

Influence of Interpersonal Justice on Organizational Citizenship Behaviour of Public Servants in Kenya

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ABSTRACT:The theme of justice has become one of the most popular and most sought after concept in organization studies. Fair and impartial cooperative behavior among employees reduces conflict and transaction costs at the workplace. Organizations can achieve increased employee morale, give them sense of being valued, and reduce their turnover if there is justice in the interpersonal treatment of employees by supervisors and managers. The purpose of this study was to investigate the relationship between interpersonal justice and organizational citizenship behavior of public servants in Kenya. The study hypothesized that when employees perceive the presence of interpersonal fairness in their organizations, they respond positively by displaying organizational citizenship behavior, which is an organizational outcome that makes employees work above and beyond their job descriptions requirements. With interpersonal justice, employees will be able to compromise any difficulties at the workplace and foster positive work climate which enhance efficiency and effectiveness. The study tested the relationship between interpersonal justice perceptions and organizational citizenship behaviour within the social exchange process. The social exchange and organizational support theories, which relies on the norm of reciprocity, were therefore used as the theoretical basis of the study. The relationship was studied using a cross-sectional research design based on deductive research approach. Quantitative descriptive research methods were used for data collection and analysis. All public servants in Kenya were targeted but 375 respondents were selected using simple random sampling technique. A piloted structured questionnaire was used to collect data. The reliability for interpersonal justice was .838 while that for organizational citizenship behaviour was .912. Exploratory factor analysis was used to test validity of the questionnaire items which was found to within recommended indices. Descriptive data analysis was done using percentages, frequencies and means, while correlation and regression coefficients were used for inferential statistics. The results of the study found a positive and significant relationship between interpersonal justice and organizational citizenship behaviour and concluded that interpersonal justice was important in organizations as it would make employees engage in organizational citizenship behaviour and lead to increased employee morale, giving them a sense of being valued, and reduce their turnover intentions and make such organizations effective and efficient. This study was informed by the fact that among all justice variables, research on interpersonal justice, its relationship with organizational citizenship behaviour, and particularly in developing countries like Kenya is quite limited.

KEYWORDS:Organizational justice, interpersonal justice, organizational citizenship Behaviour, Public Service, Kenya

I. INTRODUCTION

Organizational justice is today a very important concept in the field of organizational management and behaviour [1]. Described as an employees' perception of fairness in social and economic interactions within the organization [2], it signifies the perceptions of employees about the fairness of processes at the workplace and their personal evaluation of the ethical propriety of their employer. Being a driver for building of a healthy organization, it plays a critical role in shaping organization's attitudes such as job satisfaction, employee commitment, extra-role behaviours, and counterproductive behaviors [3]. One such extra-role behaviour related to justice in organizations is organizational citizenship behavior (OCB). As an important organizational variable,

OCB supports the social and psychological environment in which task performance takes place [4]. OCB consists of an employee's ability to persist with enthusiasm, conform to organizational rules and regulations, assist other employees, and openly defend the organization's objectives [5]). OCB help make employees work beyond the call of duty and exceed the basic requirement of their jobs [6]. It also fosters a positive climate of efficiency and effectiveness in the organization [7]) in addition to representing the characteristics of a committed and loyal employee [8].

The relationship between organizational justice and OCB is founded on the factor that justice is considered as one of the political necessities of organizational behaviour [9]. As a political factor, it enhances interest, loyalty, and the trust of people to the organization. It also adds to the human and social investment of the organizations, a part from explaining the perception of fairness in the organizations by workers, their behavioral reaction to those perceptions, and the effect of those perceptions to organizational. [10], confirm that the issue of organizational justice is heavily debated by scholars; whether regarding its dimensionality and conceptual framework or regarding its impacts on various organizational facets such as OCBs. As confirmed by [11]the widely accepted organizational justice dimensions include distributive, procedural, and interactional justice. This categorization is usually referred to as the big three dimensions of organizational justice [12]. However, [13]introduced a four-model structure having distributive, procedural, informational and interpersonal justice, after breaking interaction justice into informational and interpersonal justice. The reason for the introduction of the four-model was based on the assertion by [14] that almost from its introduction, the interactional justice construct has suffered from lack of clarity. Supporting the dissociation of the interactive justice concept into two, [15], content that the four-model structure was needed in order to make a distinction between interactional justice (fairness of interpersonal communication), and procedural justice procedures and their enactments).

[16], described interactional justice as concerned with the fairness of interpersonal communication. Notably interactional justice should focus on the quality of fairness people receive in procedural treatment, and implementation [17]. According to this thinking, interactional unfairness occurs when employees are judged unfairly and treated without respect and dignity ([18]. According to [11]while some scholars view interactional justice as a single construct, others have proposed two dimensions; informational justice and interpersonal justice. Different from informational justice, interpersonal justice addresses the fairness of person-oriented treatment such as the respect with which one has been treated; with informational justice speaking to the fairness of information provided during the procedures and outcome distributions related to the accuracy of the information and the timeliness with which the information was provided [18]. [19]), opines that interpersonal justice focuses on presence of justice in social interactions that take place between individuals and others, especially supervisors in the organization. Interpersonal justice looks at interpersonal and group communication and explains why certain behaviors are recognized as fair whereas others are considered inappropriate. Interpersonal justice is demonstrated when supervisors explain decisions to employees while treating them with dignity and respect and showing concern for them regarding the distributive outcomes they receive [20]. According to [21], interpersonal justice can simply be taken to imply workers' perceptions of how fair they are treated by those in authority.

