

# **EXAMINING THE INTERRELATIONSHIP AMONG ORGANIZATIONAL JUSTICE (OJ), ORGANIZATIONAL CLIMATE (OC) AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) WITH RESPECT TO TELECOMMUNICATION INDUSTRIES IN CHENNAI**

A. Nirmal Raj<sup>1</sup>, A. K. Subramani<sup>2</sup>, N. Akbar Jan<sup>3</sup> and  
S. Saravana Mahesan<sup>4</sup>

***Abstract:** This research is one of the initial attempt in telecommunication industry to explore the interrelationship among organizational justice, organizational climate and organizational citizenship behaviour. This research followed descriptive and exploratory research design. The survey was conducted among the employees working in Chennai offices of Airtel, Aircel, Idea, Vodafone and Reliance. The sample size of the study is 500 i.e. 100 from each selected company. The Structural Equation Modeling technique was used to elicit the relationship among the chosen variables. The results of the study indicated that there is a strong relationship between the variables and the model proved to be fit.*

***Keywords:** Organizational Justice, Organizational Climate, Organization Citizenship Behavior, Telecommunication industries, Akbar-Subramani SEM Model.*

***JEL classification code:** L0 - Industrial Organization: General, L2 - Firm Objectives, Organization, and Behavior, M1 - Business Administration*

## **1. INTRODUCTION**

The modern Indian telecommunication sector becomes hyper competitive market after the liberalization in early 1990s and it is more than 165 years old. The history of Indian

---

<sup>1</sup> Professor & Head, Department of Management Sciences, Velammal Engineering College, Chennai, India, *E-mail: nirmalraaj75@gmail.com*

<sup>2</sup> Assistant Professor (Sr. Grade), Department of Management Studies, Easwari Engineering College, Ramapuram, Chennai – 600089. Tamil Nadu, India, *E-mail: aksubramani@gmail.com*

<sup>3,4</sup> Associate Professor, Department of Management Studies, Vel Tech High Tech Dr. Rangarajan Dr.Sakunthala Engineering College, Avadi, Chennai, Tamil Nadu, India, *E-mail: akbarjan.1975@gmail.com*

telecommunication industry was started in 1851 when the first operational land lines were laid by the government near Kolkata (then Calcutta), but the telephone services were officially introduced in India after 1881. Indian telecommunication industry come across several milestones due to the liberalization and technological advancements around the world. India becomes the second-largest telecommunication market and has the third highest number of internet users in the world. The telephone subscriber base in India during the period of 2007 – 2015 extended at a Compound Annual Growth Rate (CAGR) of 19.5 per cent to 1,022.61 million and teledensity to 80.98 and also total telephone subscription stood at 1,022.61 million, while teledensity was at 80.98 percent in September 2015.

International Data Corporation (IDC), also stated that due to data consumption by the Indian subscribers' on handheld devices, the total mobile services market income may expected to touch US\$ 37 billion in 2017, whereas the study by GSMA revealed that smartphones are expected to account for two out of every three mobile connections globally by 2020 making India the fourth largest smartphone market and it also added that the broadband services user-base in India is expected to grow to 250 million connections by 2017. Indian telecommunication industry has various segments such as telephone, cellular mobile services, internet, Direct-to-Home (DTH), broadband internet service and Satellite channels, being the regulatory authority of telecommunication industry, the Telecom Regulatory Authority of India (TRAI) provides various types of licenses to the service providers. There are number of major players in each segment mentioned above in the telecommunication industry. Obviously, the telecommunication companies in order to retain their market position in the industry and ensuring further growth in terms of market share (i.e. no. of subscribers), sales turnover, profit, etc, they need to devise and implement lot of strategies related to the financial, operational, marketing and human resource strategies. In recent decades, the importance given to the human resource has been rapidly increasing because of inadequate availability of talent man power in the market, since human beings are social animals, they expect conducive working environment in the organization. Hence to retain the talents in the organization, all kinds of organization devising human resource strategies to provide amicable organizational climate(OC), organizational justice (OJ) and taking initiatives to cultivate the organizational citizenship behaviour(OCB). The main aim of this research paper is to investigate the interrelationship between the organizational justice, organizational climate, and organizational citizenship behaviour among the selected telecommunication companies in Chennai city.

## **2. THEORETICAL PRINCIPLES AND LITERATURE SURVEY**

The section of the research paper explores the theoretical principles and earlier researches related to the chosen research domain. This section is further subdivided into basic definitions and theory, relationship between organizational justice and organizational climate, organizational climate and organizational citizenship behaviour and organizational justice and organizational citizenship behaviour.

After the extensive literature survey, it is found that there is no research has been conducted till now to find out the interrelationship between the three constructs such as organizational justice, organizational climate and organizational citizenship behaviour, in specific to telecommunication industry in Chennai. Thus this study is the maiden attempt to fulfil this research gap.

## **2.1. Basic definitions**

### ***2.1.1. Organizational Climate***

“Organizational climate is a set of characteristics that describe an organization and that (a) distinguish the organization from other organizations (b) are relatively enduring overtime and (c) influence the behavior of people in the organization”. (Forehand and Gilmer. (1964). In other words, organizational climate is “a set of attributes specific to a particular organization that may be induced from the way the organization deals with its members and its environment. For the individual member within an organization, climate takes the form of a set of attitude and expectancies, which describe the organization interims of both static characteristics such as degree of autonomy and behaviour – outcome –outcome contingencies”. Organizational climate can also be defined as, “how organizational environments are perceived and interpreted by its employees” (Subramani and Panneerselvam, 2014). At an individual level of analysis the concept is called individual psychological climate. These individual perceptions are often aggregated or collected for analysis and understanding at the team or group level, or the divisional, functional, or overall organizational level (Subramani and Paneerselvam, 2012). Most of the earlier researches stated that perception of the climate varies based on the individual, work nature and culture of the organization. (Campbell and Beaty, 1971), Guion 1973, House and Rizzo 1972, James and Hornick 1973, James and Jones 1974). Hence there is possibility of existence of different climates within the same group or organization; therefore organizational attributes per se are not sufficient to account for climate (Jayce and Slocum, 1984). Subramani et al (2016), stated that, ‘the compassionate organizational climate cultivate the positive attitudinal outcomes for the employees and overall development for the organizations as well’. It also increases the capabilities and efficiency of an individual which is likely to reflect itself in the long run in the wellbeing of the individual good reputation of the organization. (Subramani and Akbar Jan, 2011).

