POS).

## 2 Literature Review

This section reviews the existing literature in the field of Organisational Citizenship Behaviour (OCB) to provide an overview of existing works relating to Procedural justice (PJ) and Perceived Organisational Support (POS), and especially on the potential mediation role of POS in the OCB framework. Following this, the paper constructs the hypotheses forwarded to test both direct and the POS mediated impact of PJ on OCB.

### 2.1 Organisational Citizenship Behaviour

OCB is defined as “individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation” (Organ, 1988, p.3). Since OCBs are beyond the stated job requirements (Bateman & Organ, 1983), they cannot be imposed nor can their absence be officially reprimanded (Organ, 1988). Organ (1988, 1990) identified five dimensions to OCB and these included altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Recently, Halbesleben and Belairs (2016), taking an individual's perspective, describe OCB as a set of behaviours which provide them “the best opportunity to achieve their future goals with respect to

work”.

Podsakoff et al. (2009) pointed out that, although many researchers use different evaluative dimensions, one of the most common measurement methods were the five dimensions proposed by Organ (1988, 1990)- altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Altruism can be explained as voluntary behaviours to improve others' performance by helping them (Erdoğan & Bedük, 2013). Conscientiousness expresses the behaviours that are beyond the minimum roles expected from an employee (Yıldız, 2014). Sportsmanship is defined as the avoidance of complaint even in uneasy situations and the willingness to work in a positive working environment (Tokgöz & Seymen, 2013). Courtesy could be defined as the responsible behaviours between the employees. Civic virtue is related to active participation in organisational decisions and taking responsibility even without being asked to (Podsakoff et.al, 1990).

The body of literature on OCB has grown significantly over the past three decades with results in support of the role of OCB in a broad set of desirable individual and organisational outcomes, including better employee performance and increased quality and quantity of unit-level production (Organ et.al, 2006). The demonstration of OCB has been considered indispensable for the successful functioning of an organisation in a business setting characterized by flattened organisational structures, rivalry from international economies, and increased employee autonomy and accountability (Podsakoff et.al, 2009). Among educators, empirical research has identified trust and self-efficacy of the teacher to be important determinants of OCB (Choong et.al, 2019).

## 2.2 Procedural Justice

Procedural justice (PJ), a component of Organisational justice (OJ), refers to employees' perceptions regarding the fairness of the policies and procedures used to make decisions regarding the allocations of organisational resources (Colquitt, 2001). Gupta and Singh (2013), combined the conceptualisation given by Thibaut and Walker (1975) and Leventhal et.al (1980) to define procedural justice as comprising two facets. The first aspect is related to the fairness in procedures that are defined in terms of “consistency, lack of bias, correctability, representation, accuracy and ethicality”. The second aspect pertains to employee perception of “having a voice in decision making and influence of outcomes of such decisions”. According to them, this distinction becomes significant in the Indian context as the “high power distance” creates a situation where despite the procedures being fair, Indian employees may still not have a say in the decision making process.

Of the various dimensions of justice, PJ has been established to be a stable and strong predictor of OCBs (Jiang & Law, 2013). Extensive research on the dimen-

sionality of OJ has shown that the different dimensions of the construct have different effects on employee behaviour (Gupta & Singh, 2013; Zeinabadi & Salehi, 2011; Moorman et.al, 1998). PJ as a component of organisational justice is relational as it depends on the nature of relationship between the organisation and the employee. Employee-organisational relationships in collectivist cultures such as India tend to be more personal than the West, making a relational dimension of OJ more relevant (Gupta & Singh, 2013). Therefore, PJ as a dimension is more relevant than the construct in its entirety.

## 2.3 Perceived Organisational Support

POS is defined as “a general perception concerning the extent to which the organisation values (employees') general contributions and cares for their well-being” (Eisenberger et.al, 1990). It can be seen as the sensitivity and opinion of employees regarding the extent to which their involvement is valued and recognized by their organisations (Krishnan & Mary, 2012). Similarly, POS would represent the socio-emotional resources that the employees perceive as being offered by their organisation to assist them in the day-to-day work performance (Wong et.al, 2015). POS, thus, forms the foundation of reciprocity from a social exchange perspective and contributes to a belief among employees that they will be treated fairly in the future and that the organisation will contribute to their growth (Singh & Singh, 2013).

A majority of empirical works related to POS have focused on its role in employee retention (Arasanmi & Krishna, 2019). POS also has an important role to play with regard to work-family enrichment that allows them to develop commitment towards their employment as it is a means to provide for and support their families (Ghislieri et al., 2017). The examination of POS' relationship with OCB and the influence of PJ have not been extensively examined in earlier works relating to academics. However, there are theoretical justifications for the inclusion of POS in the examination of the aforementioned relationships. From a theoretical perspective, the social exchange theory applies the norm of reciprocity to explain POS (DeConinck, 2010). Arguing from the line of thought presented by Gupta and Singh (2013), reciprocity is one of the pathways explaining OCB. Therefore, POS is introduced as a relevant construct in the framework of this research in relation to understanding its impact towards the OCB dynamics at a B-School.

