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The Impact of Generational Perceptions of Interactional Justice on Workplace Citizenship Behavior

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The Impact of Generational Perceptions of Interactional Justice on Workplace Citizenship Behavior

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Ronald M. Johnson, University of Pittsburgh

Abstract: This study is rooted in the concepts of social exchange theory and psychological contracts. It seeks to determine: (i) the effect of interactional justice on organizational citizenship behavior and (ii) if there is a generational impact on the effect of interactional justice on the dimensions of organizational citizenship behavior. The results show that interactional justice influences organizational behavior for the dimensions of altruism, conscientiousness, courtesy and civic virtue. There was also support for a generational relationship. Contrary to the hypothesized relationship, it was found that the connection between interactional justice and organizational citizenship behavior was stronger for members of Gen X, as compared to the Millennial generation.

INTRODUCTION

This research concerns members of the workforce who belong to different generational cohorts. The generational theorist Mannheim (1952) purported that a generation consists of a cohort of a populace who shared the experience of similar noteworthy events during their early years, within a particular period of time. The workforce in the United States is comprised of employees who belong to four different generations. Namely, the Silent Generation whose members were born between 1925 to 1945, the Baby Boomers who were born between 1946 and 1964, Generation X who were born between 1965 and 1981, and Millennials also known as GenMe, Gen Y, nGen and iGen who were born between 1982 and 1999 (Twenge, Campbell, Hoffman, & Lance, 2010). According to the U.S. Department of Labor Bureau of Labor Statistics (BLS), Millennials, followed by Gen X, are now the largest pool of people in the job market today. This, coupled with the expected surge of Baby Boomer retirees, justifies the importance of attracting and retaining Gen X and Millennial employees. For the purpose of this research, two generations will be examined; Generation X (Gen X) and Millennials.

It has been documented that generational differences exist with respect to personality, work attitudes and work behavior (Twenge & Campbell, 2008). Therefore, it is logical to ask, do members of the different generations have different cognitive assessments of whether they are treated fairly in the workplace? Also, does their perception of fair treatment result in their performance of extra role behaviors in the workplace? The unique life experiences of being born in the different generations have lent a hand in shaping the beliefs and behaviors of many employees in the workforce.

For example, employees who belong to Gen X experienced their formative years when economic instability was high, ethical violations created scandals in prominent organizations and the world was faced with the advent of AIDS. Many of these employees were the children of parents who were faced with job loss and job insecurity and therefore they adapted by learning to be independent, confident and prefer autonomy. Members of Gen X often display low organizational loyalty while simultaneously remaining loyal to their job and coworkers hence they often switch organizations without feelings of guilt (Neil, 2010).

Millennials were born into a society in which technology and globalization were at the forefront (Shragay & Tziner, 2011). They grew up in an age of instant news, social media, and being virtually connected at all times. Their parents showered them with a lot of attention and opportunity which they themselves did not enjoy as children. Millennial children were encouraged to work hard, achieve and to take advantage of

opportunities. Millennial employees are people oriented and tend to be very comfortable with working in groups. They value opportunities for professional development and continued learning (Gong, Greenwood, Hoyte, Ramkissoon, & He, 2016). Millennial employees desire structure, mentoring, feedback, and managerial support from their superiors (Shragay & Tziner, 2011). They are technologically inclined, creative, and prone to volunteering at work (Leyden, Teixeira, & Greenberg, 2007).

Companies are aware of the need to understand what motivates their employees; especially those who belong to the Gen X and Millennial cohorts since they are the future of the organizations. The perpetual need for increased performance at a low cost to the organization has prompted organizations to look for ways in which their employees can be motivated or encouraged to perform beyond the confines of their formal job responsibilities in order to increase efficiency and productivity. This study looks at the potential use of social interactions in the form of interactional justice as a way of encouraging helping behaviors in the form of organizational citizenship behavior (OCB). If social interactions are found to be good predictors of OCB in either or both Gen X and Millennial cohorts, managers can use this knowledge as an advantage. Increased interactional justice can be used to boost work relations as well as work performance at an individual and by extension, an organizational level, at minimal or no cost to the organization.