### ***2.1.2. Organizational Justice***

Organizational Justice is an emerging important concept in industrial and organizational psychology (Greenberg, 1990). The term ‘Justice’ in an organization refers to the equality and consideration of moral behaviour (Corpanzano and Greenberg 1997). Organizational Justice has relationship with organizational responsibility, oriented citizenship, satisfactions of profession and operation (Colequitt, 2001). It also has the relationship with Leadership Style and decision making process (Deluga, 1994).

Organizational Justice can be defined as “the study of people’s perceptions of fairness in organization”. Since equity theory deals with perceptions of fairness or unfairness, it is reasonable to expect that inequity states may be redressed merely by altering one’s thinking about the circumstances, thus they can come to perceive inequitable situation as equitable, thereby effectively reducing their inequity distress (Greenberg and Baron 2003).

Equity has generally been conceptualized in terms of perceived fairness and operationalized as a three dimensional construct: Distributive, Procedural and Interactional Justice (Wat and Shaffer, 2005). Distributive Justice is concerned about employees’ perceptions of the fairness of the distribution of resources among staff (Greenberg and Baron 2003). Procedural Justice refers to the perceived fairness of the means used to determine the amount of benefits (Folger and Konovsky, 1989). Interactional Justice that focuses on the fairness of the interpersonal treatment the individual receives from the decision maker (Ambrose *et.al*, 2007).

### **2.1.3. Organizational Citizenship Behaviour**

In the words of Organ, 1978 Organizational Citizenship Behaviour is defined as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1978). Organ’s definition of OCB includes three critical aspects that are central to this construct. Earlier, OCBs are thought of as discretionary behaviors, which are not chunk of the job description, and are performed by the employee as a result of personal choice, whereas later it was identified that OCBs go above and beyond that which is an enforceable requirement of the job description. Finally, OCBs contribute positively to overall organizational effectiveness.

Organ (1988) identified five dimensions of OCB: conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. These five dimensions cover such organizational behaviours as helping co-workers, following company rules, not complaining, and actively participating in organizational affairs. Altruism in simple words means helping or helpfulness (Organ, 1997: 85-97). Altruism means helping other members of the organization in their tasks. For e.g. voluntarily helping new employees, helping co-workers who are overloaded, assisting workers who were absent, guiding employees to accomplish difficult tasks *et al*. Conscientiousness is a discretionary behaviour that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra-long days (MacKenzie *et al*, 1993, 57: 107-142). Sportsmanship is defined as “a willingness to tolerate the inevitable inconveniences and impositions of work without complaining.” (Organ, 1990b, p. 96). Courtesy refers to the gestures that help others to prevent interpersonal problems from occurring, such as giving prior notice of the work schedule to someone who is in need, consulting others before taking any actions that would affect them (Organ, 1990).

## 2.2. Literature survey

### 2.2.1. Relationship between organizational justice and organizational climate

Gyekye and Haybatollahi (2014), This study investigated the relationships between organizational justice, organizational safety climate, job satisfaction, safety compliance and accident frequency. Ghanaian industrial workers participated in the study (N = 320). Safety climate and justice perceptions were assessed with Hayes, Pender, Smecko, *et al.*'s (1998) and Blader and Tyler's (2003) scales respectively. A median split was performed to dichotomize participants into 2 categories: workers with positive and workers with negative justice perceptions. Confirmatory factors analysis confirmed the 5-factor structure of the safety scale. Regression analyses and t tests indicated that workers with positive fairness perceptions had constructive perspectives regarding workplace safety, expressed greater job satisfaction, were more compliant with safety policies and registered lower accident rates. These findings provide evidence that the perceived level of fairness in an organization is closely associated with workplace safety perception and other organizational factors which are important for safety. The implications for safety research are discussed.

Dow *et al.* (2015), This research examines the relationship between the organizational factors (such as justice and organizational climate) and behaviors regarding the implementation of enterprise resource planning (ERP) system. Business Process Reengineering (BPR) is emphasized due to its essentiality to ERP success and the symbiotic relationship. There has been much research that has focused on the relationship between justice and business process reengineering, as well as the relationship between BPR and ERP success in separate manners. However, few studies have explored the interrelationships among these constructs. This research helps explain how the organizational climate and organizational justice impacts the likelihood of success of an ERP implementation. While organizational behaviors under involvement are significantly and positively correlated with the success of ERP, justice plays an important mediating role in affecting individual's attitudes towards organizational changes induced by BPR and ERP implementation.

Aharon Tziner *et al* (2015), The purpose of this study was to investigate the relationship of ethical climate factors, organizational justice dimensions, and LMX. The research was conducted drawing upon the responses of 716 employees in Romania to survey questionnaires. As expected, the three types of organizational justice were highly interrelated. Furthermore, all types of ethical climate were interconnected. In addition, we found that egoistic ethical climate was negatively related significantly to the three types of organizational justice; the principle and benevolent ethical climate was found to relate to the three dimensions of organizational justice and LMX. Unexpectedly, we revealed that a division of the egoistic ethical climate into two separate sub-factors provided further insights into the relationships with organizational justice and LMX.

### **2.2.2. Relationship between organizational climate and organizational citizenship behaviour**

Michael Joseph Cilla 2011, This study was conducted to explore the relationship between organizational citizenship behaviors (OCB) and organizational climates that promote creativity. By collecting data from working undergraduate and MBA students (N=201), multiple significant positive relationships were found between several of the dimensions making up both of these constructs. The results of this study show that employee perceptions of creative climates are moderately related to pro-social behaviors. For employees, working in organizations that promote a creative climate relates to having supportive social-exchange relationships and intrinsic motivation to do their jobs. Moreover, practical implications from this study suggest that organizations benefit as well. Employee perceptions of organizations with climates fostering and supporting creativity were strongly related to reports of creative output and productivity. Additionally, these perceptions were related to participants' self-reported discretionary efforts targeted toward both the organization and their fellow co-workers.