## 2.4 Procedural Justice and Perceived Organisational Support

Several studies have documented a strong positive relationship between PJ and POS and have also established

that PJ predicts POS (Wong et.al, 2013; DeConinck, 2010; Rhoades and Eisenberger, 2002). The social exchange relationship between the management and the employees is found to be influenced by PJ (Tekleab et al., 2011). This relationship, however, is mediated by POS, indicating the existence of a relationship between PJ and POS. Eisenberger et.al (1986) hypothesised that fair treatment determines the POS of employees. This is due to the creation of a perception that the organisation is concerned about their well-being (DeConinck, 2010). Further, Nazir et.al (2019) explain that the existence of high PJ implies that employees will also feel supported by the organisation, indicated by high POS, resulting in higher levels of commitment and identification with the goals and objectives of the organisation.

Thus, based on the findings from these studies, a direct relationship between PJ and POS is hypothesized in H1;

*Hypothesis 1: PJ positively impacts POS of academics at B-School.*

## 2.5 Procedural Justice and Organisational Citizenship Behaviour Dimensions

Researchers hypothesise that employees' perceptions about organisational fairness and justice plays a vital role in encouraging their OCB (Organ, 1990). PJ has a positive effect on factors such as innovative behaviour and affective commitment towards the organisation (Nazir et al., 2019). Of the organisational justice dimensions, PJ was found to be a stable and consistent predictor of OCB (Jiang & Law, 2013). The relationship between PJ and OCB dimensions has been researched extensively in various contexts. Gupta and Singh (2013) analysed the influence of PJ and the 5 dimensions of OCB in the Indian context. Zeinabadi and Salehi (2011) investigated the role of PJ in the OCB of primary teachers in Tehran. Hon and Lu (2010) examined the relationship between expatriate PJ and various constructs including altruism towards expatriates.

The effect of PJ on different dimensions of OCB were found to be different (Jiang & Law, 2013). The relationship between PJ and conscientiousness was explored in the studies of Tepper and Taylor (2003), Ehrhart (2004) and Gupta and Singh (2013). The influence of PJ on courtesy and civic virtue has been examined by Moorman et.al (1993) and Tepper and Taylor (2003). Gupta and Singh (2013) identified a positive influence of PJ on OCB dimensions- sportsmanship and civic virtue. Jiang and Law (2013) postulate two mechanisms through which PJ results in OCB. The first pathway involves reciprocal employee behaviour as employees try to balance the social exchange of employment for the 'benefit' given to them by the organisation by engaging in extra-role behaviours. The second pathway is an assurance of reward where employees

feel that that PJ ensures that their efforts are rewarded in the future by the organisation.

Thus, the research examining the contribution of PJ to OCB provides convincing evidence that employees will be more likely to perform extra role behaviours if they feel the organisation has treated them fairly. Based on the discussions above, the following hypotheses are forwarded for testing.

*Hypothesis 1a: PJ positively impacts Altruism of academics at B-School.*

*Hypothesis 1b: PJ positively impacts Conscientiousness of academics at B-School.*

*Hypothesis 1c: PJ positively impacts Sportsmanship of academics at B-School.*

*Hypothesis 1d: PJ positively impacts Courtesy of academics at B-School.*

*Hypothesis 1e: PJ positively impacts Civic Virtue of academics at B-School.*

## 2.6 Perceived Organisational Support and Organisational Citizenship Behaviour Dimensions

Organisational support theory (Eisenberger et.al, 1986) suggests that, following the norm of reciprocity, employees would display OCB in return for POS as it meets many of the socio-emotional needs of employees. Extending from the argument of Jiang and Law (2013), reciprocity is one of the channels for OCB and POS helps in building this reciprocity. The findings of the study by Paillé et.al (2013) posit that employees engage in proactive behaviours as a result of reciprocity between the actions of the organisation and their own. When the employee perceives that the employer shows concern for their well-being, they would feel indebted to the organisation and respond favourably to the organisation in the form of positive behaviour such as the OCB (Pohl & Paillé, 2011). Singh and Singh (2013) argue that employees perform OCB anticipating that they will be rewarded in the future because of high POS. Further, an advantageous environment creates the pressure for employees to reciprocate (Singh & Singh, 2013). Therefore, reciprocity can be understood as a pathway for explaining the POS and OCB relationship.

Riggle et al. (2009) identified a moderate positive association between POS and contextual performance, interpreted as OCB. Similarly, a positive and significant relationship between POS and OCB was established by Barzoki and Rezaei (2017). An extensive examination of the relation of POS and OCB dimensions showed that there is a significant positive relationship for all five dimensions of OCB (Singh & Singh, 2013). Hence, this research forwards the following hypotheses to test the impacts of POS towards OCB dimensions for academics at B-School.

