

Effective Organization Strive to Focus on the Behavioral Patterns of Their Employed

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ABSTRACT

Effective organizations strive to focus on the behavioral patterns of their employees. They are designed to develop human behaviors that are best suited for the effectiveness of an organization. Organizational justice is one of the main key factor that invest in developing a positive behavior of the employees towards their organization as well as their colleagues that in turn add up to the effectiveness of an organization. This research extracts the theoretical support from equity theory of Adam Smith, Justice judgmental Model theory of Leventhal, Social Exchange theory of George Homans and Social System theory of Chester Bernard. The study is intended to empirically assess the impacts of organizational justice on organizational effectiveness with a mediating role of organization citizenship behavior in higher education institutions of Pakistan. The researchers suggest that criteria of effectiveness in institutions is the same as that of an organization. Using positivists' approach 313 questionnaires were distributed in academic staff of five different universities located in the federal territory of Islamabad. Collected data was analyzed both in descriptive and inferential manner with appropriate statistical tools through statistical package for social sciences software SPSS version 22. The mediating role of Organization Citizenship Behavior was checked through Baron and Kenny four step model for mediation. This research has contributed towards the theory as well as given a practical insight into the institutional effectiveness. In the research data is collected from the faculty members from of different universities namely, International Islamic University Islamabad, Quaid e Azam University Islamabad, COMSATS Islamabad, National University of Modern Languages NUML Islamabad, and National University of Computer and Emerging Sciences FAST Islamabad campus. The results of the research shows that organizational justice is an important aspect that contribute towards the organization citizenship behavior. Organization citizenship behavior is the fundamental contributor towards the Organizational Effectiveness in higher education institutions of Pakistan.

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Received: May 09, 2022; **Accepted:** May 15, 2022; **Published:** May 26, 2022

Keywords: Organizational Justice, Organization Citizenship Behavior, Organizational Effectiveness, Competing Value Frame Work, Higher Education Institutions of Pakistan

Introduction

Brief

The chapter contains a background of the topic, Problem statement, Research Questions, Objectives of the research and its significance in our lives in the context of Higher Educational Institutions of Pakistan.

Background of the Topic

Organizational justice has been in the light of research for a long time, it is considered to be the fairness perceived by the employees in their work place. Especially the employee's perception regarding the treatment of their supervisors and their co-workers in work related issues. Organizational justice on the basis of its process has been divided into three kinds that are Distributive justice, Procedural Justice and Interactional Justice. For almost thirty years now the human resource managers have been trying to establish the importance of Organizational justice in regards to the Organizational effectiveness whereas the perception of unfairness or being treated unfairly will have adverse effects on the Organization. Hence the managers are required to take

interest and focus on increasing the fairness perception of justice within their employees to get positive and effective results. But the question here is how Organizational Justice play a purpose in the effectiveness of an organization. The answer to this statement lies in the statement of where they state that Organizational Justice contribute towards the Organization Citizenship Behavior. The term Organization Citizenship Behavior refers to the additional efforts exerted by an employee that are not included in his or her duties. It actually is in the kind of helpfulness and cooperation towards others that support and help the organization to flourish in psychological and social reference. In accordance with the research of "Organization Citizenship Behavior can be demonstrated in five distinct ways that are: (1) altruism, (2) conscientiousness, (3) sportsmanship, (4) courtesy, and (5) civic virtue". A brief detail of the five ways of Organization Citizenship Behavior are coming forward in the second chapter that is Literature Review. Now as the relationship of Organizational Justice has been established with Organization Citizenship Behavior we need to find the links of Organization Citizenship Behavior with Organizational Effectiveness. The researchers take interest and give importance to Organization Citizenship Behavior because it affect many aspects of an Organization in a positive manner. In accordance to this says that the spontaneous involvement of employees in Organization Citizenship Behavior can not only fill

the blank spaces of incompleteness in an Organizational system design but also can help to achieve the goals of an organization effectively [1-11].

Gap Analysis

The justice perception in the employees within an organization can lead towards Organization Citizenship Behavior [12]. Same kind of a research has been carried out by that demonstrates that Organizational justice influence the Organization Citizenship Behavior in a positive manner [6]. The spontaneous demonstration of Organization Citizenship Behavior by employees help to achieve organizational goals more effectively [11]. Organization Citizenship Behavior with all its key factors can play a vital role in the effectiveness of an organization. If and only if the managers take care of the equity and fairness in the organization, the performance can improve to a great extent [13]. Organization Citizenship Behavior result in positive consequences regarding employee retention, absenteeism and job satisfaction [14]. Dash & Pradhan also mad some recommendations for the future researchers who can also incorporate some other variables as consequences of Organization Citizenship Behavior like increased employee commitment, job satisfaction, performance and organizational effectiveness.

Keeping the above researches in mind I can related Organizational Justice to Organizational Effectiveness, with Organization Citizenship Behavior as a mediator. Organizational justice impacts on organizational effectiveness with mediating role of organization citizenship behavior have earlier been published in Korea by in a conference proceeding and after two years published a research paper where the target population was the hospital staff. The research was in an environment that is way too different from our environment, Pakistan and Korea are too much different by means of traditions, civilizations and their culture. Secondly the research conducted was focused on the behavior of hospital employees. And in addition to this the use of Competing Value Framework as a mean of Organizational Effectiveness is a naïve idea in this research as earlier stated researchers have taken the financial image as a tool of effectiveness. What I suggest here is to apply the model in the context of Pakistani higher Education Institutions of Pakistan. Because universities are also a service providing organizations. Universities are often portrayed as, and found quiet stable forms of Organizations [15-17].

Theoretical Foundation

Social exchange theory describe the underlying process through which perceptions of fairness and organizational citizenship behaviour are related [9]. Major contribution towards Social exchange theory were made by George Homans, John Thibaut, Harold Kelley, and Peter Blau. The Social Exchange theory was first propounded by that describe how many social relationships are based on the exchange of some kind of benefits between two or more parties. In this case fair treatment received from an institution can be considered a perceived benefit. Social exchange theory states that employees will be motivated to reciprocate fair treatment that they receive from the organization. Moorman has argued that if a workplace is perceived to be fair, then employees are more likely lead to organization citizenship behavior [18,19,2].

In addition to the social exchange theory that describe the relationship of organizational justice to the organization citizenship behavior there is another theory that extend the relationship of Organization Citizenship Behavior to Organizational effectiveness

and that is Social system theory of management presented by Chester Barnard. In the perspective of management, Barnard gave a theory of formal organizations. He defined it as “a system of consciously coordinated activities of forces of two or more persons.” According to him, organizations are formed and consist of human beings and their activities in an integration and coordination make a system [20]. And hence contribute towards the effectiveness of an organization.