Murugesan et al (2013), in their study aimed to investigate the relationship between Organisational Climate and Organisational Citizenship Behaviour among the software professionals. The study was conducted among the 555 software professionals working in Multinational companies and Indian companies in Chennai. Data were collected using Organisational Climate (OC), and Organisational Citizenship Behaviour (OCB) scales. The data obtained were analysed by using statistical techniques like 't'test, Karl Pearson's Coefficient of Correlation. The results indicate that the perceived Organisational Climate has been positively correlated with Organisational Citizenship Behaviour, and was found statistically significant. The mean difference of OCB is significant with marital status, type of family, graduation and nativity of software professionals. There is a significant difference in the exhibition of OCB between software professionals working in Multinational companies (MNCs) and Indian companies.

Subramani *et al* (2015), in their research paper developed Structural Equation Model to study the impact of Organization Climate on Organization Citizenship Behaviour in Automotive Industries at Ambattur Industrial estate, Chennai. The Organizational Climate questionnaire was measured through 8 scales (36 items) and Organizational Citizenship behaviour was developed based on Organizational Citizenship Behaviour Checklist (OCB-C) 20 Items questionnaire. The respondents who participated in the survey were carrying out among workers and office staff working in Automotive industries. Sample size of the survey is 472. Data were analyzed using SPSS 22 and AMOS 22.0. The findings of this research revealed that the organizational climate is having positive impact on organizational citizenship behaviour and its components through Structural Equation modeling approach. They also proved that the compassionate organizational climate nurture the positive attitudinal outcomes for the employees, which in turn create organizational citizenship behaviour among its employees.

Ghanbari and Eskandari (2014), in their research identified the relationship between organizational climate with job motivation, and organizational citizenship behavior at the Bu-Ali Sina university. The research method is descriptive- correlation. Statistical population included all staff (non-faculty employees) comprised of 750 people, and the sample size is 250. The outcome of correlation analysis revealed that there is a significant positive correlation between organizational climate and job motivation, and organizational citizenship behavior. The results of multiple regression analysis indicated that the components of organizational climate, factors of reward satisfaction and role clearness and agreement are most effective in predicting job motivation, and the factor of aim clearness and agreement has the highest impact prediction of organizational citizenship behavior.

Subramani *et al* (2015), the main objective of this paper is to develop Structural Equation Model to study the impact of Organization Climate on Organization Citizenship Behaviour in Automotive Industries at Ambattur Industrial estate, Chennai. The Organizational Climate questionnaire was measured through 8 scales (36 items) and Organizational Citizenship behaviour was developed based on Organizational Citizenship Behaviour Checklist (OCB-C) 20 Items questionnaire. The respondents who participated in the survey were carrying out among workers and office staff working in Automotive industries. Sample size of the survey is 472. The findings of their research revealed that the organizational climate is having positive impact on organizational citizenship behaviour and its components through Structural Equation modeling approach. Hence, it is proved that the compassionate organizational climate nurture the positive attitudinal outcomes for the employees, which in turn create organizational citizenship behaviour among its employees.

Gholami *et al* (2015), the effect of the relationship between organizational climate and organizational citizenship behavior among hospital staff was investigated. The sample size was 130. Information was collected with using a standard questionnaire. The results show that situation of the organizational climate and organizational citizenship behavior among staff at the Imam Khomeini Hospital is above average. Other findings revealed that there is a significant positive relationship between organizational climate and it's characteristics with Organizational Citizenship Behavior. Finally, the results showed that factor of aim clearness and agreement is most important impact prediction of Organizational Citizenship Behavior.

### ***2.2.3. Relationship between organizational justice and organizational citizenship behaviour***

Ravindra and Sheelam (2015), this study measured and compared organizational justice climate (OJC) prevailing in public sector, private sector and foreign banks operating in India. Impact of OJC on OCB has also been assessed. OJC was assessed with respect to examination of the three dimensions viz., distributive justice, procedural justice and interactional justice. The results of the study revealed that all the three dimensions of organizational justice exist at moderate level in the selected banks but with significant

variations among the three banking sectors. Overall OJ level was found significantly higher in foreign banks followed by private sector banks and public sector banks. Correlation analysis reflects that all the three dimensions of OJ were found positively correlated with each other.

Nandan and Azim (2015), in their study they aimed to examine the mediating effect of psychological capital in the relationship between organizational justice and organizational citizenship behavior. Data has been collected from a sample of 350 employees from multimedia organizations operating in Malaysia through personally administered questionnaires. The mediation effect has been tested using structural equation modelling. Results show a positive relationship between three dimensions of organizational justice, namely distributive justice, procedural justice and interactional justice towards organizational citizenship behavior, a positive relationship between all this three dimension of organizational justice and psychological capital, and psychological capital towards organizational citizenship behavior. Finally, psychological capital partially mediated the relationship between distributive justice, procedural justice, interactional justice and organizational citizenship behavior. The study makes a significant and unique contribution to literature by showing the mediation effect of psychological capital in the relationship between organizational justice and organizational citizenship behavior.

Damirchi *et al* (2013), the main purpose of their paper is to identify the relationship between organizational justice perceptions and organizational citizenship behavior in Moghans's Agro-Industry Company. The sample size was set at 89. The results of their study proved that the relationship exists among the organizational justice and its dimensions (distributive justice, procedural justice, interpersonal justice) has a significant relationship with organizational citizenship behaviors of employees.

Karriker and Williams (2009), this research explored the differential effects of multifoci organizational justice perceptions on organizational citizenship behavior. Data was collected from 217 employee—supervisor dyads, their findings clarified the bi-focal nature of distributive and procedural justice, illuminate the mono-focus of interpersonal justice, and support the premise that justice investments yield exponential behavioral responses that are sometimes mediated by the quality of the employee—supervisor relationship.