*Hypothesis 2a: POS positively impacts Altruism of academics at B-School.*

*Hypothesis 2b: POS positively impacts Conscientiousness of academics at B-School.*

*Hypothesis 2c: POS positively impacts Sportsmanship of academics at B-School.*

*Hypothesis 2d: POS positively impacts Courtesy of academics at B-School.*

*Hypothesis 2e: POS positively impacts Civic Virtue of academics at B-School.*

### 3 Research framework

The theoretical model framed for this study is illustrated in Figure 1. This study posits that PJ has a positive impact on OCB directly and indirectly through POS. The framework also seeks to test for the positive impact of PJ on POS, and positive impact of POS on OCB dimensions.

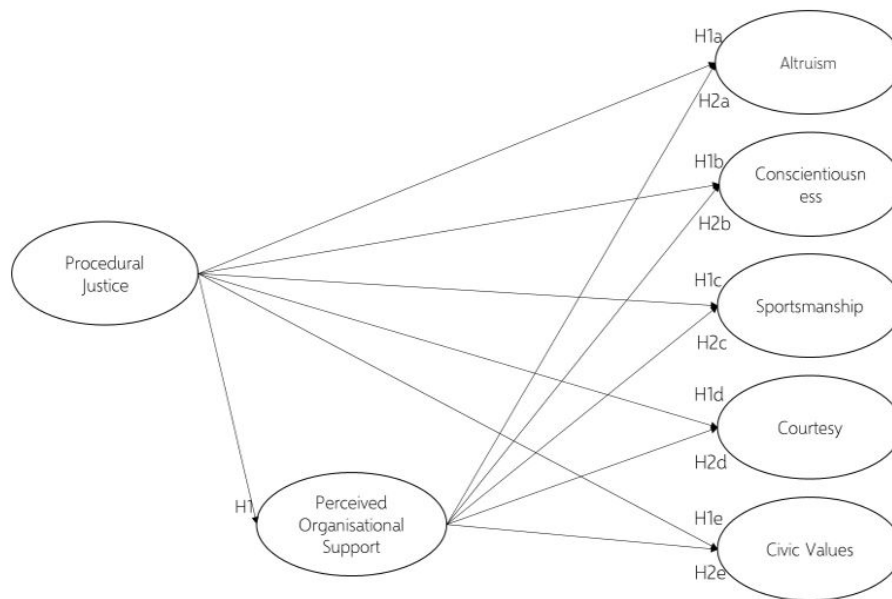


Figure 1: The research model

#### 3.1 Path Modelling and Data Analysis

Partial least Squares based Structural Equation Modelling was used for the analysis of the model formulated. The primary reason for choosing PLS SEM as the main research tool was that the data used in the study do not satisfy the normality assumption which is one of the prerequisites for using the Covariance based Structural Equation Modelling (CB-SEM) (Astrachan et.al, 2014).

The model formulated was tested for construct validity, convergent validity and discriminant validity. The significance of the paths was explored using the bootstrapping method (resampling = 5000). Bootstrapping uses a set of non-parametric evaluation criteria to estimate the significance levels and t values for the paths (Hair et al., 2016). SmartPLS software 3.0 was used to perform the path modelling and test the research hypotheses.

#### 3.2 Data Collection and Sampling

Data were gathered from academics from different Business Schools in the state Kerala, India in 2020. Snowball sampling was used to reach out to over 400 academics, from which 378 of them returned the completed surveys. This response rate of 94.5 percent was primarily due to the nature of sample and sampling methods applied. The sample size for the study was determined using the Inverse-square root method and the Gamma-exponential method provided by WarpPLS software. The minimum absolute significant path coefficient was set as 0.18, (minimum significant path coefficient for this model) and the significance level and power level used were set as 0.050 and 0.800 respectively. As per the results, the inverse square root method suggests using a minimum sample size of 242 and the minimum sample to be used as per the Gamma exponential method is 228. The sample size used

for this study is 378, which is more than adequate based on the above results. The demographic details of the sample are described in Table 1.

The survey contained measures of procedural justice, perceived organisational support and organisational citizenship behaviour adapted from various studies and adapted to fit academics at B-School. Procedural Justice was measured using 5 items as given by Niehoff and Moorman (1993). Perceived Organisational Support was measured using 9 items as given by Eisenberger et.al (1986). Organisational Citizenship Behaviour was taken as comprising 5 dimensions- altruism, conscientiousness, sportsmanship, courtesy and civic virtue. These were measured using the items given by Podsakoff et.al., (1990). The items included in the survey questionnaire from the above-mentioned scales are included in the appendix.

## 4 Results

### 4.1 Demographic Profile of the Respondents

The demographic profile of the respondents is presented in Table 1.

