

## Procedural Justice and Workers' Prosocial Behaviour of Selected Deposit Money Banks in Abia State

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**Abstract:** *This study sought to identify the relationship between procedural justice and prosocial behaviour of deposit money banks in Abia State, Nigeria. This study employed cross-sectional research survey design. Target universe for this study consists of deposit money banks in Abia State. A total of ten (10) deposit money banks were selected using simple random sampling. A total population of 230 workers was surveyed. Sample size is 144 using Krejcie and Morgan (1970) sample size determination. Questionnaire served as method of data collection. 128 copies were retrieved and used for data analysis. Face validity was used to ascertain the validity of the instrument. Reliability of the instruments was tested using the cronbach alpha test. Spearman's Rank Order Correlation Coefficient (rho) was employed as a statistical tool. Result of this study shows that procedural justice has a positive significant relationship with prosocial behaviour of deposit money banks. The study concluded that procedural justice measured in terms of consistency, impartial and accuracy enhances workers' prosocial behaviour of deposit money banks. The study recommended that bank managers should employ procedural justice in their workplace to enhance workers prosocial behaviour.*

**Key words:** *procedural justice, prosocial behaviour, altruism, sportsmanship, civic virtue, accuracy, consistency, impartial.*

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### INTRODUCTION

Organisation is a system that is composed of people having different functions to achieve a predetermined goal (Robbins, Judge and Sanghi, 2009). Thus, these groups of people have come to contribute to the wellbeing of the organization quite apart from fulfilling their own interest. It becomes necessary for organisational leaders to acknowledge the importance of their workers that carry the objectives of the organization as though it is their own. When these workers have been recognized by a way of compensation for a job well done, they will go extra mile to exhibit prosocial behaviour which ordinarily they wouldn't do. Prosocial behaviour is a discretionary behaviour that employees' display to enhance performance as well as to justify their loyalty to the organization. Most prosocial behaviours are as a result of the procedural justice that organisational leader displayed while administering the functions of management in all the departments. During promotion for instance, managers who chose to select workers that they feel should be promoted instead of carrying out performance appraisal to ascertain the performances of each employee has violated the rule of procedural justice. This is because such manager did

not follow the procedure for promoting workers that are performing rather the manager adopted a non-managerial approach which in the long run will lead to high turnover in the workplace.

However, workers' prosocial behaviour has contributed so much to the growth and development of both service and production organizations. Eketu and Edeh (2015) assert that employees can exhibit extra-role behavior only when managers develop their social intelligence so that they can be able to get along well with their employees and make them cooperate willfully. Worker's prosocial behaviour enhances teamwork in the workplace which leads to organisational effectiveness (Pearce and Herbig, 2004). A discretionary behaviour in the workplace by employees is a strategy for overcoming competition amongst industry rivals (Somech and Zahavy, 2000). Robbins, Judge and Sanghi (2009) contended that workers' prosocial behaviour brings about organisational innovativeness, creativity and knowledge sharing. Employees' prosocial behaviour is positively associated with motivation, job satisfaction and opportunity for career growth (Robbins, Judge and Sanghi, 2009). Firms' that promotes procedural justice in every aspect of the organization is positioned to enhance their worker's prosocial behaviour which is what most good organisational leaders are looking forward to.

Drawing from the arguments, this study sought to identify the relationship between procedural justice and workers' prosocial behaviour of selected deposit money banks in Abia State.

#### **Aim and Objectives of the study**

The aim of this study is to identify the association between procedural justice and workers' prosocial behaviour of selected deposit money banks in Abia State. Specifically, the objective of the study is to;

1. identify the relationship between consistency and altruism selected deposit money banks in Abia State
2. ascertain the relationship between impartial and sportsmanship selected deposit money banks in Abia State
3. examine the relationship between accuracy and civic virtue selected deposit money banks in Abia State

#### **Research Hypotheses**

The following hypotheses were formulated from the specific objectives

*HO1: Consistency does not have significant relationship with altruism selected deposit money banks in Abia State*

*HO2: Impartial does not have significant relationship with sportsmanship selected deposit money banks in Abia State*

*HO3: Accuracy does not have significant relationship with civic virtue selected deposit money banks in Abia State*

## **REVIEW OF RELATED LITERATURE**

### **The concept of procedural justice**

Procedural justice is the view of equity in relations to rules and regulations applied in the process of rewarding or punishing workers in the workplace (Neetu, Philip and Rajender, 2011).