Nazim Ali *et al* (2010), the main objective of their study is to investigate the relationship between organizational justice and organizational citizenship behavior (OCB). Pearson Correlation and Multiple Regression were used for measuring the impact of distributive justice and procedural justice on organizational citizenship behavior. SPSS 15 version was used for data operation. Results of Pearson Correlation showed a significant positive relationship between distributive justice and organizational citizenship behavior and procedural justice and organizational citizenship behavior. Overall organizational justice was also found to have a significant positive correlation with overall organizational citizenship behavior.

#### **4. RESEARCH METHODOLOGY**

The prime objective of the study is to investigate the interrelationship between organizational justice, organizational climate and organizational citizenship behaviour using structural equation modelling approach. The organizational justice scale (15 items) has three sub constructs such as distributive justice, procedural justice and interactional justice and each sub-constructs has five variables/ items. The organizational climate scale (16 items), has four sub-constructs such as human relations, internal process, open systems and rational goal, each with 4 variables, whereas the organizational citizenship behaviour scale (25 items), which has five sub-constructs such as altruism, civic virtue, sportsmanship, courtesy, conscientiousness. The data was gathered from the employees working in telecommunication industries such as Airtel, Aircel, Idea, Vodafone and Reliance in Chennai city. These are the private companies which has major market share in Chennai. The sample size is 500, 100 employees from each selected company.

The survey data was collected from the junior and middle level executives working at office in administrative, clerical and customer care sections. The respondents encompassed male and female employees, with minimum work experience of 1 year and within the age group of 20–45 years only. The researcher distributed and collected the questionnaires through HR departments' of the company. Data were analyzed using IBM SPSS 22.0 and IBM AMOS 23.0.

#### **5. RESULTS AND DISCUSSION**

The data was collected through the self-constructed questionnaire, hence the internal consistency of the data collection instrument was verified through measuring its reliability and validity. Through the Cronbach alpha coefficient the reliability of the scale was measured. The higher value of Cronbach alpha refers to better reliability. The alpha coefficient of more than 0.7 is acceptable (George and Mallery, 2003). The Cronbach alpha coefficient of the three scales and sub-constructs was computed and tabulated in Table 1.

Table 1 indicates that all the chosen constructs are having the Cronbach alpha coefficient above the acceptable reliability level.

According to the Anderson and Herbertson, 2003, the test of sampling adequacy required to be performed in order to regulate whether the sample is adequately appropriate for factor analysis. Hence the Kaiser–Meyer–Olkin (KMO) test of sampling adequacy and Bartlett's test of Sphericity were conducted and the values are shown in Table 1.

The KMO the sample adequacy test values revealed that all the sub-constructs in the data collection instrument was found to be quite acceptable. The KMO value was found to be comfortably adequate and the chi-square value out of the Bartlett's test was found to be significantly positive for the data contained in all the constructs in the study.

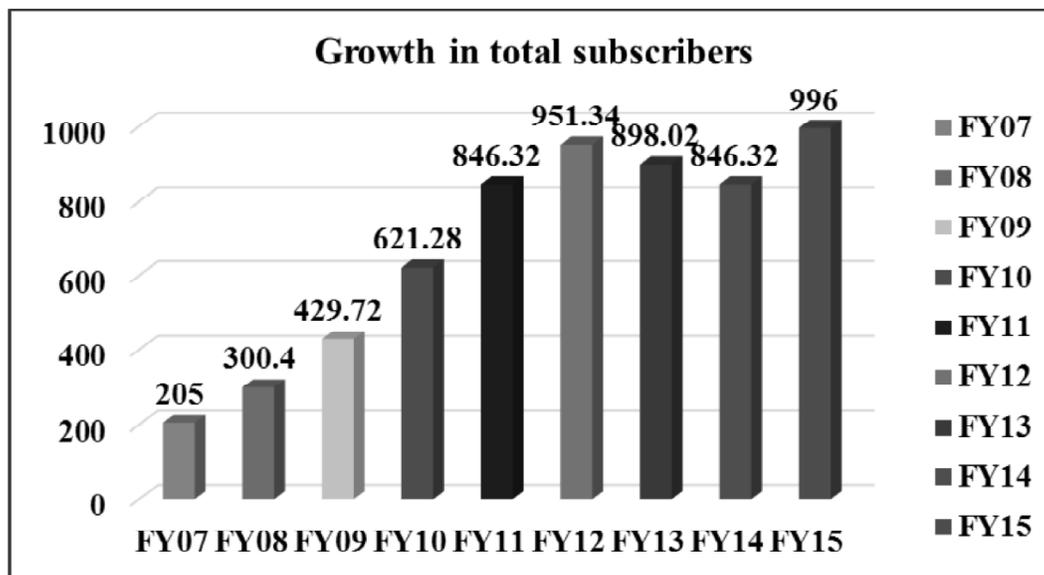
**Table 1**  
**Reliability and KMO and Bartlett's values of the constructs**

S.No	Construct	Items	Alpha	KMO	Bartlett's	Remarks
1	Distributive justice	6	0.856	0.845	0.000	Good
2	Procedural justice	4	0.943	0.925	0.000	Excellent
3	Interactional justice	4	0.902	0.953	0.000	Excellent
4	Human Relations	4	0.889	0.817	0.000	Good
5	Internal Process	4	0.873	0.893	0.000	Good
6	Open systems	5	0.886	0.842	0.000	Good
7	Rational goal	4	0.862	0.842	0.000	Good
8	Altruism	5	0.870	0.828	0.000	Good
9	Civic Virtue	4	0.878	0.819	0.000	Good
10	Sportsmanship	4	0.821	0.848	0.000	Good
11	Courtesy	4	0.774	0.782	0.000	Acceptable
12	Conscientiousness	4	0.805	0.852	0.000	Good

(Source : Primary Data)

### 5.1. Akbar-Subramani Research Model (SEM) - Interrelationship among OJ, OC AND OCB

The primary goal of the study is to empirically test the interrelationship among Organizational Justice(OJ), Organizational Climate (OC) and Organizational Citizenship behaviour (OCB) using the structural equation modeling technique. The path analysis of the model is presented in Figure 2 and Figure 3.