Out of the 378 respondents, 219 (57.9 %) are male and 159 (42.1 %) are female, indicating male academics are in general more in number. Nearly half of the participants were below the ages of 35 and their proportion declined with increase in age. Nearly 75 percent of the participants were assistant professors. This was also reflected in terms of the experience where a large segment of sample had less than 9 years of experience. The similarities in these

Table 1: Demographic Profile of the Respondents

Variables	Frequency	Percentage
<b>Gender</b>		
1. Male	219	57.90
2. Female	159	42.10
Total	378	100
<b>Age</b>		
1. Below 30	92	24.30
2. 31 – 35	115	30.40
3. 36 – 40	59	15.60
4. 41 – 45	49	13.00
5. 46 – 50	14	3.70
6. Above 50	49	13.00
Total	378	100
<b>Designation</b>		
1. Assistant Professor	280	74.10
2. Associate Professor	53	14.00
3. Professor	45	11.90
Total	378	100
<b>Total Years of Academic Experience</b>		
1. Less than or equal to 3 Years	97	25.70
2. 4 – 6 Years	89	23.50
3. 7 – 9 Years	67	17.70
4. 10 – 12 Years	37	9.80
5. Above 12 Years	88	23.30
Total	378	100

variables are evident from the factors or age and experience relationship that explains designation of B-school academics.

## 4.2 Assessment of the Measurement Model

The assessment of the measurement model was performed using convergent validity, discriminant validity and internal consistency reliability as suggested by Hair

et.al (2016). Average Variance Extracted (AVE), factor loadings and Cronbach's alpha were used to evaluate convergent validity. The Heterotrait-Monotrait (HTMT) technique was used to test the discriminant validity of the model. The internal consistency reliability was checked using Cronbach's Alpha and Jöreskog's rho ( $\rho_c$ ).

The Average Variance Extracted (AVEs) of each latent variable is examined to assess the convergent validity of the model. The AVE values are required to be higher than 0.50 to confirm the convergent validity of the model (Bagozzi & Yi, 1988). The results given in Table 2 shows that the AVE values are above 0.50, hence the convergent

Table 2: Outer Loadings, Cronbach's Alpha and Average Variance Extracted

Constr	Items	Outer Loadings	Jöreskog's rho ( $\rho_c$ )	Cronbach's alpha( $\alpha$ )	Average Variance Extracted
Procedural Justice	PJ1 – PJ5	0.70 – 0.89	0.923	0.895	0.708
Perceived Organisational Support	POS1 -POS9	0.76 – 0.87	0.948	0.939	0.672
Altruism	A1 – A5	0.67 – 0.83	0.867	0.790	0.567
Conscientiousness	C1 – C3	0.77 – 0.83	0.849	0.732	0.651
Sportsmanship	S1 – S4	0.80 – 0.84	0.880	0.798	0.709
Courtesy	CY1 – CY5	0.65 – 0.82	0.872	0.816	0.579
Civic Virtue	CV1 – CV4	0.65 – 0.83	0.861	0.790	0.609

validity is confirmed. The internal consistency and reliability of the model are measured using Cronbach's alpha and Composite Reliability. The Jöreskog's rho ( $\rho_c$ ) represents composite reliability for each latent variable (Bagozzi & Yi, 1988). Cronbach Alpha and Composite Reliability values above 0.70 show adequate internal consistency and reliability. Table 4.1. shows that the Cronbach Alpha and Composite Reliability values are higher than 0.70 implying satisfactory internal consistency and reliability. The indicator reliability was tested using outer loadings. The acceptable threshold loading value is 0.70. However, Hulland (1999) states that factor loadings in the range between 0.40 to 0.70 is also considered acceptable in exploratory research. Having confirmed adequate convergent validity, indicator reliability and internal consistency and reliability, the model was tested for discriminant validity.

The HTMT technique was used to test the discriminant validity of the model as it is considered as a better measure than the other prevalent techniques (Henseler et al., 2016). HTMT values should be below 0.85 or 0.90 (Kline,

2011). The lower the HTMT value of a pair of constructs, the more distinct they are. Table 4.2 gives the Heterotrait-Monotrait ratio of correlations.

The results given in Table 3 specifies that the values are well below the threshold value of 0.85. Hence, the discriminant validity of the model has been met.

## 4.3 Assessment of the Structural Model

The structural model was assessed for the presence of collinearity issues using the Variance Inflation Factor (VIF). The VIF values were below the recommended threshold value of 3.0 (O' Brien, 2007), specifying that there is no issue of collinearity in the model. Chin (1998) classified the R Squared values for endogenous latent variables as 0.67 (Substantial), 0.33 (Moderate) and 0.19 (Weak) in SEM models. The R Square value for the construct perceived organisational support is 0.18. For this study, only the procedural justice dimension of the con-

Table 3: Heterotrait-Monotrait (HTMT) ratio of correlations

Construct	PJ	POS	Alt	C	S	CY	CV
Procedural Justice							
Perceived Organisational Support	0.4570						
Altruism	0.1788	0.2393					
Conscientiousness	0.2416	0.3020	0.4247				
Sportsmanship	0.1934	0.2061	0.2836	0.4114			
Courtesy	0.1540	0.0309	0.3105	0.3413	0.0542		
Civic Virtue	0.1532	0.2728	0.3739	0.5404	0.2126	0.4190	

struct organisational justice and fairness is considered, hence the low R squared value.