For an overall organizational justice leading towards the organizational effectiveness the theoretical support is extracted from Adam’s Equity theory and Justice Judgmental model Theory. According to Equity theory, employees will determine if something is fair by comparing the ratio of their inputs (i.e., pay) and outputs (i.e., performance) to a referent (i.e., co-worker). Justice judgmental model was presented by and according to the justice judgmental model a person’s judgments regarding fairness can be based not just on the contributions rule, but it also incorporate the equality rule, or we can say the rule of a need. According to this model, people evaluate allocation criteria used by decision-makers established on a situation, in effect proactively engaging several norms of justice like equality, equity and needs [21].

Problem Statement

As we have found from the research gap that there are very few researches done on the proposed model, possibly the only two researches pursued in Korea with hospitals as its population and financial image as their tool of effectiveness. Our study is focused on higher education institution of Pakistan with competing value frame work as the tool of effectiveness. And will find the role of Organization Citizenship Behavior in Higher education Institutions of Pakistan.

Research Questions

Review of the literature regarding Organizational justice, Organization Citizenship Behavior and Organizational Effectiveness give rise to the following questions.

- Is there any significant relationship between Organizational Justice and Organization Citizenship Behavior in Higher Education Institution of Pakistan?
- Is there any significant relationship between Organization Citizenship behavior and Organizational Effectiveness in Higher Education Institutions of Pakistan?
- Is there any significant relationship between Organizational justice and Organizational Effectiveness in Higher Education institutions of Pakistan?
- Does Organization Citizenship Behavior play the role of a mediator between Organizational Justice and Organizational Effectiveness?

Objectives of the Study

The study is aimed:

- To examine the effects of Organizational justice on organization citizenship behavior.
- To examine the effects of organization citizenship behavior on organizational effectiveness.
- To examine the effects of organizational Justice on organizational effectiveness.
- To examine the role of Organization Citizenship Behavior as a mediator between Organizational Justice and Organizational Effectiveness.

Significance of the Study

The study is important in many ways such as the study is going to investigate the implications of earlier researches in a new dimension regarding universities of Pakistan. The first ever thing it will bring forth is whether the justice is done in higher education institutions with the staff members that will include academic staff only at the moment. Once it has been made clear that the organizational justice is done, the research will try to put forth the effects of organizational justice on the behaviors of the employees that whether they do have any good or bad effect of the organizational justice they receive, and that helps them develop an organization citizenship behavior which ultimately contribute towards the effectiveness of that particular organization. The research will help the universities to realize the strength and weaknesses it have. And will help the universities to focus on the part where they are lagging to maintain and retain the best staff both in academics as well as administration. The study provides an understanding into the hearts of the academic members of educational institutions as what is it that they desire from the universities. And all these things will contribute towards the betterment of an institution both in enhancing its staff satisfaction, as well as reputation because the satisfied staff produces better students.

Literature Review

Brief

This chapter contains the evidences from the literature that support our topic, and provide an insight into the variables we have selected for our research. In addition to the literature it also include schematic diagram of our model, extracted variables and hypotheses.

Existing Research

Organizational Justice

The nucleus of any organization is its fairness [22]. And fairness in the workplace is termed in the subject of Management as Organizational justice [1]. Especially the perception of employees' regarding fairness and how equitable treatment influences other employees at work [2]. "Research on organizational justice has been guided by the notion that employees who believe they are treated fairly will be favorably disposed toward the organization and engage in prosocial behavior on behalf of the organization" (Barling & Phillips, 1993). The building blocks of Organizational Justice that are Distributive justice, procedural justice and interactional justice were first coined by Greenberg [1]. For almost three and a half decades now, Human Resource managers, scholars and researchers have realized the importance of relationship between organizational justice and organizational effectiveness [2]. Every Organization gives a system to its members which is perceived to be fair, open, and caring. In any organization which is as much ethical as equitable, must have a reflection of fairness in its treatment towards its people and it should have concerns for its employee's betterment. It is an important part of business strategy and decision making to have concerns regarding fair treatment of people at an organization. If the organization fails to fulfil the expectation regarding fairness people have about it in their mind, the organization will soon halt its functioning [24]. If organizations treat the employees fairly it can increase organization citizenship behavior [6]. Managers hence need to be well aware of the Organizational Justice and they must take keen interest in the justice perception of an organization [5]. The thought of unfairness can lead towards a negative reactions in an organization [4]. Ethical and fair treatment is, what employees expect from their organization so that they may be able to invest their time, and energies in the best possible way for an

organization to function properly. It is Organizational justice that gives a leverage to the managers to hire the best people for its core business strategies [24]. If and only if the managers take care of the equity and fairness in the organization, the performance can improve to a great extent [13]. Perceptions like fairness, justice, equity, balance are important because they spread a message around that organization is caring and it has concerns for the wellbeing and welfare of its members. And as it can be respected and trusted for a person to perform his duties with full energy motivation and he feels fearless to work in such an organization. He feels confident when he knows that information is going to be shared with every one and there is nothing going on behind the scene to hurt anyone inside or outside the organization. People working in Organizations, no matter at whatever designation they are, Managers, leaders, and even organizations itself can benefit by advocating to the social determinants of justice (showing genuine care and concern; sharing information). Employees anticipate and expect gratitude for their efforts and contributions towards an organization. When gratitude is extended to employees, it can be received in very different ways, and depending on the expectations of the employee, it becomes a function of employee expectation. And when the gratitude is expected by the employees, the effects of the extended gratitude matters less. "The effect of impact of unasked recognition and gratitude elevates the employee's personal sense of appreciation towards their manager and the organization". Managers and leaders who use biased set of rules, make wrong ascription of a quality or character or person or thing. Every employee in an organization have a complete faith in the fairness or an organization and justice to prevail in the organization and the manger need to keep that perception alive and reverberating while he or she makes any decision that elevates or demote or promote an employee or give him incentives or take back some incentives when he she makes a mistake that is punishable. People in the managerial position who do not understand the importance of fair perception can face problems in the shape of absenteeism, turnover, and employee commitment job satisfaction effective performance of the employees that may hurt the organization's functions. Organizational justice contributes and led forward to the satisfaction of employees [25-27]. Perception of Justice in organizations can lead employees towards motivation for innovation [13]. Even though procedural justice has gained comparatively more popularity due to an ability to predict different outcomes but both distributive and procedural aspects of the organizational justice are considered important in justice perceptions [28].

