

ROLE OF ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN PROJECT BASED ORGANIZATION: MEDIATING ROLE OF PSYCHOLOGICAL OWNERSHIP

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Abstract - Project performance has been enlightened with the relationship of organizational justice and organizational citizenship behaviour. Current research work is considering the individual significant relation of components of organizational justices with organizational citizenship behaviour where psychological ownership is mediating each relation with the support of equity theory. Data is collected from 226 respondents in 46 projects based organization. Results revealed that all components of the organizational justice have high positive relevancy and relation with organizational citizenship behaviour which indicates the perception of the project manager to induce the courtesy factor in the operation of projects. Moreover, findings on the mediating role of psychological ownership are multivariate for organizational justice and organizational citizenship behaviour. Further, future recommendations and research restraints are discussed.

Keywords - Interpersonal Justice, Informational Justice, Distributive Justice, Procedural Justice, Organizational Citizenship Behaviour, Psychological Ownership, Project Performance.

I. INTRODUCTION

Quality and cost of the projects are the phenomenal aspects for the project manager to keep projects and resources on track (Mahmoudi&Feylizadeh, 2017). Project-based organizations keep the strict environment for the workers involved in the challenging project in order to obtain the deadlines on time and cost under control (Whyte, Stasis & Lindkvist, 2016). Project-based organizations deal many national and international projects and get the chance to exchange with many senior project manager, junior project manager and project team. Whereas psychological ownership is a strengthening and prevailing elements for human instinct (Wagner et al., 2003), project manager find themselves in deep motivation when they have knowledge that executing the project is their privilege and their own target. According to (Van Dyne & Pierce, 2004), psychological ownership influences the organizational member's attitude and behaviour. Psychological ownership (PO), is receiving increasing attention because within organizations it is an important predictor of perceived learning (Caspi & Blau, 2011). Also, (Avey, Avolio, Crossley, & Luthans, 2009) discussed the impact on employees, behaviour, attitude and performance.

The performance of the project requires the organizational justice approach in order to facilitate the project manager and their perception of organizational citizenship behaviour (Lim & Loosemore, 2017). Organizational justice provides motivation for the collective altercation which elaborates the perception of humans on their tasks in a better way (Greenberg, 1990; Konovsk, 1991; Lind & Tyler, 1988; Elovainio et al., 2005). Inter-organizational justice refers to the

perceived fairness by which project participants feel that they have been treated in terms of procedural justice, rewards in terms of distributive justice, information exchange in terms of informational justice, and interpersonal treatment in terms of interpersonal justice (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). For many decades, organizational justice is becoming the reason behind the occurrence of Organizational citizenship behaviour as a result of equalized perception of the fairness (Moorman, 1991). Furthermore, projects managers not only need the accomplishment of the citizenship behaviour but also psychological ownership. Psychological ownership is a groomed sense of commitment on behalf of manager where they find the task as their own and under their privilege (Pierce et al., 2003; Avey et al., 2009; Liu et al., 2012). Despite the importance of organizational justice and organizational citizenship behaviour (OCB) to project management, limited research has been conducted to explore the relationship between psychological ownership and OCB in the project management organizations. Thus, there is little evidence of the mechanisms by which psychological ownership can be translated into OCB.

For example, (Van Dyne & Pierce, 2004) has studied the relationship between psychological ownership (PO) and OCB, (Kadefors, 2005) examined the relationship between procedural, distributive and interactional justice and fairness in inter-firm relationships in Swedish project firms, Chhetri (2014) investigated the direct relationship of the organizational justice and organizational citizenship behavior (Chhetri, 2014). Later on (Loosemore & Lim, 2015) demonstrated the inter-organizational justice between project participants are influenced mainly by the way that procedures are

followed, procedures followed, rewards distributed information communicated, and interpersonal relations conducted. Further, (Lim & Loosemore, 2017) explored the relationship between the effect of inter-organizational justice on organizational citizenship behaviour in construction projects. However, previous research did not explore the inter-relationship of psychological ownership (PO) as mediation between inter-organizational justice and organizational citizenship behaviour. The previous discussion in the literature shows that a gap in project management knowledge exists, to fill this gap; the aim of the present study is to examine the relationship of psychological ownership between perceived inter-organizational justice and organizational citizenship behaviour. This study makes two important contributions. First, the paper contributes to the Psychological ownership theory about the project manager's attitude on intimate knowledge and expending and direct efforts to feel greater owner in the organizations. Second, the study contribute to the stream of literature on fairness theory (Folger & Cropanzano, 2001) on the organizational citizenship behavior. We tested our hypothesis derived from our framework by using an empirical study of project managers in Pakistan.