The Cohen’s f square ratio was also assessed to check how substantial each direct effect is. Cohen (1998) states that an f2 value below of 0.02 as unsubstantial, 0.02 –

0.015 as weak, 0.15 – 0.35 as moderate and above 0.35 as strong effect. The relationship between procedural justice and perceived organisational support has a moderate effect of 0.22 and the construct perceived organisational support has a weak effect on all other constructs except the con-

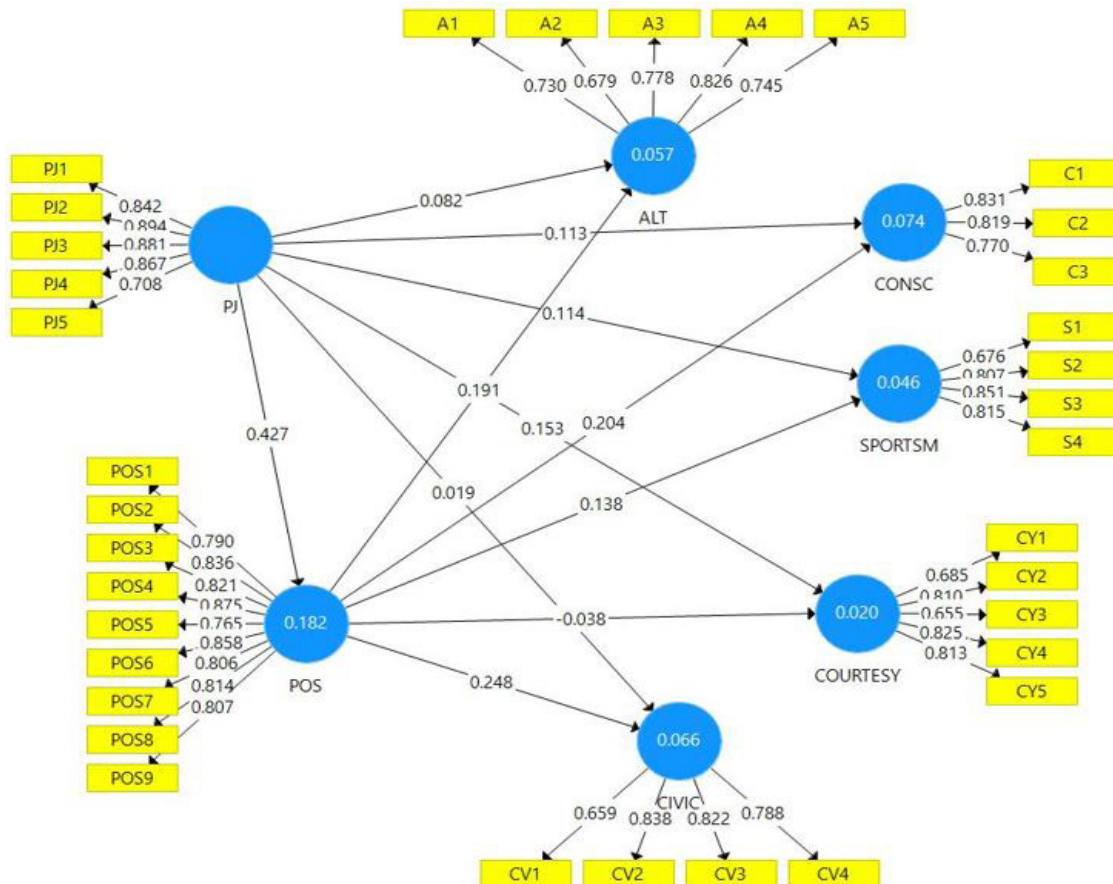


Figure 2: Research Model with Path Coefficients and Significance Levels



struct courtesy for which the effect is unsubstantial. The research model with outer loadings and path coefficients along with the significance levels is given in Figure 3.

Table 4 gives the standard bootstrap results with t values. The proposed hypotheses were tested for significance using the bootstrapping (resample = 5000) results.