Distributive Justice

Distributive justice is the fairness of outcomes an employee receives such as pay and promotions [2]. The distributive justice in organization is in research considered as the perception of fairness one receive, the outcome of distribution of rewards that is in the mind of the people working in a certain organization [29]. The very early literature regarding justice was contributed mostly to distributive Justice and only this was termed for the justice procedure. Employee concern about the fairness of resource distribution (such as promotion, rewards and pay) were thought to be the components of distributive justice and fair distribution [21]. The studies provide evidences of distributional justice as a key element in the enhancement of Organization Citizenship Behavior [6]. Distributive justice is more stable among the organizational justice antecedents [30]. Distributive justice is an extent to which rewards are distributed in an equal and just manner [31]. Distributive justice is a phenomenon of dealing fairly and treating equitably the wealth within the free system of economics [32]. Cultures that are similar often have similar patterns of distribution

of awards, such as an individualist society wherever it is will follow the same trend of rewarding its employees as United states follow individualism, they distribute the rewards on the basis of performance, the one who performs better gets rewarded, and those who do not perform usually get punished, while in collectivistic cultures or societies the rewards are distributed equitably that is that everyone whether performs or underperform gets a share of the reward such phenomenon happens in countries like Mexico, but one thing that need to be kept in mind is that cultures do affect the pattern of distribution, but the cultures are flexible enough to get adapted and let the change come in as far as the distribution of rewards are concerned [33]. Fair distribution of rewards result in positive consequences, if the employees are receiving fair and favorable outcomes they do not bother about the qualities and motives of the supervisor, but if the employees perceive the outcome as unfair they are motivated to judge the attitude of their supervisor with them because in such situations they are concerned whether the management still care about them or not [34]. The perception of distributive justice is affected with the ratings based on pay for performance or recommendations for promotion or salary affected by ratings [35]. The expectations with regard to distributive justice when not met invoke frustration and anger in an employee, the same way if the expectations regarding distributive justice are met will add to the expectations of an employee [36]. When the benefits sharing is flexible the perception of employees regarding distributive justice is enhanced as opposed to the traditional strict benefit plan [37].

Procedural Justice

“Procedural justice describes the fairness of the procedures used in determining employee outcomes” [2]. Studies on fair treatment in Organizations have shifted its stress on the processes of fairness and the perceptions regarding fair treatments. The studies on procedural justice started to develop in the mid of 1970 to early years of 1980 [38]. The second person who contributed towards the extension of Procedural justice was Leventhal, who founded his thoughts and ideas and based it on procedural justice. Leventhal proposed that procedural concerns should be differentiated from the outcome concerns and proposed a set of six justice rules to guide the development of procedural justice theory. These rules are: “(1) consistency: procedures should be consistent across people and over time; (2) bias suppression: procedures should protect against self-interested actions by decision makers; (3) accuracy: procedures should be based on good information; (4) correct ability: the opportunity should exist to modify or reverse decision at various points in the process; (5) representativeness: the procedures should reflect the concerns, values, and outlook of subgroups in the population; and (6) ethicality: the procedures should be compatible with the moral and ethical values of those covered by it” [39]. After this the research has found its path from social psychology to organizational sciences, the field of organizational justice was hence created and has since flourished [40]. A thought process and perception of a person working in any organization should be concerned and is concerned about the fair processes and fair treatment in the decision making of an organization. Procedural justice is defined as “the perceived fairness of process or methods that are used to decide settlements of outcomes” [41]. If you search for the research articles, you are most likely to get bundles and bundles of researches on procedural justice that are on Policing and law enforcement agencies. But the researches clearly leaves a space for other service providing organizations. The balance and fair treatment in decision making procedures that are leading towards the outcome are considered as procedural justice. As previously noted, the early researches were focused on one form of justice that was distributive justice and it

was considered the only form of justice at that time. But in early 1970s the researchers started to realize that the evaluation of an individual was not just affected by the allocation of outcomes they receive but also from the processes and procedures to determine the allocations [42]. And the idea of processes being included in the allocation and distribution of resources like pay and promotion was then termed as Procedural justice. The process control in distribution of resources was perceived as more contributing towards the perception of fairness in organization as compared to the denial or veiling of the process and performing the processes under the table to result in the outcomes of distribution and allocation of resources. “Procedural justice refers to the fairness of procedures underlying the distribution of outcomes” [43]. When compared with the distributive fairness the procedural fairness is less costly and can help an organization get a positive perception at a cost much lesser than the latter form of fairness [4]. Procedural justice shape officer’s satisfaction in an organization [44].

Interactional Justice

“Interactional justice refers to the interpersonal treatment employees receive from decision makers and the adequacy with which the formal decision-making procedures are explained” [1]. There are some scholars who on the basis of their research divide the domain of interactional justice into two separate forms as informational justice and interpersonal justice. Interpersonal justice refers to personal treatment such as politeness, dignity, and respect, while informational justice refers to the explanations provided about why certain procedures were followed [38]. Researchers also argue that if interactional justice is a separate element or is it a part of the procedural justice. People are concerned about the nature of interpersonal treatment they receive from others. Interactional justice emphasize on the person to person treatment regarding the procedures of an organization [45]. A greater impact is caused due to Interactional justice as it affects the perception of wellbeing of employees and affect performance of the organization in a positive way [46]. It is also considered as a best predictor of performance in an organization [47].

Organizational Effectiveness and Criteria for its Measurement

Organizational Effectiveness

Organizational effectiveness is an important aspect for every organization, including educational Institutions as educational institutions are in itself an organization. When effectiveness of an organization is defined its evaluation based on the achievement of the target or lack of achievement comes afterwards [48]. The scholars and researchers of management have made not much efforts on integrating the various strategies of performance enhancement [49]. There are a lot of aspects that leads to the effectiveness of an organization. Employee involvement influence the organizational effectiveness in a positive manner [50]. In the same way as employee involvement positively affect organizational effectiveness leadership also have more or less same kind of effect. Leadership play a vital role in Organizational Effectiveness [51]. Organizational effectiveness is not easy to define as scholars find it difficult to provide a single criteria to measure organizational [48]. After studying and reviewing various studies on effectiveness for almost twenty, Forbes concluded that scholars have shifted their emphasis away from trying to measure effectiveness towards evaluating effectiveness because of the difficulty in pinpointing a single method of measurement for effectiveness. The present study focuses on the educational institutions that provide higher education and have a complex infrastructure to manage. The organizational form of the institutions also need to be measured and improved, and hence the research focuses on Institutions in the form of an organization [52].

Criteria for Measuring Organizational Effectiveness

Scholars have been trying to find out one best way to measure organizational effectiveness but until now there are various methods for measuring the effectiveness of an organization. And the methods to measure Organizational effectiveness vary from organization to organization [53]. In literature there are various models to measure the effectiveness of an organization. Some of the models are (1) Goal Approach (2) The System Resource Approach (3) The Process Approach (4) The Strategic Constituency Approach. Every model with its different attributes is useful to an organization having a specific combination. An analysis of the models depict that there are two main classifications like multivariate and univariate model for effectiveness. In the early researches survival productivity, stability and growth were considered as a criterion for determining organizational effectiveness [54]. Campbell in 1977 then after reviewing various researches has pointed out thirty different criteria for measuring organizational effectiveness. There have been many researchers trying to integrate researches related to Organizational effectiveness but most of the credit goes to [48]. They have provided an integrated model for organizational effectiveness in the form of competing value frame work. They divided it in to following major groups:

1. "Rational goal model measures effectiveness on the basis of achievement of the goal.
2. Open system model refers to the acquisition of scarce resources from the task environment Yutchman & Seashore, adjustment to externally induced changes and the satisfaction of various constituents Cyert [55].
3. Human relations model is based on the criteria of satisfaction and morale of organizational members [20].
4. Internal process model equates effectiveness with the internal health of the organization Argyris, quality of routine procedure Brook et al., and efficiency in the organization" [56].