Procedural justice is all about fairness and transparency employed in decision making for allocation of resources or in resolving disputes (Saima and Usman, n.d; Cropanzano and Schminke, 2001). Robbins, Judge and Sanghi (2009) elucidate that procedural justice is the equity applied in the distribution of rewards. They also assert that procedural justice has two key fundamental elements; process and explanation. Process control is the privilege to present one's perception about desired rewards to decision-makers while explanation refers to clear reasons giving by managers for the rewards that management gives to another worker (Robbins, Judge and Sanghi, 2009). For Jones and George (2006), procedural justice represents how managers use their procedure to determine how to distribute outcomes to organisational members. Procedural justice refers to the process that employees perceived as being equitable during distribution of rewards (Folger and Cropanzano, 1998; Greenberg, 1990; Cohen-Charash and Spector, 2001). Neetu, Philip and Rajender (2011) accentuates that these processes are performance, promotion, performance appraisal, compensation and distribution of other organizational opportunities. Folger and Cropanzano (1989) argued that if the procedures that lead to the unwanted outcomes are considered unfair in the workplace employees will be more promising to respond destructively. The existence of procedural justice can be seen when managers carryout performance appraisal quite apart from taking into consideration any environmental turbulences to high performance that is above subordinates' control such as inadequate supplies of raw materials, breakdowns of machineries, or dwindling customer demand for a new product; and ignorance of irrelevant personal demographics like the employee's age or ethnicity (Jones and George, 2006).

However, the following empirical researches on procedural justice have been examined by different scholars around the globe. Zapata-Phelan, Colquitt, Scott and Livingston (2008) investigated the influence of procedural justice and interactional justice on task performance. Result of their study revealed that procedural justice is associated with self-reported and free-choice indicators of intrinsic motivation. Saima and Usman (n.d) carried out a research on procedural justice and organizational performance. Results of their study show that procedural justice has a significant relationship between job satisfaction, commitment as well as turnover intention. Ghulam et al. (2011) examined the effect of both distributive and procedural justice on the commitment of employees' in Pakistan. Results of their study revealed that procedural and distributive justice was found to be associated with employees' commitment. Secondly, procedural justice was found to have a stronger effect on employee commitment. Song et al. (2012) identified the effect of organizational procedural justice as well as transformational leadership on employees' prosocial behaviours in Korean for profit business firms. Results of their study show that procedural justice has a positive association with transformational leadership as well as employees' prosocial behaviors. Secondly, they found that transformational leadership has a positive association with employees' prosocial behaviours. Ali and Yunus (2013) investigated the effects of distributive justice, procedural justice as well as organizational trust on affective commitment. Results of their study show that employees' affective commitment has a positive and significant association with distributive justice, procedural justice and organizational trust.

### **Indicators of procedural justice**

Indicators of procedural justice as established by Cropanzano, Bowen and Gilliland (2007) include consistency, impartial, accuracy, representation of all concerned, correction as well as ethics.

**Consistency:** This refers to a situation where all members of the organisation are treated the same all the time (Cropanzano, Bowen and Gilliland, 2007). Noe et al. (2003) accentuates that procedures should be in harmony from one person to another, and the manager applying them should prevent any personal bias.

**Lack of bias or Impartial:** Managers should ensure that no individual or group is singled out for discrimination, harassment or maltreatment (Cropanzano, Bowen and Gilliland (2007).