The results show that there is a significant positive relationship between procedural justice and perceived organi-

sational support ( $\beta = 0.427$ ,  $p$  value = 0.000). Hypothesis 1 is supported based on this result. The relationship between procedural justice and altruism is however not significant, hence hypothesis 1a is rejected. Procedural justice has a significant relationship with conscientiousness only at a 10 percent significance level, and courtesy ( $\beta = 0.153$ ,  $p$  value = 0.011). Based on the results, hypotheses 1b and 1d are supported. Procedural justice has a significant relationship

Table 4: Bootstrapping Direct Effect Results

Direct Effect	Original coefficient ( $\beta$ )	Standard bootstrap results		
		Mean value	t-value	p-value (2-sided)
PJ -> POS	0.427	0.430	7.973	<b>0.000</b>
PJ -> Altruism	0.082	0.082	1.262	0.220
PJ -> Conscientiousness	0.113	0.113	1.955	0.057
PJ -> Sportsmanship	0.131	0.133	1.951	<b>0.024</b>
PJ -> Courtesy	0.153	0.166	2.489	<b>0.011</b>
PJ -> Civic Virtues	0.019	0.018	0.488	0.813
POS -> Altruism	0.192	0.200	3.236	<b>0.001</b>
POS-> Conscientiousness	0.204	0.208	3.423	<b>0.001</b>
POS -> Sportsmanship	0.121	0.144	2.335	<b>0.040</b>
POS -> Courtesy	-0.038	-0.040	-0.564	0.553
POS -> Civic Virtues	0.248	0.257	3.562	<b>0.000</b>

Note: PJ: Procedural Justice; POS: Perceived Organisational Support

with sportsmanship ( $\beta = 0.113$ ,  $p$  value = 0.024) and civic virtues ( $\beta = 0.019$ ,  $p$  value = 0.813). So, hypotheses 1c and 1e are rejected. Perceived organisational support has a significant positive relationship with altruism ( $\beta = 0.192$ ,  $p$  value = 0.001), conscientiousness ( $\beta = 0.204$ ,  $p$  value = 0.001), sportsmanship ( $\beta = 0.121$ ,  $p$  value = 0.040) and civic virtues ( $\beta = 0.248$ ,  $p$  value = 0.000). Therefore, hypotheses 2a, 2b, 2c and 2e are supported. The relationship between perceived organisational support and courtesy is found negative and not significant, hence hypothesis 2d is rejected.

The results of the mediation effect assessed using indirect effects are given in Table 5. Based on the results, it can be construed that perceived organisational support fully mediates the relationship between PJ and altruism ( $\beta$

= 0.082,  $p$  value = 0.004); PJ and Conscientiousness ( $\beta = 0.087$ ,  $p$  value = 0.003); PJ and civic virtues ( $\beta = 0.106$ ,  $p$  value = 0.002). No mediation effect of POS was observed in the relationship between PJ and sportsmanship ( $\beta = 0.052$ ,  $p$  value = 0.056), as well as PJ and courtesy ( $\beta = -0.0152$ ,  $p$  value = 0.583).

The goodness of model fit reported in PLS SEM is based on the bootstrapping results, which help identify any significant differences between the empirical model and the implied correlation matrix (Henseler et al., 2016). The standardized root mean squared residual (SRMR), the unweighted least squares discrepancy (dULS) and the geodesic discrepancy (dG) are used to assess the model's goodness of fit. The results are shown in Table 6. These three measures quantify the deviation of the empirical cor-

Table 5: Mediation Analysis

Indirect Effect	Original coefficient	Standard bootstrap results			
		Mean value	t-value	p-value (2-sided)	Mediation Effect
PJ -> POS -> Altruism	0.082	0.086	2.909	<b>0.004</b>	Full Mediation
PJ ->POS -> Conscientiousness	0.087	0.090	2.923	<b>0.003</b>	Full Mediation
PJ -> POS -> Sportsmanship	0.052	0.055	1.912	0.056	No Mediation
PJ ->POS ->Courtesy	-0.016	-0.017	0.574	0.566	No Mediation
PJ -> POS -> Civic Virtues	0.106	0.111	3.128	<b>0.002</b>	Full Mediation

Note: PJ: Procedural Justice; POS: Perceived Organisational Support

Table 6: Goodness of Fit (Estimated Model)

	Value	HI95	HI99
<b>SRMR</b>	0.0566	0.0468	0.0604
<b>d<sub>ULS</sub></b>	2.0182	1.3824	2.2992
<b>d<sub>G</sub></b>	0.6930	0.5845	0.6774

relation matrix from the model-implied correlation matrix. The cut off for SRMR is 0.08 (Hu & Bentler, 1999). The SRMR for the model is less than 0.08 and the values for d<sub>ULS</sub>, d<sub>G</sub>, as per the results show adequate goodness of fit.

## 5 Discussion

The bootstrapping results show that procedural justice has a significant positive relationship with POS, sportsmanship and courtesy. These results are corroborated by other studies in various contexts (Nazir et al., 2019; Daniel, 2016; Al-Quraan & Khasawneh, 2017). The results indicate that fair treatment of employees instils sportsmanship and courteous behaviour in employees that could ultimately benefit the organisation. Procedural justice did not seem to have a direct significant relationship with altruism, civic virtues and conscientiousness. However, a significant mediation effect was observed in PJs relationship with altruism, conscientiousness and civic virtues when POS was

used as a mediating variable.