INTERACTIONAL JUSTICE AND OCB

Interactional justice is the facet of organizational justice which deals with the “the nature of the interpersonal treatment received from others, especially key organizational authorities” (Greenberg, & Colquitt, 2005, p.5). There are two main components of interactional justice: interpersonal and informational justice. Interpersonal justice is characterized by the extent of respect and courtesy displayed by supervisors or coworkers who implement procedures. In other, words it deals with the fairness of social interactions in the workplace. Informational justice is focused on the reasons behind the allocation of particular outcomes or why policies or procedures were executed in a particular fashion (Lind & Tyler, 1988).

It stands to reason that employees who perceive high quality interactions in the workplace would be more apt to reciprocate by performing acts which go above and beyond that which is written in the formal job contract (Ramkissoon, 2016). These behaviors are referred to as organizational citizenship behavior (OCB). OCB refers to “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization” (Organ, Podsakoff, & Mac Kenzie, 2006, p.3). The helping behaviors of OCB can be categorized into 5 dimensions: altruism, conscientiousness, courtesy, civic virtue and sportsmanship (Organ, 1988). It has been documented that “organizational citizenship behavior varies positively with the extent to which a person believes that fairness has been obtained in his or her relationship with the organization” (Organ, 1988, p. 61). While the effect of fairness in the forms of distributive justice and procedural justice has been well documented, the same cannot be said for the influence of interactional justice on OCB (Abu Elanain, 2010; Cohen-Charash & Spector, 2001).

The relationship between interactional justice and organizational citizenship behavior may be explained by social exchange theory (Blau, 1964). The premise of social exchange theory is that employees who perceive that they are the recipients of valuable outcomes by their manager or organization will reciprocate this gesture at some point in the future. They do this in order to sustain the relationship which benefits both themselves and their manager or organization. These exchanges can be either economic or social. Social exchanges, encourage reciprocated behavior which is based on a psychological contract, with reciprocation being left up to the discretion of the employees (Niehoff & Moorman, 1993).

The nature of social exchanges allows them to be excluded from a formal contract and therefore leaves room for employees to use their discretion to reciprocate in an extra-role manner. If employees view their supervisor-employee interactions with their supervisor as one of a social contract they may be moved to perform certain behaviors based on whether they feel that their communication or interaction with their managers is of a high quality. Thus, it can be hypothesized that there is a positive relationship between interactional justice and OCB.

H1: Interactional justice is positively related to the dimensions of OCB.

If this argument is taken further with Gen X employees who are known to be low in organizational loyalty, while being loyal to coworkers, (Neil, 2010) it makes sense to think that if they perceive their supervisor-employee interaction as one of high quality they may be prone to exhibiting OCBs. On the other hand, Millennials who are known for wanting opportunities for advancement, feedback, and guidance from their managers may have a high appreciation for the quality of interaction they have with their supervisors and may be highly prone to reciprocate with acts of OCB. Since Millennial employees are less concerned about monetary compensation (Twenge et al., 2010), are more social, are more comfortable with teamwork, and tend to place value on doing a job that they love, they might also be more motivated to help others at work cite. Therefore, it can be hypothesized that interactional justice is positively related to the dimensions of OCB such that it is stronger for Millennial employees than for Gen X employees.

H2: Interactional justice is positively related to OCB such that the relationship is stronger for Millennial employees than for Gen X employees.

METHOD

A sample population of 250 full-time adult employees was sourced using an online crowd sourcing website. Data were collected when participants voluntarily completed a self-administered survey. In order to promote the likelihood that that the target population will participate in the survey, each participant was required to respond to a question which asked if he or she was a full-time, English speaking worker, above the age of 18, and currently employed in the United States. Only participants who responded in the affirmative were permitted to complete the survey.

MEASURES

The independent variable was the justice dimension of interactional justice while the dependent variables were the OCB dimensions of: altruism, courtesy, conscientiousness, civic virtue, and sportsmanship (Organ, 1988). Each participant was subjected to Interactional Justice and OCB surveys. Data were collected and measured at the individual unit of analysis.