After grouping secondary debate in to above mentioned dimension, Quinn & Rohrbaugh identified some common points among thirty criteria developed and listed by Campbell and developed following varying sets of competing values: (a) organizational structure value refers to the continuum ranging from control to flexibility; (b) organizational focus ranging from internal to external perspectives; and (c) temporal elements ranging from means to ends. This three dimensional paradigm is known as competing values Framework approach [57].

An Overview of Competing Values Framework Model

The framework of competing value was derived from a study. It was a two stage study in which Quinn & Rohrbaugh devised a group of people who had published papers or had researches in the field of organizational effectiveness. They asked them to evaluate similarities between every possible pair of thirty indices of organizational effectiveness. The outcome of the study was four sets of competing values arranged around three dimensions. The dimensions were 1-organizational focus, 2- organizational structure, 3- Organizational means and ends. Organizational focus emphasizes on the wellbeing and development of an organization that can be internal as well as external wellbeing. Organizational structure focus on the stability, control or flexibility and innovation in any organization. Now the third dimension which is organizational means and ends, it focuses on the important procedures like planning and setting goals or allocation and acquisition of resources [57]. The four theoretical understandings of the organizational system that are, open system model, rational goal model, internal process model and human relations model are all grouped in these values for organizational effectiveness.

These sets of values appear in the model as diagonally opposed e.g. human relations versus rational, internal process versus open systems. The competing values framework is made up of four different quadrants that are distinguished through intersections of two axes. The horizontal axis relates to the focus of the organisations and ranges from internal to external orientation; the vertical axis relates to the organization's structure and ranges from flexible to controlled [58]. And these value represents the earlier stated theoretical models for the understandings of the organizational effectiveness. Considered the competing values model very useful when organisations were unclear of their criteria, or if a change in criteria was to be necessary over a period of time. The competing values model is appropriate for this study as it allowed a variety of dimensions to be utilized to explore organizational effectiveness [56].

Organization Citizenship Behavior

Organizational Citizenship Behavior is one of the main topics that get practitioners and researchers attention and interests [60]. People give importance to Organization Citizenship Behavior because it positively affect many aspects of an organization [10]. The subject of Organizational behavior furnish information and knowledge to the managers regarding the understanding of behaviors of various employees for the purpose of provoking cooperation from them in order to gain the objectives of an organization. Another very contributing factor to increase organizational functioning is organization citizenship behaviour that seems discretionary but has been proven empirically to enhance the objectivity in performance of an organization. It is the kind of cooperation and helpfulness towards others that support the achievements and objectives of an organization in the context of social and psychological behavior [8]. Organization citizenship behavior is referred to as set of behaviors that are not required legally in the work place or are not part of the basic job requirement but the employees do it because they feel good by doing them and the organization flourish with it creating a healthy social environment [61]. In any organization the behaviors that are focused on social wellbeing by individual and are not concerned with any rewards are termed as organization citizenship behavior. To improve organization citizenship behavior enhancing the willingness removing formalities, boarders and increasing mutual interaction and supporting harmony play a very good [62]. Organizational citizenship behavior is the extra efforts put forth by employees without an expectation of rewards from the organization [7]. According to there are five ways to show citizenship behavior in an organization by employees that include: "(1) altruism, which refers to behavior directed toward a specific person with an organizationally relevant task or problem, (2) conscientiousness, which refers to behavior that goes beyond the minimum required level or expectation; it differs from altruism in terms of the dissimilar targets [9]. The targets of conscientiousness could be a group, department, or organization, whereas the targets of altruism are more personal, (3) sportsmanship, which refers to behavior such as tolerating inconvenient situations without complaints, (4) courtesy, which refers to behavior that helps to prevent problems in advance, rather than helping someone who already has a problem, and finally (5) civic virtue, which refers to behavior involving participation in overall organizational issues, such as discussing and speaking up about issues related to an organization".

Organizational Justice and Organization Citizenship Behavior:

The justice perception in the employees within an organization can lead towards innovation and motivation [12]. Different dimensions of Organizational Justice have strong positive relation towards Organization Citizenship Behavior. Organization Citizenship

Behavior and organizational justice are interrelated to each other in an organization [63]. There is a stronger relationship between interactional justice and Organization Citizenship Behavior for organizations that are higher in respect for people and a weaker relationship between distributive and procedural justices and Organization Citizenship Behavior for organizations that are higher in team orientation [64]. Similarly the recent research of demonstrates that Organizational justice influence the Organization Citizenship Behavior in a positive manner [6].

Distributive Justice and Organization Citizenship Behavior:

When the benefits sharing is flexible the perception of employees regarding distributive justice is enhanced as opposed to the traditional strict benefit plan and it bring a positive change in the organization citizenship behavior [37]. The distributive justice done in a flexible manner, increases the Organization citizenship behavior. The phenomenon of Justice is based on the perception of fairness. And perception of fairness with respect to distribution of rewards predict the organization citizenship behavior of the employees in a particular organization [64]. The universities are as much of an Organization as any other Organization is [17]. So Distributive justice in other organizations will have same kind of effects in Higher Educational Institutions as well. Different cultures can influence the relationship of Organizational Justice with Organization Citizenship Behavior in traditionally, geographically and culturally different areas. The distributive justice and Organization citizenship behavior can have variation in its relationship with respect to different cultures. Different cultures can have different effects on the relationship of Distributive justice with Organization Citizenship behavior [65].

Procedural Justice and Organization Citizenship Behavior

In addition to the commitment, and satisfaction Procedural justice support relationships towards organization citizenship behavior, [64]. Procedural Justice does not only provide basis for the satisfaction and commitment of the employees but it also add towards the organization citizenship behavior of the employees. Procedural justice shape officer’s satisfaction in an organization [44]. There are various behaviors that define organization citizenship behavior and Quiet strong relationship have been found between procedural justice and 4 to 5 citizenship behaviors [2]. Just like the Distributive justice Procedural Justice can also have some variation regarding the strength of its relationship to Organization Citizenship Behavior in culturally, traditionally and economically different areas. Cultures can bring about variation in the relationship of Organization citizenship behavior with Procedural justice [65].

Interactional Justice and Organization Citizenship Behavior:

The perception regarding Interactional justice was significantly related to specific activities to an advantage of an organization [66]. Interactional justice cause greater impact on the wellbeing of employees that effect organizational performance positively [44]. Organizational performance automatically defines the intrinsic positivity of behaviors that is Organization citizenship Behavior. Interactional distributive justice as well as its other co antecedents like procedural justice and distributive justice have a relationship with Organization citizenship behavior that changes from culture to culture [65].

Organization Citizenship Behavior and Organizational Effectiveness

The spontaneous demonstration of Organization Citizenship Behavior by employees can not only compensate for the incompleteness of an organizational system design but can

also help achieve organizational goals more effectively [11]. Behaviors do have effect on the performance of an individual [6]. Organization Citizenship Behavior with all its key factors can play a vital role in the effectiveness of an organization. If and only if the managers take care of the equity and fairness in the organization, the performance can improve to a great extent [13].