II. LITERATURE VIEW

2.1. Organizational Justice

Adam (1963) identified the base of organizational justice into four dimensions. In the extant literature, justice has been conceptualized based on three dimensions: distributive justice, procedural justice and interactional justice. Greenberg (1990) stated the fact about interpersonal justice as one of the dimension of the organizational justice. Interpersonal justice retains the resources of the accomplishment in influence for vigorous benefits (Baumeister et al., 1998). Bies (2001) stated that interpersonal justice is the sense of dignity and prominence to others which is implemented for better measures and results. People with maximum collective collaboration and reception of incentive react positively towards the challenges of the resource allocations; interpersonal justice plays a vital role in social interactions (Baumeister et al., 2007; Loi et al., 2009). Johnson et al (2014) discussed that attitude of the person reflects the delegation of his work toward the assigned task and capability of stress taking; interpersonal justice is a tested mechanism to reload the strengthening human behaviour.

Informational justice has as deep roots as other components of the organizational justice on the performance structures (Aquino et al., 1999). Informational justice builds the low nervousness between staff, sharing the moderate level of information provide them with the power of faith and change in attitude which becomes the cause of the survival of the operational activities (Van den Bos &

Lind, 2002). Fugate, Prussia, & Kinicki (2012) enlightened the fact employees get more confidence and low uncertainty about their work if working environment provides the exchange and sharing of viewpoints of the management. Staff in the organization points out toward outcomes through their behaviour and involvement in their tasks with efficiency, fair reception of outcomes resolve the interest of the employees (Deutsch, 1985). Distributive justice supports the attitude of the workers for upshots of fair incentives which they predict to obtain after their performance (Folger & Konovsky, 1989). Lind and Tyler (1988) examined the fact that distributive justice specifically defines the later consequences which are majorly a question of curiosity for the staff. De Cremer (2005a) explained that fairness of allocation of outcomes becomes the predictive aspect of the afterlife of the operational activities. Distributive justice is the ultimate definition of the equal apportionment of the products and results in the sense of promotions and increases in pay scale (Colquitt et al., 2006; Wang, Liao, Xia, & Chang, 2010). Al Afari & Elanain (2014) investigated a phenomenal point that distributive justice is proven to have an effect on the employee compartment and enhanced thoughtfulness of equivalence in the organization.

Leventhal (1980) demonstrated procedural justice as a crucial element to declines bias when all the effective parties are involved in the characterised operational decision making. Achievement of the long-lasting commitment becomes more frequent with the availability of the collaboration of employees in the integrated decision making (Konovsky & Cropanzano, 1991). Brockner and Wiesenfeld (1996) also advocated the fact that consequences from the implementation of procedural justice are far more strengthening. While allocating the social and economic psychological needs of the employees, both perceive the same regard where employees accomplish the security of reliance, the strength of decision making (Wiesenfeld et al., 2000), commitment and willingness (De Cremer, 2005a). The frequent involvement and reliability by forerunner raise the self-proficiency and self-efficacy of the employees (Chen, Lam & Zhong, 2007; Van Dijke et al., 2012; Özduran & Tanova, 2017).