The demographic data collected included: gender, age, ethnicity, highest level of education attained, current job tenure and job position. Items twelve through eighteen of the eighteen item Organizational Justice Scale developed by Niehoff and Moorman (1993) was used to assess the participants' perception of the degree of interactional justice present in their workplace. . Items one through eleven were not used since items one through five measure perceptions of distributive justice, while items six through eleven measure perceptions of procedural justice. The items are measured on a five-point scale which ranges from strongly disagree to strongly agree. The Cronbach's alpha for the interactional justice dimension was found to be .91 (Zhao, Peng, & Chen, 2014). An example from this scale is "My supervisor explains clearly any decision if it is related to my job."

OCB was assessed using the 24 item Organizational Citizenship Behavior Scale developed by Podsakoff, MacKenzie, Moorman & Fetter (1990). This scale measures the five dimensions of OCB which are: altruism, courtesy, conscientiousness, civic virtue, and sportsmanship (Organ, 1988). The measurement ranges from “strongly disagree” to “strongly agree”. Examples of scale items are: “I help others who have heavy workloads” and “I try to avoid creating problems for coworkers”. Cronbach’s alpha for this scale was found to be 0.97 (Erkutlu, 2011).

RESULTS

The data consisted of 250 usable responses. Descriptive statistical analyses were first performed on the data to ascertain medians, means, modes, and frequencies of the demographic factors. Demographic measures included the survey were: gender, birth year, ethnicity, level of education received, tenure at the present organization, and job position. The sample population consisted of 41.2% females ($n = 103$) and 58.8% males ($n = 147$). The sample population had a mean age of 35 and a median age of 32 years. Most of the respondents were White Caucasians (73.6%). Ninety percent of the respondents received some level of college education. Forty two percent of the respondents worked at their present organization for less than 4 years while 30.8% had an organizational tenure of 5 to 9 years. Most of the respondents (60.4%) held non-managerial positions in their organizations.

The data was analyzed using a two-step approach. Step one involved conducting a linear regression analysis to test hypothesis 1. Step two involved conducting a Mann-Whitney U test for the dimensions of OCB to determine if there is a difference in the medians between Gen X and Millennials to test hypothesis 2.

Hypothesis 1

First, linear regression was performed in IBM SPSS Statistics 22 to determine if there is a significant relationship between interactional justice and the five dimensions of OCB as postulated in hypothesis 1. Linear regression was used to produce correlations between interactional justice and the five OCB dimensions of altruism, conscientiousness, courtesy, civic virtue and sportsmanship.. As depicted in Table 1, the correlation coefficients between the predictor variable of interactional justice and the dependent variables of OCB dimensions showed that interactional justice had positive significant correlation coefficients of .36, .27, .33 and .45 with OCB altruism, OCB conscientiousness, OCB courtesy, and OCB civic virtue respectively at $p < .01$. Simple linear regression showed that 12.6% of the variance in OCB altruism, 7.3% of the variance in conscientiousness, 10.7 % of the variance in OCB courtesy, 20.2% of the variance in OCB civic virtue, and .10% of the variance in OCB sportsmanship can be explained by interactional justice.

Since interactional justice did not have a significant correlation with OCB sportsmanship; this OCB dimension was excluded from further analysis in this study.

Hypothesis 1 was therefore supported for the OCB dimensions of altruism, conscientiousness, courtesy and civic virtue.

Hypothesis 2

Recall that H_2 hypothesized that interactional justice is positively related to OCB such that the relationship is stronger for Millennials than for Gen X employees. A priori, the data is assumed to be non-normally distributed, thus a Mann-Whitney U test was performed using IBM SPSS Statistics 22 for the dimensions of OCB to test for a difference in the medians between Gen X and Millennials. The Mann-Whitney U test uses medians, rather than means, to test for these differences and is appropriate when the data are non-normal (Pallant, 2007).

TABLE 1
MEANS, STANDARD DEVIATIONS, AND INTERCORRELATIONS AMONG VARIABLES

	Mean	Std. Deviation	1	2	3	4	5
1. Interactional Justice	3.635	.825					
2. OCB Altruism	5.341	1.102	.355**				
3. OCB Conscientiousness	5.357	.997	.270**	.629**			
4. OCB Courtesy	5.605	.930	.326**	.709**	.684**		
5. OCB Civic Virtue	4.830	1.206	.450**	.653**	.493**	.539**	
6. OCB Sportsmanship	5.097	1.258	.038	.152**	.242**	.351**	.096

* $p < .05$, two-tailed. ** $p < .01$, two-tailed.