Organizational Justice and Organizational Effectiveness

For the past thirty years, Human resource managers, researchers and scholars have realized the significant relationship of Organizational justice and Organizational effectiveness. Perception of Justice in organizations can literally motivate the employees towards innovations [4,12]. Motivation and innovation in turn will create a more space for the effectiveness of an Organizations.

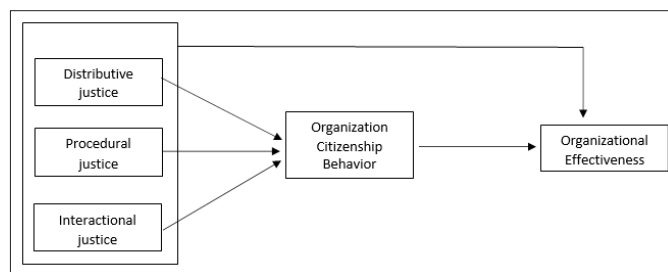
Organization Citizenship Behavior as a Mediator

Organization Citizenship Behavior has hardly been taken as a mediator. But as there are evidences of Organizational justice influencing Organization Citizenship behavior, like, have said that perception of Justice in organizations can lead employees towards motivation for innovation. And the motivation is what make employees put in an extra effort [12]. As said by that organization citizenship behavior in the context of psychological and social behavior can give support to a great [8]. Organizational justice influence the Organization Citizenship Behavior in a positive manner [6]. And the research has also focused on its impacts on organizational effectiveness as have said that people give importance to Organization Citizenship Behavior because it positively affect many aspects of an organization and hence performance of organization over all improves [10]. So as Organization Citizenship Behavior fulfil the requirements of a Mediator between Organizational Justice and Organizational effectiveness, I have taken it as a mediator.

List of Extracted Variables

Independent variables	Mediator	Dependent variables
<ul style="list-style-type: none"> Distributive justice Procedural justice Interactional justice 	Organization citizenship behavior	Organizational Effectiveness

Schematic Diagram of Theoretical Framework



Hypothesis

- H1**= Organizational justice has a significant relationship with Organization Citizenship Behavior
- H1a**= Distributive justice has a significant relationship with Organization citizenship behavior
- H1b**= Procedural Justice has a significant relationship with Organization citizenship behavior
- H1c**= Interactional Justice has a significant relationship with Organization citizenship behavior
- H2**= Organization citizenship Behavior has a significant

relationship with Organizational Effectiveness
H3= Organizational justice has a significant relationship with Organizational Effectiveness
H4= Organization citizenship behavior play a role of mediator between Organizational justice and Organizational effectiveness.

Definitions of the Concept Organizational Justice

And have defined Organizational Justice as the perception of fairness in the work place, that is treatment of employees fairly by their superiors as well as their colleagues and subordinates [1,2].

Distributive Justice

Distributive justice is defined as the fairness outcomes, a person receive in the form of pay and promotion [2].

Procedural Justice

The Procedural justice have been defined by as the fairness of the processes and procedures used in defining employee outcomes [2].

Interactional Justice

“Interactional justice refers to the interpersonal treatment employees receive from decision makers and the adequacy with which the formal decision-making procedures are explained” [1].

Organization Citizenship Behavior

“Organizational citizenship behavior is referred as set of discretionary workplace behaviors that exceed one’s basic job requirements. They are often described as behaviors that go beyond the call of duty” [60].

Altruism

It is the behavior directed toward an individual regarding a relevant problem or task in an organization [60].

Conscientiousness

“It refers to behavior that goes beyond the minimum required level or expectation; it differs from altruism in terms of the dissimilar targets. The targets of conscientiousness could be a group, department, or organization, whereas the targets of altruism are more personal” [60].

Sportsmanship

“It refers to behavior such as tolerating inconvenient situations without complaints” [60].

Courtesy

“It refers to behavior that helps to prevent problems in advance, rather than helping someone who already has a problem” [60].

Civic Virtue

“It refers to behavior involving participation in overall organizational issues, such as discussing and speaking up about issues related to an organization” [60].

Research Methodology Brief

The following chapter contains the methodology adopted for pursuing the research. It gives us an insight about the research approach adopted, the total population, sample technique, sample size and data collection techniques.

Approach

Research approach is an important aspect which guide the research throughout the process. The researchers and scholars have contributed and devised various ways to process the research that include at first division in qualitative and quantitative researches [67]. Our research on the basis of these recommendations is Quantitative in nature. Quantitative research basically deals with the objectivity of the subject rather than subjectivity [68]. Going in the further division the literature provide us three main approaches to conduct a research that are Interpretism, realism, and positivism. The study focuses and utilize the approach of positivism because the study is a descriptive one that will try to analyze and evaluate quantitatively the behaviors of university academic staff. And positivism according to the world is independent of the existence of human beings and facts regarding it can be measured, manipulated and constructed based on the mathematical statistical tools [69].

Population

The total target population of the study consist of academic staff from five different universities of Islamabad selected randomly. As per data provided on Higher education Commission of Pakistan website the Islamabad has almost 18 universities that are recognized [70]. The five universities mentioned below in a table have total population of 1701 teachers in various faculties. Table 1 show the official websites, names and total number of academic staff of the universities under study.

Sr.no	University name	Total number of academic staff	Official Web site
1	International Islamic University Islamabad	548	http://www.iiu.edu.pk/
2	Quaid-e-Azam university	290	http://www.qau.edu.pk/
3	COMSATS Islamabad	560	http://ciit-isb.edu.pk/
4	National University of Modern Languages	175	http://www.numl.edu.pk/
5	National University of Computer and Emerging Sciences (FAST)	128	http://www.nu.edu.pk/
	Total	1701	

Determination of Sample Size

1701 one thousand seven hundred and one is the total target population that is the number of academic staff teaching in five universities mentioned earlier. Determination of sample size is done through the formula of sample determination of finite population by [71]. The formula and its calculation is as follow:

$$S = X^2NP(1-P) \div d^2(N-1) + X^2P(1-P)$$

S = Sample size

X = Z value (e.g. 1.96 for 95% confidence level)

N = Population Size

P = Population Proportion (expressed as 0.5 (50%)-this provides the maximum sample size).

d = Degree of accuracy (5%), expressed as portion (.05); It is margin of error

Calculation

$$\begin{aligned} S &= (1.96)^2 \times 1701 \times 0.5(1-0.5) \div (0.05)^2(1701-1) + (1.96)^2 \times 0.5(1-0.5) \\ &= 3.84 \times 1701 \times 0.25 \div 0.0025 \times 1700 + 3.84 \times 0.25 \\ &= 1632.96 \div 5.21 \\ &= 313.428 \end{aligned}$$

Sampling with Sampling Technique

The technique used for sampling is the multistage random sampling technique having two stages.

Stage 1

The stage 1 consist of identifying five universities out of the total eighteen universities registered and recognized by Higher education Commission of Pakistan. Five universities are selected randomly and the academic staff working in the universities have been identifies as 1701. That is the total population of our study.