2.2. Organizational Citizenship Behaviour

Organ (1984) defined the citizenship behaviour in the organization, according to him citizenship behavior is the form of attitude of the manager based on self-responsibility for which he might not be paid apparently, but his devotion and respect by organization forces him to act with proficiency in favour of organization (Bateman & Organ, 1983; Smith, Organ, & Near, 1983; Organ, 1988; Organ, 1994; LePine, Erez, & Johnson, 2002; De Cremer & Tyler, 2005b). Manager who behaves as an

organizational citizen are not mandatorily asked, without or with promise of an incentive, to contribute to high scale in the organization but their performance become exceptional realization for the organization (Farh, Podsakoff, & Organ, 1990; Podsakoff et al., 1990; Schnake, 1991; Williams, & Anderson, 1991; Podsakoff, & MacKenzie, 1997). Fairness and equality moderately affect all dimensions of the organizational citizenship behaviour in perspective way (Sluss, Klimchak, & Holmes, 2008; Zhao, Peng, & Chen, 2014). Beauregard (2014) highlighted the argument that employees seem to have anti-citizenship behaviour when organizations are promoting lack of confidences in employees, lack of diligence, righteous, fair judgement and treatment toward manager. Hence, we present the analysis of the significance of organizational citizenship which can become the source of major and discriminatory achievement in the performance (Gao et al., 2017).

2.3. Psychological Ownership

Pierce et al. (1991) define psychological ownership as 'Bundle of Rights'. Author-defined psychological ownership the craving for possession and making distinctive entities as their own, the term 'mine' is explained by psychological ownership (Pierce, Kostova, & Dirks, 2001; 2003). Psychological ownership effect many scenarios of the human psyche, they realize themselves more connected toward governance, organizational obligation, task orientation, organizational efficiency and desire to get the target (Wagner et al., 2003; Van Dyne & Pierce, 2004; Avey et al., 2009). Chiang et al., (2013) also supported the point that Increase application of the psychological ownership becomes the source of implementation of organizational citizenship behaviour.

III. RESEARCH MODEL AND HYPOTHESIS

3.1. Relationship of Organizational Justice and Organizational Citizenship Behaviour

Figure 1 presents the research model. We supported the assumption that organizational justice induces the direct and positive relationship with organizational citizenship behaviour which results in enhanced project performance. The theoretical underpinning theory suits this research study is equity theory (Adams, 1963). Evidence in existing literature pointed out the positive relationship between organizational justice and citizenship behaviour (Lim & Loosemore, 2017). Equity theory also strengthens the argument that fairness in the relationship, operational activities and distribution of resources provides the entitled incentives for the organization. Equity theory also suggests that inequalities push the employee to take the serious and ultimate decisions such as low output and quitting the task (Carrell and Dittrich, 1978), therefore we need to grasp the motivational aspect of

project manager's perception to obtain high performance of the project. Based on current argumentation current research work proposes H1, H2, H3 and H4 hypothesis,

Hypothesis 1. Interpersonal justice has a positive impact on organizational citizenship behaviour.

Hypothesis 2. Informational justice has a positive impact on organizational citizenship behaviour.

Hypothesis 3. Distributive justice has a positive impact on organizational citizenship behaviour.

Hypothesis 4. Procedural justice has a positive impact on organizational citizenship behaviour.

3.2. Mediating Role of Psychological Ownership

Pierce, Kostova, and Dirks (2001, 2003) defined psychological ownership as "a cognitive and affective state 'in which individuals feel as though the target of ownership or a piece of that target is theirs'". Prior research recognises psychological ownership as a distinct context effect on attitude and behaviour in organizational citizenship behaviour (OCB) literature, Avey et al.'s (2009) study found that OCB is positively associated with psychological ownership. Psychological ownership is a critical factor and positively associated with organizational citizenship behaviour. Psychological ownership paid positive tribute to the achievement of the organizational justice while decreasing the job disappointment (Muqadas, Rehman, & Aslam, 2017). Organizational justice and psychological ownership have an impactful relation for organizational citizenship behaviour where performance boosts with the impact (Azeem et al., 2015). Equity theory supports the mechanism of faith for an employee to get the sense of ownership of operational activities which is the result of justice and equalization in the operations (Viswesvaran & Ones, 2002; Rousseau & Shperling, 2003). Support by the existing literature and support of the equity theory influences the current research work to investigate the mediating role of psychological ownership in the relationship between organizational justice and organizational citizenship behaviour. Existing literature and support from theory guided us to draw H1a, H2b, H3c and H4d hypothesis,

Hypothesis 5a. Psychological ownership positively mediates the relationship between interpersonal justice and organizational citizenship behaviour to influence the project performance.