**Accuracy:** Decisions are based on accurate information (Cropanzano, Bowen and Gilliland, 2007). For Noe et al. (2003), every series of action should always be based on precise information, not hearsay or lie.

**Representation of all concerned:** Appropriate stakeholders have input into a decision (Cropanzano, Bowen and Gilliland, 2007). The procedure should also take into consideration the concerns of all members that are affected; e.g. through assembling of reliable information from employees, customers, and other managers (Noe et al. 2003).

**Correction:** There is a formal process or other mechanism for fixing mistakes (Cropanzano, Bowen and Gilliland, 2007). Noe et al. (2003) on their own submission argue that the system should also have channels that can be used to correct anomalies e.g. mediums for appealing a decision or correcting mistakes.

**Ethics:** Norms of professional conduct are not violated (Cropanzano, Bowen and Gilliland, 2007). Noe et al. (2003) in their own contribution asserts that, the procedure should be compatible with existing ethical standards like concerns for privacy and honesty.

### **The concept of worker's prosocial behaviour**

The concept of prosocial behaviour was formerly known as organisational citizenship behaviour (Organ, 1988). Organ (1988) perceived workplace citizenship behaviour as a discretionary behaviour that is not part of the workplace's obligation but in all it will promote the effectiveness of the firm. Several authors have examined this discretionary behaviour using different semantics such as organizational spontaneity (George and Jones, 1997). Other scholars perceived it as extra-role behaviour (Van Dyne, Cummings and McLean Parks,1995). Brief and Motowildo (1986) viewed it as prosocial organisational behaviour. Thus, workers' prosocial behaviour is a voluntary behaviour that is geared towards promoting organisational effectiveness. It is also optional behaviour aimed at contributing to achieve firms' objective by its employees'. Workers' that engages in this type of behaviour do so because of their emotional connection with the organization. Such workers always want to help their fellow colleagues or group in as much as the activities will bring positive outcome. Prosocial behaviour does not in any way attract a reward from the management but those that display such behaviour do so because of their belief

system. Discretionary work behaviour brings orderliness and creates a positive atmosphere for friendship amongst employees' in the workplace.

### **Indicators of prosocial behaviour**

The dimensions or indicators of prosocial behaviour was derived from Organ's (1988) five dimensional classifications; altruism, civic virtue, conscientiousness, courtesy and sportsmanship. In this study, only three indicators will be used. These are altruism, sportsmanship and civic virtue.

**Altruism:** This is the ability to assist or help one another in the workplace. It is also known as a helping behaviour. An employee can help his/her colleague that is not competent in some challenging situations. This type of help is to avoid organisational collapse, thus it is necessary to exhibit this type of behaviour just save the face of the organization. Altruistic behaviour has contributed to the success and prosperity of financial institutions such as deposit money banks. A teller who needed a copy of customer identity card can be assisted by a colleague instead of the bank teller to leave his/her position. This will save time to serve customers that waiting for their turn.

**Sportsmanship:** This refers to the ability of not complaining in the workplace. Sportsmanship is the spirit of quietness and calmness irrespective of whatever happens in the workplace. Workers' that are prone to complaining sometimes don't do well compared to those who can tolerate issues in the workplace. Take for instance; some customers can be aggressive in the banking halls just because services are delayed maybe as result of networks from the bank head offices and so on. An employee that is attending to such customer must learn to tolerate the situation at hand by either not exchanging words with the customer or using words that will calm the emotions of the customer to a bearable extent.

**Civic virtue:** This is when employees or subordinates participate in organisational activities such as decision-making by making reasonable contributions that will move the organization forward. Civic virtue can also be viewed as belongingness to organisational philosophies by the employees. Workers' that engages in the political life of the organization tends to be giving leadership position in the future. This is because, succession is necessary for organisational continuity. In the banking sector for instance, there are employees' that always want to be part of what is going on in the workplace by making suggestions on the way forward. Such employees are the one that is being nominated by their colleagues in any issue that has to do with workers and management.