From the bootstrapping results, it could be seen that the perceived organisational support has a positive and significant relationship with all independent variables except courtesy. It is not surprising that relationship between POS and courtesy was found not significant, as courtesy displayed in an organisation, need not depend on one's perception regarding the support that one receives from the organisation, rather it might be the result of the presence of a personality trait or may be the result of one's upbringing. Prosocial motivation was also found to be playing a role in eliciting courtesy (Lazauskaite-Zabielske, Urbanaviciute, & Bagdziuniene, 2015). Collectivists value social order, security and group harmony. Hence, it can be expected that they will be motivated to engage in courtesy behaviour in order to prevent chaos or conflict from happening. Such courtesy behaviour could be encouraged more in a high-power distance culture, which is typical of India, where the study was conducted, which emphasises authority (Schwartz, 1999) and conformity (Wang et.al, 2013).

From the mediation analysis, stronger support was

found for the mediating effect and influence of PJ on OCB. Except for courtesy, POS significantly mediates the relationship between procedural justice and different dimensions of OCB. POS fully mediates PJs relationship with altruism, sportsmanship and civic virtues implying that the perceived support from the organisation in ensuring fairness in the work environment motivates the B-school teachers to display a selfless enthusiastic behaviour towards the institution. POS partially mediates PJ's relationship with conscientiousness. These results further bolster the argument that organisational support plays a crucial role in influencing OCB for academics.

## 6 Conclusion and Recommendations for Future Research

The objective of this study was to test a plausible explanation for why and how PJ influences OCB in a B-School environment among academics. The mediation effect of POS in the relationship between the PJ and OCB was also measured and analysed. The relationship between PJ and POS is reinforced by the results of this study. POS is found to have a positive and significant relationship with altruism, conscientiousness, sportsmanship and civic virtue dimensions of OCB among B-School academics. But the relationship between POS and courtesy was found not significant among academics in B-School. PJ had a significant relationship with sportsmanship and courtesy. The study concludes with a note that OCB among academics in B schools could be improved by increasing organisational support and fair treatment.

This study provides insights in understanding the dynamics of OCB in an academic setting which adds to the current understanding of organisational behaviour theory. It assists in the development of measures to evaluate OCB of academics and can be used to create better educational outcomes for business school students. This study is limited to samples from B-Schools in the state of Kerala in India and this may limit the generalizability of the findings to other communities due to different socio-economic and cultural factors. Further studies can be carried out to test the research framework put forth in this study at other institutions and among different types of learning institutions, as well as in other regions.

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**Elizabeth Dominic** is an Associate Professor at Saintgits Institute of Management, Kottayam, Kerala, India. Her areas of interests include leadership, personality, impression management and organizational citizenship behavior.

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**Vijay Victor** is an Assistant Professor at the Department of Economics, CHRIST (Deemed to be University), Central Campus, Bangalore, India. He is also attached to the College of Economics and Business, University of Johannesburg, as a research associate. He obtained his PhD from the Szent Istvan University, Hungary under the Stipendium Hungaricum framework, a fully-funded PhD fellowship granted by the Hungarian Government. He was also awarded the prestigious Erasmus Mundus Fellowship instituted by the European Commission in 2014. His areas of interest include behavioural economics, macroeconomic policies, and econometrics.

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**Robert Jeyakumar Nathan** is Deputy Director at the Centre for Lifelong Education and Learning Innovation (LEARN) at Multimedia University, Malaysia; and the Head of Academic Innovation and Product Intelligence. He lectures at the business faculty and conducts design thinking and innovation training for academics

and corporations. His research interests include Marketing and Information Technology; Electronic Commerce; Leadership; Sustainability, Multicultural Studies and Financial Technologies.

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**Swetha Loganathan** is a Ph.D. scholar at the Department of Economics, CHRIST (Deemed to be University), Central Campus, Bangalore, India. She has qualified for the Junior Research Fellowship of the University Grants Commission, Government of India. She has published in the areas of international trade and macroeconomics. Her areas of interest include international trade liberalisation, open economy macroeconomics and development debates on globalisation.

**Proceduralna pravičnost, zaznana organizacijska podpora in identifikacija zaposlenih z organizacijo v poslovnih šolah**

**Ozadje/namen:** Uspešnost poslovne šole je odvisna od pripravljenosti zaposlenih, da prevzamejo dodatne vloge v organizaciji, torej od identifikacije zaposlenih z organizacijo. Teorija socialne izmenjave predvideva, da zaposleni ponavadi izkazujejo identifikacijo z organizacijo, ko vedo, kako bi se njihova organizacija obnašala do njih. Ker je nagnjenje učiteljev v poslovnih šolah k identifikaciji z organizacijo malo raziskano, ta študija preučuje interakcijo med proceduralno pravičnostjo (PJ), zaznano organizacijsko podporo (POS) in identifikacijo zaposlenih z organizacijo (OCB) med učitelji in raziskovalci v poslovnih šolah.