**Figure 1: Growth of total subscribers**

(Source: <http://www.ibef.org/industry/telecommunications.aspx>)

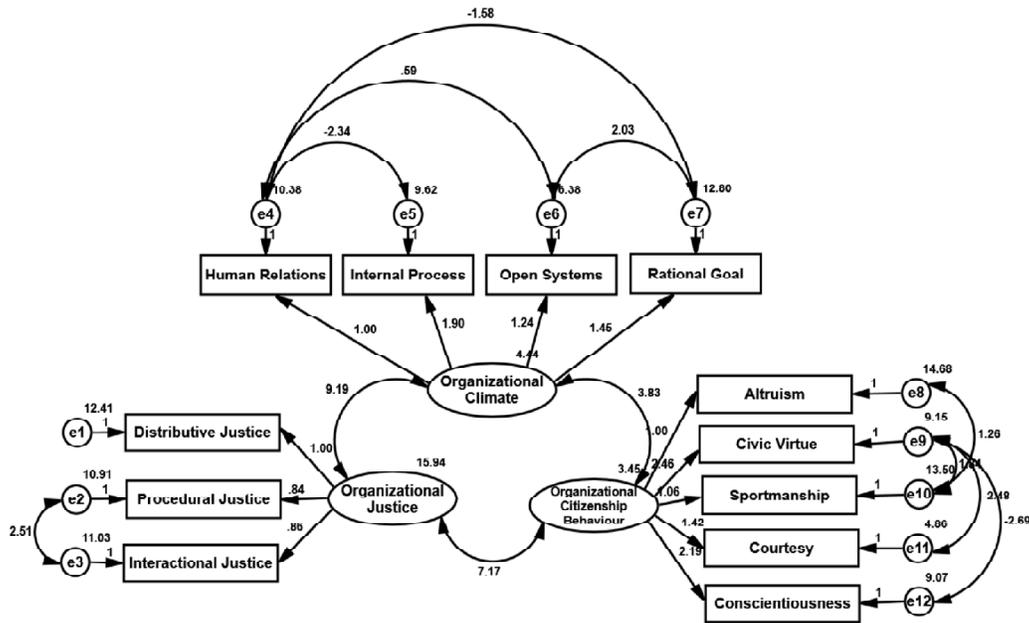


Figure 2: Research SEM Model with Unstandardised Estimates

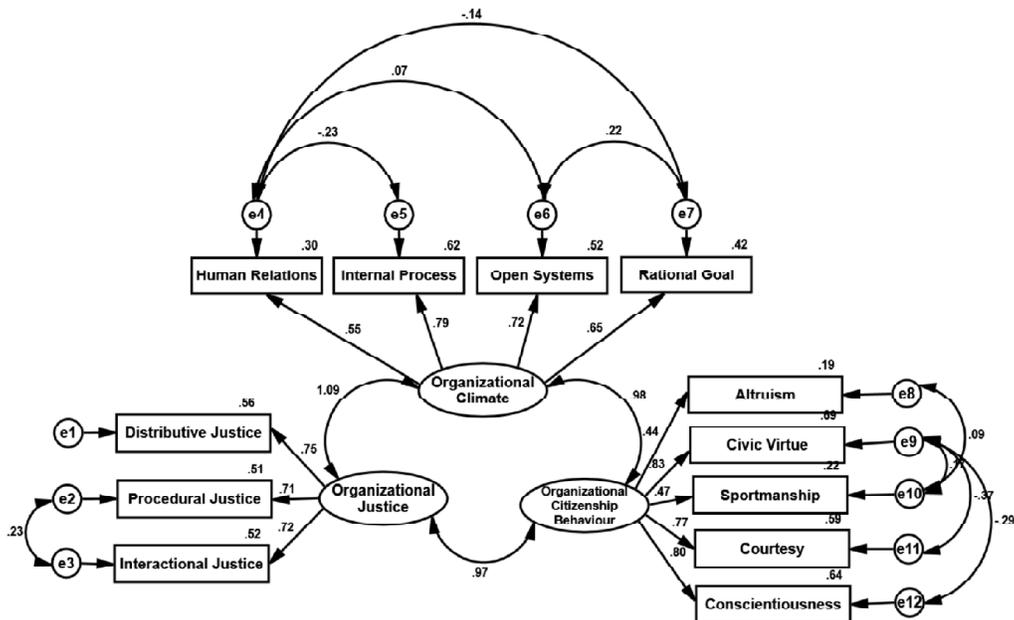


Figure 3: Research SEM Model with Standardised Estimates

Figure 2 and 3 illustrates the research model with unstandardized and standardized estimates and covariance of the chosen constructs.

### **5.2. Variable used in the Structural Equation Model are**

- I. Observed endogenous variables are human relations, internal process, open systems, rational goal, distributive justice, procedural justice, interactional justice, altruism, civic virtue, sportsmanship, courtesy and conscientiousness.
- II. Unobserved, endogenous variables are Organizational Justice (OJ), Organizational Climate (OC) and Organizational Citizenship Behaviour (OCB).
- III. Unobserved, exogenous variables are, e1: Error term for distributive justice, e2: Error term for procedural justice, e3: Error term for interactional justice, e4: Error term for human relations, e5: Error term for internal process, e6: Error term for open systems, e7: Error term for rational goal, e8: Error term for altruism, e9: Error term for Civic Virtue, e10: Error term for Sportsmanship, e11: Error term for Courtesy, and e12: Error term for Conscientiousness.

Thus the total number of variables in the research model are 27, which encompasses 12 observed variables, 15 unobserved variables, 15 exogenous variables, and 15 endogenous variables.

### **5.3. Hypothesis Formulation**

On the basis of above illustrated research model, the following hypothesis is proposed:

H0: There is a relationship between organizational justice, organizational climate and organizational citizenship behaviour.

The Table 2 shows significant loadings on all sub-constructs on latent variable and it also designates there is a significant correlation between organizational justice, organizational climate and organizational citizenship behaviour.

The table 3 tabulates the covariance between the chosen constructs. Covariance is a measure to what extent the two chosen variables vary together. A large covariance can mean a strong relationship between variables. Thus from the table 3 it is found that the covariance between the constructs are strong, which indicates there is a strong interrelationship between organizational justice, organizational climate and organizational citizenship behaviour.