Stage 2

The second stage consisted of selection of the respondents from the five universities under study. Total of 313 three hundred and thirteen questionnaires were distributed in different universities randomly. The sample size proposed is almost 18% eighteen percent of the target population

Measuring Instruments

A set of questions devised from three different scales with an addition of some demographic questions and adaptation has been used as a measuring instrument. The demographic questions in questionnaire designed for the study contains education, department, experience designation and gender of the respondents. While three scales for measuring Organizational Justice, Organization citizenship Behavior and Organizational effectiveness have been adapted from scales developed by Moorman, Podsakoff, and Quinn to fit the scope of study [2,72]. Organizational Justice has been measured with its three components such as Distributive, Procedural and interactional Justice through Moorman and it has 18 items in total. Organization Citizenship Behavior having its five components that are altruism, conscientiousness, sportsmanship, courtesy and civic virtue is measured through scale having 20 items [2,73]. While Organizational Effectiveness is evaluated through an adapted scale of Quinn having 24 items. Five point Likert scale that range from 1-5 demonstrating strongly disagree to strongly agree have been used for the measurement of the variables [72].

Data Collection Technique

Secondary Data

The study contain secondary data collected from all the available sources including online sources, newspaper, journals, books etc.

Primary Data

The primary data was obtained through questionnaires based on 5 point Likert scale. The questionnaires were self-administered.

Data Analysis

The data collected was analyzed both in descriptive as well as inferential way. The descriptive analysis has covered reliability analyses, frequencies, measure of central tendency, and correlational analyses. While inferential analyses were executed through proper application of paired sample t tests to evaluate the significance of relations between variables. To measure the mediation we have used Baron & Kenny four step model of mediation [74]. Regression analyses have been run to provide us with the results to inculcate in our studies. The data was analyzed through a software that is Statistical Package for Social Sciences (SPSS) version 22.

Data Presentation and Analysis

The main purpose of this chapter is to statistically analyze the collected data and draw conclusions. The chapter include both the descriptive and inferential analysis. The descriptive statistics cover reliability analysis, frequency distribution, measure of central tendencies and dispersion and correlation analysis. Inferential analysis provides details about hypotheses testing test.

It is pertinent to note that questionnaires were distributed among 313 randomly selected respondents in five universities that are IIUI, NUML, COMSATS, FAST, and QAU however we received 242 questionnaire with response rate of 77.3% with 12.4%female and 87.6% male academic staff.

Reliability Analysis

Reliability Analysis: Cronbach's Alpha

Reliability statistics are the measure of internal consistency in a set of items that are grouped in the questionnaire. Cronbach's alpha is considered to be a measure of reliability of a scale greater the value of Cronbach's alpha greater will be the reliability of the scales. If the value is near 0 the reliability is questionable and if it is near 1 it is considered as reliable [75].

Table 2: Reliability Statistics of the Scales DJ,PJ,IJ,OCB,OE

Variables	Cronbach alpha	Items
Distributive justice	0.865	5
Procedural justice	0.766	7
Interactional justice	0.775	6
Organization citizenship behavior	0.932	20
Organizational effectiveness	0.918	24

Tables 2 is showing Cronbach alpha value for above mentioned variables, which is ranging from .775 to .932. The results indicate that calculated value of Cronbach alpha for distributive, procedural and interactional justice is .865, .776 and .775 respectively whereas the calculated Cronbach alpha value for organizational citizenship behaviour is .932 and for organizational effectiveness it is .918.

Descriptive Statistics Frequency Distribution

Descriptive statistic in the study involve frequency distribution of the demographic questions asked from the correspondents. Demographic questions included gender, education, and department experience. Tables 7 show the demographic profiles of the respondents.

Table 3: Gender of the respondents

Valid	FEMALE	30	12.4	12.4	12.4
	MALE	212	87.6	87.6	100.0
	Total	242	100.0	100.0	

Table 3 shows the gender distribution which illustrate the responses of males to be 87.6% while the responses of females calculated are 12.4%.

Table 4: Departments of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Social sciences	46	19.0	19.0	19.0
	Engineering	64	26.4	26.4	45.4
	Languages and literature	4	1.7	1.7	47.1
	Natural sciences	14	5.8	5.8	52.9
	Economics	8	3.3	3.3	56.2
	Management sciences	104	43.0	43.0	99.2
	Sharia and law	2	.8	.8	100.0
	Total	242	100.0	100.0	

Table 4 shows the response of the respondents in accordance to the faculty they belong to or teach in. 43% of the respondents belonged to the faculty of management sciences that include students from all the related fields of management such as Human resource Management, Marketing, Finance, Entrepreneurship and Project Management, 26.4% of the respondents were from the different disciplines in faculty of engineering including staff members from, electrical engineering, mechanical engineering, electronic engineering and telecommunication engineering, 19% of the respondents belonged to different branches in the faculty of social sciences including Psychology, sociology and anthropology. 5.8% respondents were serving in the faculty of natural sciences such as environmental sciences. 3.3% belonged to the faculty of economics, 1.7% to the faculty of languages and literature while only 0.8% belonged to the faculty related to sharia and law.

Table 5: Experience of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Social sciences	46	19.0	19.0	19.0
	Engineering	64	26.4	26.4	45.4
	Languages and literature	4	1.7	1.7	47.1
	Natural sciences	14	5.8	5.8	52.9
	Economics	8	3.3	3.3	56.2
	Management sciences	104	43.0	43.0	99.2
	Sharia and law	2	.8	.8	100.0
	Total	242	100.0	100.0	

Table 5 provide us with the data related to the teaching experience of the respondents. As per our results experience of the respondents within the range of 1-5 years was 57.8%, faculty members falling under the range of 6-10 years of teaching experience were 16.5%. Members of the teaching staff with experience range between 11-15 years were 8.2 among the respondents. Percentage of respondents having teaching experience of 16-20 years was 14%. Respondents having experience between the ranges of 21-25 years were 2.4% and respondents falling under the experience range of 25-30 were only 0.8%.

Table 6: Qualification of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16 years	36	14.9	14.9	14.9
	18 years	188	77.7	77.7	92.6
	22 years	18	7.4	7.4	100.0
	Total	242	100.0	100.0	

Table 6 depicts the qualification of the respondents teaching in different faculties in different universities. Respondents having qualification up to masters, and graduation level with 16 years of education were 14.9%. Respondents with 18 years of education were 77.7% while the respondents having qualification of 22 years that is doctorate comprised 7.4% of the present data.

Descriptive Statistics: Measure of Central Tendency and Dispersion

Table 7: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
DJ	242	2.00	5.00	3.3884	.82182
PJ	242	2.00	4.57	3.0880	.61160
IJ	242	2.00	4.17	3.1915	.59472
OOJ	242	2.19	4.38	3.2226	.56702
OCB	242	1.20	4.25	3.4471	.64444
OE	242	2.29	4.96	4.3042	.45494

Table 7 shows the descriptive statistics of the variable. Descriptive statistics involve minimum, maximum, mean and standard deviation of the variables calculated from the collected data through questionnaires from different faculty members in different universities.