Hypothesis 5b. Psychological ownership positively mediates the relationship between informational justice and organizational citizenship behaviour to influence the project performance.

Hypothesis 5c. Psychological ownership positively mediates the relationship between distributive justice and organizational citizenship behaviour to influence the project performance.

Hypothesis 5d. Psychological ownership positively mediates the relationship between procedural justice

and organizational citizenship behaviour to influence the project performance.

Figure 1: Theoretical Framework

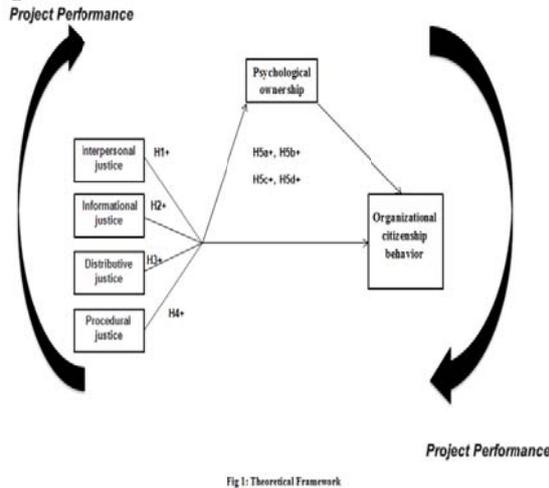


Fig 1: Theoretical Framework

IV. RESEARCH METHODOLOGY

4.1. Data Collection

We used the previously established measure to investigate the proposed hypothesis in the theoretical model using survey questionnaires measured on a seven-point scale ranging from 1 (strongly disagree) to 7 (strongly agree). For this purpose, 46 project-based organizations are contacted in order to obtain the perception of the project manager and project team of these project-based organizations. For our study, we focus on project-based organizations dealing with various projects (e.g. medical, education, IT and construction etc). Director of the project-based organization is contacted by telephone and they are requested to support us for data collection. We distributed the questionnaire to respondents with briefing so respondents can understand the nature of questionnaire. The first section of the questionnaire is based on personal information of the respondents (e.g. gender, age and experience). The second portion of the questionnaire is based on the scaled instrument of the variable. To capture maximum variance respondents are selected applying the convenience sampling, 300 total questionnaires are distributed to project manager and team members in 46 project-based organizations, 245 responses are received in which 226 are usable and complete responses (75%). Demographic were distributed on four foundation, gender includes 80% male (m= 1.2231, St.d= 0.38678), 34-41 year of age

group is having utmost value of 37% (m= 2.3371, St.d= 1.03006) and 5-10 year experience group indicates the maximum value of 68% (m= 1.4533, St.d= 0.55619). Further analysis of the instruments is run to investigate the results and hypothesis.

4.2. Measure and Instrument

The adapted scales for all the variables are based on existing theories and are designed in such nature where project manager and project team can rate each item (see appendices A). All the items of the variables are designed according to the 7-points Likert-scale from 1 (strongly disagree) to 7 (strongly agree), ranging from “1 = strongly disagree” to “7 = strongly agree”. The instrument developed by Lim & Loosemore (2017) was used to measure organizational justice which is based on 29 items, 9 items are of interpersonal justice, 6 items are based on informational justice and 14 items represent distributive and procedural justice. Organizational citizenship behaviour is measured using scale presented by Organ (1988) which is restructured by Lim & Loosemore (2017), consist of 5 items. The psychological ownership instrument developed and modified by dyne and pierce (2004) is adapted consists of 7 items, the sample items are “this is my organization” “this is our company”.