### **Procedural justice and Workers' Prosocial Behaviour**

In every workplace, there are laid down rules and regulations on how things should be done to avoid intimidation, harassment and other forms of uncivil behaviours. Thus, the display of procedural justice in the banking industry will go a long way to foster unity, esprit de corps, cohesiveness and harmony in the workplace. When a manager assigns jobs to employees equally, there will be effectiveness and increase in productivity but when there is unequal assignment of task to the employees, then the employee whose workload is larger will not be diligent, committed and will not display a prosocial behaviour. However, if a manager measures workload

equal to each and every worker, those employees will perceive themselves as members of the organization thereby participating in the politics of the workplace which in turn will make them to exhibit prosocial work behaviour.

Employees that complain in the workplace are as a result of maltreatment or the failure of leadership. Sportsmanship behaviour can only be seen in the workplace especially in the banking industry when an employee is said to have receive accurate and timely instruction from the superior. Perhaps when there is consistency in the procedure of work schedules and other associated approaches to work. When there is consistency of work procedures, employees will altruistically comply with organisational objectives. On the other hand, if the manager is partial or bias in terms of the procedure of judgment or work schedules, workers who have been offended are likely to complain in the workplace and this does not represent a good reputation of a meaningful organization. But when there is no bias in the allocation of workloads, employees will exhibit sportsmanship in the workplace. Lastly, manager's intelligence on accuracy of information will influence civic virtue of employees. When a manager is accurate in information handling employees will feel free to make inputs or participative in decision-making that will take the organization to the next level.

### **Empirical Review**

Procedural justice and prosocial behaviour have been empirically examined across various industries with their findings. Dogan (2008) explored the association between employees' procedural justice and their intentions to remain. Dogan's result shows that procedural justice has positive association with intention to stay. Adel, Freyedon, Saman and Maryam (2011) examined the effects of organizational socialization on organizational citizenship behavior. Result of their study revealed a significant association between organizational socialization and organizational citizenship. Mohammad, Ali, Javad and Keramat (2015) examined the role of organizational citizenship behavior in promoting knowledge sharing. Result of their study revealed that correlations between knowledge sharing and organizational citizenship behavior indicators were significant.

Ghulam, Ikramullah, Khurram, Muhammad and Nadeem (2011) investigated the effect of distributive justice and procedural justice on the commitment employees. Their finding revealed that procedural justice and distributive justice has positive and significant association with employees' commitment. Saima and Usman (n.d) examined procedural justice and organizational performance. Result of their study indicates that procedural justice has a positive association with employees' job satisfaction, employees' turnover intentions and organizational commitment. Finally, Zapata-Phelan et al. (2008) investigated the effect of procedural justice, interactional justice on task performance. Their result revealed that procedural justice was found to be associated with self-reported and free-choice dimensions of intrinsic motivation.

### **RESEARCH METHODOLOGY**

The study employed cross sectional research survey design. This method was chosen because it is basically dependent on questionnaires and interview as a method of data collection. Target population for this study consists of all deposit money banks in Abia State. A total of ten (10) deposit money banks were selected using simple random sampling. A total population of 230

workers was surveyed. Sample size is 144 using Krejcie and Morgan (1970) sample size determination. Questionnaire served as method of data collection. 128 copies were retrieved and used for data analysis. Face validity was used to ascertain the validity of the instrument. Reliability of the instruments was tested using the Cronbach Alpha test. Dimensions of procedural justice were measured with 5-items on a five point Likert scale ranging from 5=*Great extent*; 4=*Moderate extent*; 3=*Considerate extent*; 2=*Slightly extent*; 1=*Not at all*. The researchers made use of Spearman's Rank Order Correlation Coefficient to analyse the hypotheses in order to affirm the relationship between procedural justice and workers' prosocial behavior.