From the Table 4, it is identified that the coefficient value of organizational justice is 1.09 which indicates effect over Organizational climate holding the other variables as constant, and it has the coefficient value of 0.97 for Organizational citizenship behaviour. Hence it is proved that the organizational justice plays a vital role in perceiving the organizational climate and encouraging Organizational citizenship behaviour, whereas the coefficient value between Organizational climate and organizational citizenship behaviour is 0.98 which symbolizes the partial effect over

**Table 2**  
**Research Model (SEM) - Regression weights**

<i>Measured Variables</i>		<i>Latent Variable</i>	<i>Unstandardized Co-efficient</i>	<i>S.E</i>	<i>Standardized Co-efficient</i>	<i>C.R value</i>	<i>p value</i>	<i>Hypothesis Result</i>
<i>Distributive Justice</i>	<—	<i>Organizational Justice</i>	1.000	-	0.750	-	-	Non-Significant
<i>Procedural Justice</i>	<—	<i>Organizational Justice</i>	0.841	0.050	0.713	16.652	< 0.001**	Significant
<i>Interactional Justice</i>	<—	<i>Organizational Justice</i>	0.860	0.051	0.719	16.767	< 0.001**	Significant
<i>Human Relations</i>	<—	<i>Organizational climate</i>	1.000	-	0.547	-	-	Non-Significant
<i>Internal Process</i>	<—	<i>Organizational climate</i>	1.897	0.455	0.790	6.704	< 0.001**	Significant
<i>Open Systems</i>	<—	<i>Organizational climate</i>	1.241	0.482	0.719	6.417	< 0.001**	Significant
<i>Rational Goal</i>	<—	<i>Organizational climate</i>	1.449	0.373	0.649	6.405	< 0.001**	Significant
<i>Altruism</i>	<—	<i>Organizational Citizenship Behaviour</i>	1.000	-	0.436	-	-	Non-Significant
<i>Civic Virtue</i>	<—	<i>Organizational Citizenship Behaviour</i>	2.458	0.253	0.834	9.702	< 0.001**	Significant
<i>Sportsmanship</i>	<—	<i>Organizational Citizenship Behaviour</i>	1.056	0.132	0.471	7.987	< 0.001**	Significant
<i>Courtesy</i>	<—	<i>Organizational Citizenship Behaviour</i>	1.418	0.148	0.767	9.604	< 0.001**	Significant
<i>Conscientiousness</i>	<—	<i>Organizational Citizenship Behaviour</i>	2.185	0.226	0.803	9.682	< 0.001**	Significant

Note: \*\* Denotes significant at 1% level (Source : Primary Data)

**Table 3**  
**Research Model (SEM) - Covariance estimates**

<i>Name of the constructs</i>		<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>	<i>Result</i>
Organizational Justice	<—> Organizational climate	9.188	0.948	9.693	< 0.001**	Significant
Organizational Justice	<—> Organizational Citizenship Behaviour	7.169	0.888	8.077	< 0.001**	Significant
Organizational climate	<—> Organizational Citizenship Behaviour	3.827	0.526	7.281	< 0.001**	Significant

vice versa holding the other variables as constant and all this coefficient values are significant at 1% level.

**Table 4**  
**Research Model (SEM) - Correlation estimates**

Name of the constructs			Estimate
Organizational Justice	<—>	Organizational climate	1.092
Organizational Justice	<—>	Organizational Citizenship Behaviour	0.967
Organizational climate	<—>	Organizational Citizenship Behaviour	0.978

**Table 5**  
**Research Model (SEM) Fit Summary**

S. No	Indices Category	Model Fitness Indices	Value	Recommended Values	Result
1.	Absolute Fit Indices	CMIN or Chi Square Value	0.431	$P > 0.05$ (Wheaton <i>et al</i> , 1977)	Absolute fit
		RMSEA (Root Mean Square Error of Approximation)	0.064	< 0.08 Browne and Cudeck (1993)	Good Fit
		GFI (Goodness of Fit Index))	0.913	> 0.90 Joreskog and Sorbom (1984)	Absolute fit
2.	Incremental Fit Indices	AGFI (adjusted Goodness of Fit Index)	0.922	> 0.90 Tanaka and Huba (1985)	Absolute fit
		CFI (Comparative Fit Index)	0.905	> 0.90 Bentler (1990)	Absolute fit
		TLI (Tucker-Lewis Index)	0.967	> 0.95 Bentler and Bonett (1980)	Absolute fit
3.	Parsimonious fit	NFI (Normed Fit Index)	0.973	> 0.95 Bollen (1989)	Absolute fit
		Chi-square / DF	2.648	2 to 5 Marsh and Hocevar (1985)	Good Fit
4.	Miscellaneous Measure	RMR (Root Mean Square Residuals)	0.078	< 0.08 (Hair <i>et al</i> . 2006)	Good Fit

Table 5 presents the model fit summary of the research model. In the above table, the model fit indices were classified in four sub categories such as Absolute fit indices, incremental fit indices, parsimonious fit indices and miscellaneous measures. The values of all the four categories of Research model (SEM) fit indices falls in the recommended values recommended by the eminent researchers. Hence from the research model (SEM) analysis, it is proved that the there is a significant relationship between all the measured variables distributive justice, procedural justice, interactional justice, human relations, internal process, open systems, rational goal, altruism, civic virtue, sportsmanship, courtesy, and conscientiousness are having positive association with the latent variables organizational justice, organizational climate and organizational citizenship behaviour in the selected telecommunication industries in Chennai city. The developed research model (SEM) found to be fit.

## 6. CONCLUSION

In general, the word 'citizenship' denotes the blend of rights with duties and responsibilities, employees being the members of the organizations they have certain rights along with duties and responsibilities. The rights as well as duties and responsibilities are stated in the laws enacted by the state and central governments, in addition to the terms and conditions prescribed by the employer. The organizations are competing with each other to acquire and retain human intellectual to grow and grow further in the industry. Through this research, the researchers would like to find how far the organizational justice and climate plays a role in shaping the citizenship behaviour of the employees, because the term 'justice' means 'fairness treatment', the many earlier researches has proven that the 'organizational justice' leads to many positive outcomes such as improvement in organizational productivity, performance, employee morale, etc. The climate of the organization may vary in the perception of employees, hence it is very critical to exactly predict the nature of the existing climate has positive or negative.