V. RESULTS

The results and analysis testes include meaning standard deviation and correlations among the latent variables are present in Table 1. Result represented in table 1 support the correlation between variables, the variable of organizational justice and organizational citizenship behavior has positive correlation with the strong significant value of .46** (interpersonal justice with organizational citizenship behavior), .38** (informational justice with organizational citizenship behavior), .43** (distributive justice with organizational citizenship behavior) and .47** (procedural justice with organizational citizenship behavior). Cronbach's alpha reliabilities were used to evaluate internal consistency. The scale of each variable is representing the rationally extraordinary α coefficient (i.e. > 0.5). The high reliability of overall factors is not uncommon. Previous studies have stated even higher reliabilities. For example, Ferris, Douglas, Joseph, and Lian (2008) described the alpha reliability of 0.96.

Variables	Mean	SD	1	2	3	4	5	6
1 IPJ	4.46	.93	(.84)					
2 IFJ	4.04	.88	.53**	(.87)				
3 DJ	4.05	.85	.53**	.55**	(.81)			
4 PJ	3.90	.95	.51**	.45**	.49**	(.88)		
5 PO	3.91	.79	.52**	.38**	.44**	.48**	(.88)	
6 OCB	4.16	.81	.46**	.38**	.43**	.47**	.48**	(.88)

Table 1. Means, standard deviations, coefficient alpha reliabilities, and inter-correlations

N=202, *p < 0.05 **p < 0.01. Correlation is significant at 0.01 levels (2-tailed); Correlation is significant at 0.05 levels (2-tailed); alpha reliabilities are given in parentheses.

Confirmatory Factor Analysis was run in AMOS 23 to justify the model fitness (Anderson & Gerbing, 1988) which consisted of six (6) latent variables: interpersonal justice, informational justice, distributional justice, procedural justice, psychological ownership and organizational citizenship behaviour. The combination of different fit indices: model chi-square, incremental fit index, Tucker-Lewis index (TLI), comparative fit index (CFI) and root mean square error of approximation (RMSEA) was used to assess the model fit. The measurement model provided an excellent fit to the data: $\chi^2/df=1.75$, IFI=0.90; TLI=0.89; CFI=0.90; RMSEA=0.05, over alternative models (Hu & Bentler, 1999) shown in Table 2. These CFAs results showed that Six-factor model had satisfactory discriminant validity.

Model	Factor	χ^2	df	RMSEA	IFI	TLI	CFI
Baseline	Six Factors	898.705	**511	.05	.90	.89	.90
Hypothesized							

Note: p***<.001

Table 2. Measurement Model

Tests of Hypotheses

Furthermore, we used no one control variable in the analyses while testing for hypotheses. The results are displayed in Table 3 and Table 4. Hypothesis 1 and 5a stated that interpersonal justice positively related to organizational citizenship behaviour and psychological ownership positively mediating between this. Result supported these relationships as indicated by the regression coefficient and associated significance level ($\beta= 0.30$, $p < 0.01$) when OCB regressed on both psychological ownership and interpersonal justice the previous regression coefficient between IPJ and OCB reduced in size ($\beta= 0.25$, $p < 0.01$). This showed that psychological ownership mediates the relationship between IPJ and OCB (CI values between “0.08 to 0.25”). Hence Hypothesis 1 and 5a was supported. Hypothesis 2 and 5b stated that Distributional justice positively related to organizational citizenship behaviour and psychological ownership positively mediating between this. Result supported these relationships as indicated by the regression coefficient and associated significance level ($\beta= 0.15$, $p < 0.05$) when OCB regressed on both psychological ownership and interpersonal justice the previous regression coefficient between DJ and OCB reduced in size ($\beta= 0.11$, $p < 0.05$). This showed that psychological ownership mediates the relationship between DJ and OCB (CI values between “0.09 to 0.27”). Hence Hypothesis 2 was supported.