Table 8: Correlation Analysis

	DJ	PJ	IJ	OJ	OCB	OE
DJ	1					
PJ	.520**	1				
IJ	.510**	.645**	1			
OJ	.848**	.836**	.828**	1		
OCB	.200**	.260**	.137*	.238**	1	
OE	.270**	.137*	.020	.187**	.774**	1

Table 8 show the Pearson Correlation between antecedents of Organizational justice and Organization Citizenship separately, as well as combined effect is also mentioned. The values of correlation between distributive justice, procedural justice, and interactional justice with Organization Citizenship behavior are

0.200, 0.260, and 0.137 respectively. The correlational value between distributive justice and Organization Citizenship behavior explains the moderate correlation between the variables and the correlation is significant at 0.01% confidence interval. Similarly the value of correlation between Procedural Justice and Organization Citizenship Behavior also have a moderate correlation between the variables with confidence interval at 0.01%. The value of correlation between Interactional Justice and Organization Citizenship behavior is slightly low but still effecting positively. The correlation is significant at 0.05% confidence interval. So the relationship as a whole explains the significance correlation of all the three antecedents of Organizational Justice towards Organization Citizenship Behavior.

Table 8 also show the correlation between overall Organizational Justice and Organization Citizenship Behavior that is calculated from the collected data to be 0.238 which prove a significant relationship between the two variables at 0.01% confidence interval.

Table 8 also incorporate the relationship of Overall Organization Citizenship Behavior with Organizational Effectiveness. The Pearson correlation calculated between the variables is 0.774 that show a very high positive significant relationship between the variable at 0.01% confidence interval. That mean a change in one variable will bring a fairly significant change in the other variable.

Table 8 also have calculated correlation for the variables Overall Organizational Justice and Organizational Effectiveness. The value calculated is 0.187 that too is a significant correlational relationship between the two variables.

Hypotheses Testing

H1= Organizational justice is significantly related to Organization Citizenship Behavior

By running simple regression between the organizational justice and Organization citizenship behavior we get the results that are shown in table 9.

Table 9

Dependent variable	Independent variable	R	R ²	df	F value	P value	β	Sig.
OCB	OJ	.238	.057	1 240	14.432	.000	0.238	0.000

From the results given in table 9 we can conclude that model is perfectly fit and explaining 5.7% variation in the outcome variable. The model is also significant as the calculated f value (df 1,240) = 14.432 is significant at 0.000 level. The result further reveals that OJ is significant predictor of OCB as the calculated beta (0.238) is significant as the calculated p value > 0.05 level, hence H1 of the study is substantiated.

H1a= Distributive Justice has A Significant Relationship with Organization Citizenship Behavior.

Running simple regression on the data we get results about distributive justice and organization citizenship behavior in table 10

Table 10

Dependent variable	Independent variable	R	R ²	df	F value	P value	β	Sig.
OCB	DJ	.200	.040	1 240	10.012	0.000	.200	.002

From the results given in table 10 we can conclude that model is perfectly fit and explaining 4% variation in the outcome variable. The model is also significant as the calculated f value (df 1,240) = 10.012 is significant at 0.000 level. The result further reveals that DJ is significant predictor of OCB as the calculated beta (0.200) is significant as the calculated p value > 0.05 level, hence H1a of the study is substantiated.

H1b= Procedural Justice has A Significant Relationship with Organization Citizenship Behavior

To find the significance of relationship between Procedural justice and Organization Citizenship Behavior a linear regression was run by keeping OCB as dependent and Procedural Justice as independent variable.

Table 11

Dependent variable	Independent variable	R	R ²	df	F value	P value	β	Sig.
OCB	PJ	.26	.064	1 240	17.412	0.000	.26	.000

From the results given in table 11 we can conclude that model is perfectly fit and explaining 6.4% variation in the outcome variable. The model is also significant as the calculated f value (df 1,240) = 17.412 is significant at 0.000 level. The result further reveals that PJ is significant predictor of OCB as the calculated beta (0.260) is significant and the calculated p value>0.05 level, hence H1b of the study is substantiated.

H1c= Interactional Justice has A Significant Relationship with Organization Citizenship Behavior

To check the significance of relationship between interactional justice and organization citizenship behavior we run a regression by keeping interactional justice as independent and organization citizenship behavior as a dependent variable and the results are as follows.

Table 12

Dependent variable	Independent variable	R	R ²	df	F value	P value	β	Sig.
OCB	IJ	.137	.019	1 240	4.607	0.000	.137	.033

From the results given in table 12 we can conclude that model is perfectly fit and explaining 1.9% variation in the outcome variable. The model is also significant as the calculated f value (df 1,240) = 4.607 is significant at 0.000 level. The result further reveals that IJ is significant predictor of OCB as the calculated beta (.137) is significant and the calculated p value>0.05 level, hence H1c of the study is substantiated.

H2= Organization citizenship Behavior has A Significant Relationship with Organizational Effectiveness

To check the significance of relationship between Organization citizenship Behavior and Organizational effectiveness, a linear regression was run by keeping Organization citizenship behavior as independent and Organizational Effectiveness as dependent variables. The results are as follows.

Table 13

Dependent variable	Independent variable	R	R ²	df	F value	P value	β	Sig.
OE	OCB	.774	.599	1 240	358.396	0.000	.774	.000

From the results given in table 13 we can conclude that model is perfectly fit and explaining 77.4% variation in the outcome variable. The model is also significant as the calculated f value (df 1,240) = 358.396 is significant at 0.000 level. The result further reveals that OCB is significant predictor of OE as the calculated beta (.774) is significant and the calculated p value>0.05 level, hence H2 of the study is substantiated.

H3= Overall Organizational Justice has A Significant Relationship with Organizational Effectiveness

To check the significance of relationship between organizational justice and organizational effectiveness we run a linear regression by keeping Organizational Justice as independent and Organizational Effectiveness as independent variable. The results are as follow.

Dependent variable	Independent variable	R	R ²	df	F value	P value	β	Sig.
OE	OJ	.187	.035	1 240	8.691	0.000	.187	.000

From the results given in table 14 we can conclude that model is perfectly fit and explaining 18.7% variation in the outcome variable. The model is also significant as the calculated f value (df 1,240) = 8.691 is significant at 0.000 level. The result further reveals that OJ is significant predictor of OE as the calculated beta (.187) is significant and the calculated p value>0.05 level, hence H3 of the study is substantiated.

H4 = OCB Play the Role of Mediator between Organizational Justice and Organizational Effectiveness:

Mediation analysis are analysis in which we assume that the effect of an independent variable is mediated through a process of mediating variable. In other words in mediational hypothesis the mediator is the intervening or process variable. We used Baron and Kenny 1986 four step model to determine the role of mediation.