The outcome of this research indicates that there is a robust relationship between organizational justice, organizational climate and organizational citizenship behaviour among selected telecommunication industries in Chennai city. It is also advised that the organizational justice can be improved by following the transparency in the HR practices such as recruitment, training, compensations, promotion, increment, incentive, etc. The perception towards climate of the organization can be improved by effective implementation of organizational justice, and also establishing the appropriate interpersonal relationship, internal process, interconnection with the environment through image building process among the stake holders and accomplishing the organizational goals. Therefore, if the organization takes care of the justice and climate, then employees in the organization will definitely feel like 'citizen' of the organization, they will take the organization to the dream heights.

### *References*

- Aharon Tziner, Mihai Felea and Cristinel Vasiliub., 2015. 'Relating ethical climate, organizational justice perceptions, and leader-member exchange (LMX) in Romanian organizations', *Journal of work and organizational psychology*, Volume 31, Issue 1, January–April 2015, 51–57.
- Ambrose, M.L., and Arnaud, A., 2005. 'Are Procedural Justice and Distributive Justice Conceptually Distinct?', Greenberg, J., and Colquitt, J.A, *Handbook of Organizational Justice*, 59-84. London: Lawrence Erlbaum.
- Anderson, T.M., and Herbertson, T.T., 2003. 'Measuring Globalization', IZA Discussion Paper, 817. Available from: <http://ssrn.com/abstract=434540>.
- Cambell, J.P., and Beaty, E.E., 1971. 'Organizational Climate, its Measurement and Relationship to Work Group Performance', Paper Presented at the Annual Meeting of the American Psychological Association.

- Campbell, J.P., Dunnette, M.D., Lawler, E.E., and Weick, K.E., 1970. 'Managerial Behaviour Performance and Effectiveness, New York: McGraw-Hill.
- Colquitt, J.A., 2001. 'On the dimensionality of Organizational Justice: A Construct Validation of a Measure'. *Journal of Applied Psychology*, 86, 384-400.
- Cropanzano, R., and Greenberg, J., 1997. 'Progress in Organizational Justice: Tunnelling through Maze', *International Review of Industrial and Organizational Psychology*, 12, 317-372.
- Daire Hooper, D., Coughlan, J., and Mullen, M., 2008. 'Structural Equation Modelling: Guidelines for Determining Model Fit', *Electronic Journal of Business Research Methods*, January 2008, 6, No. 1, 53-60.
- Deluga, R.J., 1994. 'Supervision Trust Building, Leader-Member Exchange and OCB', *Journal of Occupational and Organizational Psychology*, 67, 315-326.
- Dow Kevin E., Yan Qiao, Richter Ulf H., and Yu Jie, 2015. 'Toward an Understanding of the Impact of Organizational Climate and Organizational Justice on the Implementation of Enterprise Resource Planning Systems'. PACIS 2015 Proceedings. Paper 88.
- Folger, R., 1977. 'Distributive and Procedural Justice: Combined Impact of "Voice" and Improvement on Experienced Inequity'. *Journal of Personality and Social Psychology*, 35, 108-119.
- Forehand, G., and Gilmer, B., 1964. 'Environmental Variation in Studies of Organizational Behavior', *Journal of Applied Psychology*, 60, 459-465.
- George, D., and Mallery, P., 2003, 'Reliability test, SPSS for Windows step by step: A Simple Guide and Reference', 4th Edition, Chapter 18, Allyn & Bacon, Boston, 52-56.
- Greenberg, J., 1990. 'Employee Theft as a Reaction to Underpayment Inequity: The Hidden Cost of plus Cuts'. *Journal of Applied Psychology*, 75, 561-568.
- Greenberg, J., 1993. 'Stealing in the Name of Justice: Informational and Interpersonal Moderators of Theft Reactions to Underpayment Inequity', *Organizational Behaviour and Human Decision Processes*, 54, 81-103.
- Greenberg, J., and Baron, R.A., 2003. 'Behaviours in Organization', *European Journal of Social Sciences*, 8, 35-48.
- Gyekye, S.A., Haybatollahi, M., 2014. 'Relationship between organizational justice and organizational safety climate: do fairness perceptions influence employee safety behaviour?', *International Journal of Occupational Safety and Ergonomics (JOSE)*, Vol. 20, No. 2, 199-211.
- Hair, J., Black, W., Babin, B., Anderson, R., Tatham, R., 2006. 'Multivariate data analysis, 6th edition, Uppersaddle River, N.J.: Pearson Prentice Hall, 172-175.
- Hair, J.F., Anderson, R.E., Tatham, R.L., and Black, W.C., 1998. 'Multivariate Data Analysis', Prentice-Hall International, Inc., 5th Edition, Chapter 11.
- House, R.J., and Rizzo, J.R., 1972. 'Toward the Measurement of Organizational Practices: Scale Development and Validation', *Journal of Applied Psychology*, 56, 388-396.
- James, L.R., and Hornick, C.W., 1973. 'An Analysis Criteria, Situational Data, Organizational Climate and Industrial characteristics, Results of a Pilot Study', Paper Presented at the American Psychological Association, Montreal.