Structural Path	Path Coefficients	
Procedural justice →	psychological ownership	.25**
Distributional justice →	psychological ownership	.15*
Interpersonal justice →	Psychological ownership	.22**
Informational justice →	psychological ownership	.06
Psychological ownership →	organizational citizenship behavior	.22**
Procedural justice →	organizational citizenship behavior	.23**
Distributional justice →	organizational citizenship behavior	.15*
Interpersonal justice →	organizational citizenship behavior	.30***
Informational justice →	organizational citizenship behavior	.03

Notes: *p < .05, **p < .01, ***p < .001

Table 3. Path Coefficients in the Baseline Model

Hypothesis 3 and 5c stated that Procedural justice positively related to organizational citizenship behaviour and psychological ownership positively mediating between these relationships. To test the positive and significant mediating role of a construct (psychological ownership), we followed (MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002) recommendation to assess the mediation effect, rather than the traditional causal method (Barron & Kenny, 1986). The first step of mediation analysis is to assess there should be a significant impact of independent variable on the dependent variable (as shown in Table 3). In the second step, the relationship between the psychological ownership and organizational citizenship behaviour should be significantly correlated.

Hypothesis	Indirect Effects	BC (95% CI)
IFJ → OCB → PO	.02	(.08, .25)
IPJ → OCB → PO	.25**	(.10, .27)
DJ → PO → OCB	.11*	(.09, .27)
PJ → PO → OCB	.17**	(.09, .24)

Notes *p < .05, **p < .01, ***p < .001 BC means bias corrected, 2,000-bootstrap samples, CI confidence interval.

Table 4. Mediation Result of Psychological Ownership

Result supported these relationships as indicated by the regression coefficient and associated significance level ($\beta= 0.25$, $p < 0.05$) when OCB regressed on both psychological ownership and interpersonal justice the previous regression coefficient between PJ and OCB reduced in size ($\beta= 0.17$, $p < 0.05$). This showed that psychological ownership mediates the relationship between PJ and OCB (CI values between “0.09 to 0.24”). Hence Hypothesis 3 and 5c was supported. Hypothesis 4 and 5d stated that informational justice positively related to organizational citizenship behaviour and psychological ownership positively mediating between these relationships. The result has not supported these relationships as indicated by the regression coefficient and associated significance

level ($\beta = 0.06$, $p > 0.05$) when OCB regressed on both psychological ownership and interpersonal justice the previous regression coefficient between IFJ and OCB reduced in size ($\beta = 0.2$, $p > 0.05$). Hence Hypothesis 4 and 5d was rejected.

VI. DISCUSSION

The perception and exchange of people are now more accurate according to their experience and knowledge. The current research study is emphasizing on the need to induce the generation of organizational citizenship behaviour, organizational citizenship behaviour is assumed as a direct reflection of project performance. Therefore first accepted the hypothesis, H1 and H5a explain the positive relation of interpersonal justice with organizational citizenship behaviour and mediation of psychological ownership in the relationship. Psychological ownership bridges the personal motivation and behaviour in the performance with an induced sense of commitment to organizational citizenship behaviour (Van Dyne & Pierce, 2004). Moreover second accepted hypotheses, H2 and H5b describe the positive relationship of information justices with organizational citizenship behaviour with the mediating influence of psychological ownership. Informational justice changes the commitment of the staff over time if higher authority put the efforts to sustain the moderate level of information flow toward the staff, they feel more reliable and transparent (Cheung, 2013; Shin et al., 2015). Fairness and functioning justice has accomplished the strategic growth of the performance as a result of mediating behaviour of psychological ownership in decision making (Yildiz, Alpkan, Ates, & Sezen, 2015). The results of the H3 and H5c provided us with positive significant relationship of distributive justice with organizational citizenship behaviour and psychological ownership positively mediated the relationship. Research by Moorman (1991) illustrated that distributive justice has a straight line of sight with the reception of utilities and answers to the outcomes. From previous literature support, distributive justice strengthens the sense of psychological ownership because of equal distribution of incentives and essentials (Chi, & Han, 2008). The context of Pakistan provides strict predefined procedural fundamentals invalid projects, which lessen the space for favours and independent influence of the employees therefore H4 and H5d in this research work, acquire rejection after the result analysis. Leventhal (1980) argued, equity theory suggests that violation of the basic laws creates the resistance of the implementation of the senior and fair behaviour as these are the merit procedures needed to be implemented in the operations. Therefore procedural justice trends to lack in a relationship with organizational citizenship behaviour in the context of Pakistan. Psychological ownership promotes self-independent approach, but procedures are

predetermined aspects and require the straight line of action therefore it declines the psychological ownership influence.