**Metode:** Z anketiranjem 378 zaposlenih v poslovnih šolah v državi Kerala v Indiji smo zbrali empirične podatke. Analize veljavnosti in zanesljivosti podatkov ter neposredni in posredni učinki raziskovalnih spremenljivk so bili preizkušeni z modeliranjem po metodi delnega najmanjšega kvadrata (PLS).

**Rezultati:** Rezultati kažejo, da PJ pozitivno vpliva na POS in dimenzije OCB pri učiteljih in raziskovalcih v poslovnih šolah. V nasprotju s prejšnjimi študijami OCB ta študija ugotavlja, da POS ni bistveno povezan z vljudnostjo. Ugotovitve tudi kažejo, da POS v celoti posreduje odnos PJ z altruizmom, vestnostjo in državljskimi vrlinami akademikov v poslovnih šolah.

**Zaključek:** Raziskava pojasnjuje dinamiko PJ in POS v smeri OCB v okolju poslovnih šol. Akademsko okolje te študije omogoča večji vpogled v odnose in vpogled v krepitev organizacijskega obnašanja akademikov pri izboljšanju izobraževalnih rezultatov. Poleg tega prispeva tudi k obstoječemu razumevanju teorije organizacijskega vedenja.

**Ključne besede:** *Organizacijsko državljansko vedenje, Zaznana organizacijska podpora, Proceduralna pravičnost, Poslovna šola, Indija*

## Appendix A: Items used in the questionnaire

Construct	Item Code	Items	Adapted From
<b>Procedural Justice (PJ)</b>	PJ1	My immediate supervisor makes sure that all employee concerns are heard before job decisions are made.	Niehoff & Moorman (1993)
	PJ2	To make job decisions, my immediate supervisor collects accurate and complete information.	
	PJ3	My immediate supervisor clarifies decisions and provides additional information when requested by employees.	
	PJ4	All job decisions are applied consistently across all affected employees	
	PJ5	Employees are allowed to challenge or appeal job decisions made by the immediate supervisor	
<b>Perceived Organisational Support (POS)</b>	POS 1	The organisation values my contribution to its well-being.	Eisenberger, Huntingdon, Hutchinson and Sowa (1986)
	POS 2	The organisation strongly considers my goals and values.	
	POS 3	Help is available from the organisation when I have a problem.	
	POS 4	The organisation cares about my well-being.	
	POS 5	The organisation is willing to help me when I need a special favor.	
	POS 6	The organisation cares about my general satisfaction at work.	
	POS 7	The organisation cares about my opinions.	
	POS 8	The organisation takes pride in my accomplishments at work.	
	POS 9	The organisation tries to make my job as interesting as possible.	
<b>Altruism</b>	ALT 1	I help others who have been absent	Podsakoff, MacKenzie, Moorman and Fetter (1990)
	ALT 2	I help others who have heavy work loads.	
	ALT 3	I help orient new people even though it is not required of me to do that.	
	ALT 4	I willingly help others who have work related problems.	
	ALT 5	I am always ready to lend a helping hand to those around me.	



<b>Conscientiousness</b>	C 1	I obey company rules and regulations even when no one is watching.	Podsakoff, MacKenzie, Moorman and Fetter (1990)
	C 2	I am one of the most conscientious (showing great care and attention when carrying out a task) employees of this organisation.	
	C 3	I believe in giving an honest day's work for an honest day's pay.	
<b>Sportsmanship</b>	S 1	I always focus on what's wrong, rather than positive side*.	Podsakoff, MacKenzie, Moorman and Fetter (1990)
	S 2	I tend to make 'mountains out of molehills' (making problems bigger than they are)*.	
	S 3	I always find fault with what the organisation is doing*.	
	S 4	I am the classic 'squeaky wheel' (one who complains) that always needs greasing*.	
<b>Courtesy</b>	CY 1	I take steps to try to prevent problems with other workers.	Podsakoff, MacKenzie, Moorman and Fetter (1990)
	CY 2	I am mindful of how my behaviour affects other people's jobs.	
	CY 3	I do not abuse the rights of others.	
	CY 4	I try to avoid creating problems for coworkers.	
	CY 5	I consider the impact of my actions on coworkers.	
<b>Civic Virtue</b>	CV 1	I attend meetings that are not mandatory (compulsory), but are considered important.	Podsakoff, MacKenzie, Moorman and Fetter (1990)
	CV 2	I attend functions that are not required, but helps the organisation's image.	
	CV 3	I keep myself up - to - date regarding the changes in the organisation.	
	CV 4	I read and keep up with organisation announcements, memos, circulars and so on.	

\*Reverse Coded Items