- James, L.R., and Jones, A.P., 1974. 'Organizational Climate: A Review of Theory and Research', *Psychological Bulletin* 81, 1096-1112.
- Joy H. Karriker and Margaret L. Williams, 2009. 'Organizational Justice and Organizational Citizenship Behavior: A Mediated Multifoci Model', *Journal of Management*, February 2009, vol. 35, no. 1, 112-135.
- MacKenzie, S.B., Podsakoff, P.M., and Fetter, R. 1993. 'The impact of organizational citizenship behaviour on evaluations of sales performance', *Journal of Marketing*, 57, 70-80.
- Marjorie P.A., Lackey N.R., 2003. 'An overview of factor analysis, Making Sense of Factor Analysis: the use of Factor Analysis for Instrument Development in Health Care Research', Chapter 5, Sage Publication, Inc, Thousand Oaks, CA, 131-164.
- Maryam Yaghoubi, Mina Afshar, and Marzieh Javadi, 2012. 'A study of relationship between the organizational justice and organizational citizenship behavior among nurses in selected hospitals of Isfahan University of Medical Sciences', *Iranian Journal of Nursing Midwifery Research*, 17(6), 456-460.
- Michael Joseph Cilla, 2011. 'Exploring the relationship between organizational citizenship behavior and organizational climates for creativity', Master thesis submitted to Faculty of the Department of Psychology San José State University for the degree of Master of Science, December 2011.
- Moorman, and Robert, H., 1991. 'Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship?', *Journal of Applied Psychology*, Vol 76(6), Dec 1991, 845-855.
- Murugesan, S., Narayana Raja, P.N., and Kannan, M., 2013. 'Perceived Organisational Climate Correlates Organisational Citizenship Behaviour: A Study among the Software Professionals', *American International Journal of Research in Humanities, Arts and Social Sciences*, 3(2), June-August 2013, 209- 216.
- Nazim ali, Sultan tahir mehmud, Qadar bakhsh baloch and Muhammad usman, Impact of Organizational Justice on Organizational Citizenship Behavior of Bankers of NWFP, Pakistan (An Empirical Evidence), *Interdisciplinary Journal of Contemporary Research in Business*, November 2010, Vol 2, No 7, pp. 111-117.
- Organ, D.W., and Ryan, K., (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48: 775-802.
- Organ, D.W., 1988. 'Organizational citizenship behaviour: The good soldier syndrome'. Lexington, MA: Lexington Books.
- Organ, D.W., 1990. 'The subtle significance of job satisfaction', *Clinical Laboratory Management Review*, 4:94-98.
- Organ, D.W., 1997. 'Organizational citizenship behaviour: It's construct clean-up time', *Human Performance*, 10: 85-98.
- Organ, D.W., Podsakoff, P.M., and MacKensie, S.B., 2006. 'Organizational Citizenship Behavior. Its Nature, Antecedents, and Consequences', Sage Publication: Thousands Oaks.
- Parivash Jafari and Shabnam Bidarian, 2012. 'The Relationship Between Organizational Justice and Organizational Citizenship Behavior', *Procedia - Social and Behavioral Sciences* 47 ( 2012 ) 1815 – 1820.
- Peter M Bentler, Douglas G Bonett. (1980), "Significance tests and goodness of fit in the analysis of covariance structures", *Psychological bulletin*, American Psychological Association. 88, No. 3, 582-588.

- Qader Vazifeh Damirchi, Mohammadbager Babai Talatapeh, and Moosa Zamanzadeh Darban, 2013. 'Organizational Justice and Organizational Citizenship Behavior in Moghan's Agro-Industry Company', *International Journal of Management and Social Sciences Research (IJMSSR)* Volume 2, No. 3, March 2013, 68- 70.
- Ravindra and Sheelam, 2015. Organizational Justice Climate & Organizational Citizenship Behavior in Indian Banks, *Indian Journal of Industrial Relations*, April 2015, Vol. 50 Issue 4, 613-624.
- Siroos Ghanbari and Asghar Eskandari, Organizational Climate, Job Motivation and Organizational Citizenship Behavior, *International Journal of Management Perspective* Vol.1, No.3 pp. 1-14.
- Soheyla Gholami, Meysam Safai Keykale, Mohammad Tir, Fateme Darzi Ramandi, Maasome Karimi, and Roya Rajaei, 2015. 'Investigation The Relationship Between Organizational Climate And Organizational Citizenship Behavior Among Staff In Hospital', *International Journal of Public Health, Pharmacy and Pharmacology*, Vol.1, No.1, 14-22.
- Subramani, A.K., Akbar Jan, N., Mamta Gaur, and Vinodh, N., 2015. 'Impact of Organizational Climate on Organization Citizenship Behaviour with respect to automotive industries at Ambattur Industrial Estate, Chennai', *International Journal of Applied Business and Economic Research*, December 2015, 6391-6408.
- Subramani, A.K., Akbar Jan, N., Moideen Batcha, H and Vinodh, N., 2016. 'Use of structural equation modelling to empirically study the impact of Organizational climate on employees' work related attitude in Information Technology organizations in Chennai city', *Indian Journal of Science and Technology*, January 2016, Volume 9, Issue 1, 1-8.
- Subramani, A.K., and Akbar Jan, N., 2011. 'Organizational Climate Changes in IT Industry', published in *Shodh, Shamiksha Aur Mulyankan (International level Journal)*, May 2011, Vol III, Issue 28, 40 – 41.
- Subramani, A.K., and Panneerselvam, S., 2012. 'Organizational Climate' in the International conference (Anveshana) on Prospects and challenges of service sector in Indian economy in Sri Sankara Arts and Science College on 12th October 2012, 140 – 143.
- Subramani, A.K., and Panneerselvam, S., 2014. 'Organizational Climate in Information Technology (IT) Companies With Special Reference to Chennai City – A Study', *International Global Research for Analysis*, Volume 3, Issue 7, July 2014, 178-180.
- Tabachnick, Barbara G., and Linda S. Fidell, 2007. 'Using Multivariate Statistics', Boston: Pearson / Allyn & Bacon, 120-124.
- Tamizarasu Nandan and Abdul Mutalib Mohamed Azim, 2015. Organizational Justice and Organizational Citizenship Behavior: Mediating Role of Psychological Capital, *American International Journal of Social Science*, Vol. 4, No. 6; December 2015, 148- 156.
- Washington. D.C., and Guion, R.M., 1973, 'A Note on Organizational Climate', *Organizational Behaviors and Human Performance*, 9, 120-125.
- Wat, D., and Shaffer, M., 2005. 'Equity and Relationship Quality Influences on Organizational Citizenship Behaviour', *Personnel Review*, 34, 406-422.
- William F.Joyce and John W.Slocum, Jr. 1984, 'Collective Climate: Agreement as a Basis for Detaining Aggregate Climate in Organizations', *Academy of Management Journal*, 27, 721-742.