The Mann-Whitney tests revealed that there was a significant difference between Gen X and Millennials on all the OCB dimensions; Altruism ($Md = 5.6$, $n = 67$) for Gen X; ($Md = 5.4$, $n = 154$) for Millennials; Conscientiousness ($Md = 5.6$, $n = 67$) for Gen X; ($Md = 5.2$, $n = 154$) for Millennials; Civic Virtue, ($Md = 5.0$, $n = 67$) for Gen X and ($Md = 4.75$, $n = 154$) for Millennials; and, Courtesy ($Md = 5.8$, $n = 67$) for Gen X and ($Md = 5.8$, $n = 154$) for Millennials. While the effect size was small, using Cohen's (1988) criteria, Hypothesis 2 was not supported. The effect sizes were: OCBAItr = .07; OCBCons = .17; OCBCourt = .12; and OCBCivVi = .03. Mann-Whitney U values were: OCBAItr = 4706.000; OCBCons = 4060.000; OCBCourt = 4380.500, and OCBCivVi = 4963.500.

The direction of the difference is also important, as Gen X respondents displayed higher statistically significant differences than Millennials on the dimensions of OCB in all cases. The medians for the dimensions of OCB are shown in Table 2. The results show that while interactional justice is positively related to OCB, the relationship is stronger for Gen X employees than for Millennial employees which is contrary to H_2 .

TABLE 2

	Gen X Md	n 154	Millennial Md	n 67	Effect Sizes	U Value
Altruism	5.6000		5.4000		.07	4706.000
Conscientiousness	5.6000		5.2000		.17	4060.000
Courtesy	5.8000		5.8000		.12	4380.500
Civic Virtue	5.0000		4.7500		.03	4963.500

DISCUSSION

This research tested the relationship between interactional justice and the dimensions of OCB. This relationship was tested to the extent of determining that not only does interactional justice influence the OCB dimensions of altruism, conscientiousness, courtesy and civic virtue for both Millennials and Gen X'ers, but also that this relationship is stronger for the Gen X segment of the workforce than for

Millennials. Managerial implications based on the results are offered in this section as well as limitations and recommendations for future research.

The results offer a unique perspective of managing workforce generations. Managers can use the insight gained from this study to tailor the way they interact with their employees based on the generation to which they belong. For example, Millennial employees have a different view of the world than their counterparts in preceding generations, therefore organizations should capitalize on this generation's unique perspective through social interactions. As this study shows, social exchange, in the form of the quality of social interactions between managers and their subordinates, can act as an effective tool which can motivate employees to act in the best interest of the organization. Managers can ensure that their interactions are of a high quality by giving frequent feedback, facilitating employee participation, and matching their Millennial employees with mentors. Working in teams is also encouraged for members of this generation. Since managerial support is important for this generation, praise and feedback should be given when due.

Social exchange can also be used as a tool to motivate Gen X employees who had a stronger relationship than Millennials between the constructs of interactional justice and the OCB dimensions of altruism, conscientiousness, courtesy and civic virtue. Managers can use social interaction to foster a sense of comradery for these employees since they are usually loyal to their co-workers and their managers. Also, maintaining the bridge of communication between Gen X'ers and their co-workers is important especially since they prefer to work autonomously.

The limitations of this study include the sample number which was large enough to be statistically significant but was not large enough to represent the general populace of Millennial and Gen X employees. Also, these data were self-reported and interpretations of constructs such as interactional fairness were subjective.

Future research should replicate this study in a known organization or firm since this study sourced employees from different industries across the United States. In addition, this study should also be replicated to include all generations of the workforce for a more comprehensive understanding of how different generations respond to perceptions of social interaction. Last, a larger sample should be used which will be more representative of the general population of the United States.

CONCLUSION

It can be concluded that interactional justice is related to the OCB dimensions of altruism, conscientiousness, courtesy and civic virtue and that this relationship is stronger for employees of the Gen X generation than those of the Millennial generation.

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