Table 15: Summary of Mediation Analysis

Steps	Description	B	R ²	AR ²	Sig.
1	OJ OE	.187	.035	.031	.004
2	OJ OCB	.238	.057	.053	.000
3	OCB →OE	.774	.599	.597	.000
4	OJ→OCB→OE	.003	.599	.596	.000

Table above is showing results of regression analysis. From the results we can observe that all the variables (organizational justice, organizational citizenship behaviour and organizational effectiveness) are significantly positively correlated with each other. R² is indicating variation caused by variable in the dependent variables. In our case the highest R² =.599 which is between organizational citizenship behaviour and organizational effectiveness. Furthermore from the results we can see that organizational citizenship behaviour is fully mediate the relationship between organizational justice and organizational effectiveness because the relationship become insignificant after the inclusion of mediating variable in the analysis.

Discussion and Conclusion

Chapter Brief

The chapter include a conclusive touch to the study and discuss the logical conclusions drawn from results.

Discussion

The research was carried out to give an insight into the educational institutions of Pakistan. The researchers over the decades have applied the management theories on a number of manufacturing and service providing organizations. The researchers in the west have contributed towards the researches in education sector and hence have improved the quality and capacity of their educational institutions. Educational institutions also function like an organization as it has a lot in common with respect to administration [70].

The problem with our researches is that they are focused more on the organizations and less on the institutions hence affecting the stability and stature of the institutions [75]. The present research is based on investigation of Organizational Justice relationship to Organizational Effectiveness with mediating role of Organization Citizenship Behavior. Organizational Justice significantly affect the Organization Citizenship behavior in any organization and Organization Citizenship behavior ultimately results in the effectiveness of an Organization. Let’s discuss them one by one [6,13].

Organizational Justice and Organizational Effectiveness

The support for this has been drawn from Adam’s equity theory and the theory of Justice judgmental model by Leventhal. According to this model, people evaluate allocation criteria used by decision-makers established on a situation, in effect proactively engaging several norms of justice like equality, equity and needs [39]. Many scholars have given their research based opinion about the Organizational justice leading towards the effectiveness of an organization. Organizational justice contributes and led forward to the satisfaction of employees [27]. Perception of Justice in organizations can lead employees towards

motivation for innovation [12]. Even though procedural justice has gained comparatively more popularity due to an ability to predict different out comes but both distributive and procedural aspects of the organizational justice are considered important in justice perceptions [28]. All of these justice variables explain the effectiveness of an organization in their own capacity. Our research has found that Organization Justice fairly predict the Organizational effectiveness as it can be seen in chapter 4 that both the variables are fairly related and Organizational Justice being a very well predictor of the Organizational effectiveness.

Organizational Justice and Organization Citizenship Behavior

Social Exchange theory of George Homan explains the relationship of Organizational Justice and Organization Citizenship Behavior. Many scientists have repeatedly proved and approved the contribution of Chester Bernard regarding the relationship of Organizational Justice and Organization Citizenship behavior. The justice perception in the employees within an organization can lead towards energy and motivation to support and help their colleagues and subordinates [12]. Similarly the recent research of demonstrates that Organizational justice influence the Organization Citizenship Behavior in a positive manner [6].

Our research supports the theory and relationships between Organizational Justice and Organization Citizenship Behavior are quiet significant that explains that Organizational Justice in the higher education Institutions can lead towards the Organization Citizenship Behavior of the employees.

Organizational Citizenship behavior and Organizational Effectiveness

Social system theory of management presented by Chester Barnard explains the relationship of Organization Citizenship behavior with Organizational Effectiveness. Many scholars have time and again proved the theory with their researches. The spontaneous demonstration of Organization Citizenship Behavior by employees can not only compensate for the incompleteness of an organizational system design but can also help achieve organizational goals more effectively. Have explained how fairly the organization citizenship behavior contributes towards the effectiveness of an organization [11,13].

Our research has found that their exists a very strong relationship between the Organization Citizenship Behavior and Organizational effectiveness. Organization Citizenship Behavior have been found an excellent predictor of the Organizational Effectiveness in the context of Pakistani Higher Education Institutions.

Organizational Citizenship behavior as Mediator between Organizational Justice and Organizational Effectiveness

By combining all the earlier stated theories we can formulate a

theory of Organization Citizenship Behavior being the mediator between Organizational Justice and Organizational Effectiveness. Researchers have made their studies on the very model in Korea on hospitals and they have found it to be a fair mediator.

Our research suggests that Organization Citizenship Behavior play a role of a mediator between Organizational Justice and Organizational Effectiveness in the context of Higher Education Institutions of Pakistan.

Conclusions

The study revolved mainly around the hypotheses drawn from the study of former researchers and theories presented in the past that explained the relationship between the variables. That are Organizational Justice, Organization Citizenship Behavior and Organizational Effectiveness. Implementing the studies in context of Pakistan had results approve former theories and researches by the scholars. Hypotheses based on the theories such as Adam's equity theory, Justice Judgmental Model of Leventhal, Social exchange theory of George Homans, and the theory of Social system of management presented by Chester Bernard were all substantiated. By combining all the theories we can suggest to formulate a theory of Organization Citizenship Behavior being mediator between the organizational Justice and Organizational effectiveness.

Implications of the Study

The study is important in many ways such as the study investigated the implications of earlier researches in a new dimension regarding universities of Pakistan. It is a common belief that People of the developed countries have different attitudes, and people who belong to the country of underdeveloped processes in institution and in every other field have different attitudes. But our study proves vice versa of the myth and shows results that are almost in accordance to what researchers have got in the developed countries.

Theoretical Implications

The study contribute towards the theory as the theories presented are testified in the present case scenario. Different regions can have different cultures and different cultures can have different results for the same kind of variables, but in our case that is the academic staff of higher education institution, the behavior is unaffected by cultures. A relationship can be fairly changed in different situations in different cultures and environment due to the traditional, religious, or social bindings of a particular region.

Practical Implications

Practically the research shows a way forward, and tell us as to focus on the ignored areas of our research. As contribution of Organizational Justice is observed promoting Organization citizenship behavior and then organization citizenship behavior contributing towards Organizational effectiveness shows that Organizational Justice need to be provided and encouraged at every stage in our academic life.

Limitations of the Study

As the study covered all research questions framed in the beginning and all the objectives of the research have subsequently been achieved, but there are still some limitations that need to be described to help the researchers in future.

First the study had involved respondents from a single sector and that is Higher Educational Institutions, the Institutions included are all situated and function in the Capital territory Islamabad.

Though Higher Educational Institution is a two tire system having administration functioning separately and Academic Staff functioning separately. The focus of this study was only Academic staff. Both parts have separate functions to perform.

The sample collection had a basic limitation that involved the low response rate of the female respondents as well as hesitation from my side to approach female respondents due to which the ratio is not evenly expressed in the research.

Future Directions

The study can be replicated to include more institutions from different parts of Pakistan. In addition to this the view point of more females can contribute towards the study. The future researchers can also add the administrative staff, can have comparative analysis between academic staff and administrative staff within the universities. The questions can be framed as to get a perception regarding the variables discussed in the study.

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