**ANALYSIS OF DATA**

Frequency was used for the univariate analysis as follows; 98 respondents representing 77% were males, 30 respondents representing 23% were females. 15 respondents representing 12% were between 25-35 years; 95 respondents' representing 12% were between 35-45 years; 18 respondents' representing 14% were between 45 and above. 8 respondents' representing 6% were holders of WAEC/NECO certificates; 102 respondents' representing 80% were holders of B.Sc/B.A. degrees; 12 respondents' representing 9% were holders of MBA degrees; and 6 respondents' representing 5% were holders of other certificates.

Table 1: Bivariate analysis between consistency and altruism

altruism	consistency			
.812**	1.000	Correlation Coefficient	consistency	Spearman's rho
.000	.	Sig. (2-tailed)		
128	128	N		
1.000	.812**	Correlation Coefficient	Altruism	
.	.000	Sig. (2-tailed)		
128	128	N		

\*\*. Correlation is significant at the 0.05 level (2-tailed).

**Decision:** Since  $p < 0.05$ , null hypothesis is hereby rejected and alternate hypothesis accepted. Therefore, consistency has a positive significant relationship with altruism.

Table 2: Bivariate analysis between impartial and sportsmanship

Sportsmanship	impartial			
ip	impartial			
.787**	1.000	Correlation Coefficient	impartial	Spearman's Rho
.002	.	Sig. (2-tailed)		
128	128	N		
1.000	.787**	Correlation Coefficient	Sportsmanship	
.	.002	Sig. (2-tailed)	p	
128	128	N		

\*\*. Correlation is significant at the 0.05 level (2-tailed).

**Decision:** Since  $p < 0.05$ , null hypothesis is hereby reject and alternate hypothesis accepted. Hence, impartial has a positive significant relationship with sportsmanship.

Table 3: Bivariate analysis between accuracy and civic virtue

Civic virtue	Accuracy			
.735**	1.000	Correlation Coefficient	Accuracy	Spearman's Rho
.000	.	Sig. (2-tailed)		
128	128	N		
1.000	.735**	Correlation Coefficient	Civic virtue	
.	.000	Sig. (2-tailed)		
128	128	N		

\*\* . Correlation is significant at the 0.05 level (2-tailed).

**Decision:**  $p < 0.05$ ; null hypothesis will be rejected and alternate hypothesis accepted. Thus, accuracy has a positive significant relationship with civic virtue.

**Result of Findings**

Based on the above bivariate analyses, the following findings were drawn.

- 1) Consistency has a positive significant relationship with altruism. This implies that; as bank managers are consistent with procedural justice, workers helping behaviour will increase also.
- 2) Impartial has a positive significant relationship with sportsmanship. This means that as impartiality increases, sportsmanship will increase in the workplace.
- 3) Accuracy has a positive significant relationship with civic virtue. This implies that as accuracy of information increases, civic virtue also increases in the banking industry.

**DISCUSSION OF FINDINGS**

Based on the findings above, the following discussion of findings was drawn. Consistency was found to have a positive significant relationship with altruism. This is in line with Dogan (2008). Dogan’s finding indicates that employees’ procedural justice perception has a positive association with intention to stay. Secondly, impartial has a positive significant relationship with sportsmanship. This corresponds with the finding of Mohammad, Ali, Javad and Keramat (2015). Their finding revealed that knowledge sharing and organizational citizenship behavior dimensions were positively associated. Lastly, accuracy has a positive significant relationship with civic virtue. This is in agreement with Saima and Usman (n.d). Their finding revealed that procedural justice is positively associated with employees’ job satisfaction, turnover intentions and organizational commitment.

**CONCLUSION**

Based on the findings, the study concluded that procedural justice measured in terms of consistency, impartial and accuracy enhances workers’ prosocial behaviour of deposit money banks.

**RECOMMENDATIONS**

Drawing from the conclusion, the following recommendations were made.



- 1) Bank managers should employ procedural justice in their workplace to enhance workers prosocial behaviour.
- 2) Financial institutions should follow consistent procedure to treat every employees equal to enhance their discretionary behaviour
- 3) Private and government agencies should always follow dues process and fairness when it comes to allocation of resources to different departments

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