VII. CONCLUSION, LIMITATION AND FUTURE DIRECTIONS

The purpose of this research work is to examine the mediating relationship of psychological ownership between the inter-organizational justice and organizational citizenship behaviour. Our results demonstrated that promotion of informational procedure justice and procedural justice might enhance employee's psychological ownership directly and indirectly organizational citizenship behaviour. Our findings suggest that in South Asian countries such as Pakistan, organizational justice is an important predictor to induce employee motivation to exhibit discretionary behaviours despite the lack of intrinsic rewards. Therefore, in project organizations, where most of the employees work on contract with limited opportunities for growth and excel, organizational justice plays an important role in increasing psychological ownership, and consequently increases the organizational citizenship behaviour as well. During the research work few obstacles are identified for future researchers. First, because of time constraint only one mediator is tested future research can improve the model and also investigate other mediator (e.g. job involvement, work engagement, individual personality trait and culture dimension). Second, data is collected from Pakistan, presents the distinguish features in its culture and trends there is a need to implicate the research work in more countries and culture to investigate model according to their attributes. Third, mediators are investigated in research work there is still a lack of moderator in the model. Moreover, future research is needed to investigate the psychological contract as a mediating between the inter-organizational justice and organization citizenship behavior in service and infrastructure development project organizations.

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Appendices – A: QUESTIONNAIRE

Please provide following information.

	1			2	
Gender	Male			Female	
	1	2	3	4	5
Age	18 – 25	26 - 33	34 – 41	42 – 49	50 - above
	1	2	3	4	5
Experience	0 - 5	6 - 10	11 - 16	17 – 22	23 - above
	1		2	3	
Qualification	Bachelor		Master	MS/ M.Phil	PhD

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3= somewhat disagree, 4= neither disagrees nor agree, 5= somewhat Agree, 6= Agree, 7= strongly agree.

Organizational Justice							
Interpersonal Justice							
	1	2	3	4	5	6	7
1	We were treated with politeness						
2	We were treated with dignity						
3	We were treated with respect						
4	Our opinions were valued						
5	We had a good relationship with our client						
6	We had freedom of expression						
7	We had freedom of association						
8	There was respect for people's health and safety						
9	There was respect for people's dignity and rights						
Informational Justice							
	1	2	3	4	5	6	7
1	We had an adequate say						
2	Communications were open and transparent						
3	we were kept informed about major decisions that affected our interests						
4	We were given adequate information to be able to undertake our jobs effectively						
5	Decisions that affected us were explained to us						
6	We were consulted about decisions that affected our interests						
Distributive Justice							
	1	2	3	4	5	6	7
1	We were rewarded fairly for the work that we did						
2	The risks we were asked to take were fair and commensurate with our ability to manage them						
3	We had opportunities to share in the rewards from any improvements we brought into the project						
4	We were resourced adequately to do our job effectively						
5	Contracts were fair and equitable						
6	Our rewards were commensurate with our inputs, effort, ability and experience						
7	Disputes were resolved fairly						
procedural justice							
The processes by which risks and rewards were distributed were:							
	1	2	3	4	5	6	7
1	Fair						
2	Consistent						
3	based on accurate information						
4	Negotiable						
5	Ethical						
6	Transparent						
7	Clear						
Organizational Citizenship Behavior							
	1	2	3	4	5	6	7
1	Conscientiousness						
2	Commitment						
3	Social engagement						
4	Discretionary/voluntary effort						
5	Respect for others						

Psychological Ownership							
	1	2	3	4	5	6	7
1	This is my organization						
2	I think that this organization is OUR company						
3	I feel a very high degree of personal ownership for this company						
4	I sense that this is my company						
5	This is OUR company						
6	Most of the people that work for this organization feel as though they own the company						
7	It is hard for me to think about this organization as MINE.						

★★★