The reason for this study was found in [22] who appreciates that, among all justice perception variables, more studies have been done on the relationship between OCB; procedural and distributive while very little research on interactional justice. The breakdown of interactional justice into interpersonal and informational justice is a new phenomenon which means more studies are required on the concept. Similarly most of the earlier studies on organizational justice have focused on different industries in already developed countries. Kenya as a developing country requires focused approach to understand employees and identify policies that will help improve performance and overall organizational effectiveness to bring it at par with developed nations in the just treatment of employees. Likewise is juxtaposed by [11], the implication that fairness investments yield positive and targeted performance outcomes has been provocative for researchers who researchers who have identified several areas where more work is needed to enhance the understanding of the consequences of, and processes related to, workplace justice. Such areas include the effects associated with the sources of justice, the differential outcomes of justice perceptions based on justice type [23], and, the mechanisms through which justice perceptions are translated into behaviors [24]. This study attempts to fill this gap by exploring the relationship between organizational citizenship behaviour and interpersonal justice of public servants in Kenya. This study is founded on the fact that different dimensions of justice may differentially affect the kind of positive, extra-role behaviors displayed by employees and adds to the understanding of the theory of social exchange as based on the norm of reciprocity in an African cultural context.

The other cause for this study is that the Kenyan public sector faces a myriad of human resource counterproductive work behaviours [25]. These behaviours include absenteeism, frequent industrial actions, and abuse of public property, corruption, bribery, patronage, lateness, and high turnover rates of productive employees [26]. [27], note these behaviours have resulted in poor service delivery in the public sector and denied Kenya's quality services. It has also resulted in economic decline which has led to stagnation in the country's growth at below 10% for the last decades [28]. Citing inequity in the pay structure and lack of adequate and timely information dissemination on pay structure, performance appraisal and overall employees' outcomes, as well the deteriorations of interpersonal relations among employees, employees with supervisors and the organization, [29] points out that the global standard percentage of available productive man-hours in Kenya is at 35% against the international standard of 75%. This is against the backdrop of several reforms initiated in the public sector to reverse the trend of poor performance and service delivery [30]. The background of the study was that this trend can be changed by focusing on interpersonal justice which could be demonstrated by supervisors at a very low level of the organizational management by dealing with employees while treating them with dignity, respect, kindness, concern, and truthfulness regarding the distributive outcomes they receive and in the implementation of procedures [31]; [20].

1.3 Objectives of the Study

The main objective of this study was to analyze the relation between interpersonal justices and organizational citizenship behavior of public servants in Kenya.

1.4 Hypothesis of the Study

The study hypothesized that there was no significant relationship between interpersonal justice and organizational citizenship behavior of public servants in Kenya.

II. LITERATURE REVIEW

2.1 Theoretical Review

According to [10], exactly how justice perceptions are translated into OCB is a topic that provokes interest in the eyes of justice scholars, and social exchange theory. Although many researchers have sought to understand the unique variance in OCB accounted for by different types of organizational justice [31], a lot of work still needs to be done. As [14] notes, a clear picture of the exact nature of the relationships has not emerged. [32], provided a theoretical basis in form of the social exchange theory to try and unpack this relationship. He considered the relationships that develop because of justice inputs to have the effect of moving the social exchanges from a transactional, quid pro quo status to those based on mutual fulfillment of unspecified obligations. And therefore, in the perspective of social exchange, organizations could be interpreted as forums for economic and social exchange, where relationships are characterized by exchanges of symbolic and less tangible resources and regulated by rules of exchange, such as the norm of reciprocity [32].

In adopting the social exchange theory to explain the relationship between interpersonal justice and OCB of public servants in Kenya, the study reasoned that public servants in Kenya reciprocate the treatment they receive from the organization and authority figures in different ways. This is because social exchange refers to the exchange of activity, tangible or intangible, and more or less rewarding or costly between at least two people and as seen as a social behavior that may result in both economic and social outcomes which bring satisfaction when people receive fair returns for their expenditure [33]. The behaviour of public servants in Kenya can therefore be seen as human interactions which are transactions, where people exchange resources in the hope of certain benefits. Notably, as employees always consider an employment relationship as a transaction and hence a process of resource exchange governed by the norm of reciprocity and encompassing both ongoing conferment of benefits and continual rebalancing of expectations and obligations.

In a work relation, when workers think they can get a high-quality exchange relationship with the organization, they are likely to reciprocate by developing norms that promote positive behavior [34] and favorable consequences to organizations [35]. The more the employer fulfills obligations and meets expectations, the more employees feel secure and satisfied and consequently obligated to reciprocate [36]. In this argument, when the needs of individual workers are considered, they reciprocate with favorable attitudes and behavior [37] and the extent to which organizations manage their relationship with employees; it makes them likely to engage in OCB [38]. In an organizational setting, employees will feel more secure to develop confidence in their organization if they are treated fairly, and get information they need without concealment [39]. In information justice employees always consider whether the reasons underlying a resource allocation decision are clearly, truthfully, and adequately explained to any affected parties [40]. According to [13], subordinate trust supervisors who communicate in an informationally just manner such that the extent to which the supervisor candidly and thoroughly communicates the rationale for the processes used in making decisions and allocating resources and tailors this communication to the specific needs of the employee makes employees perceive justice.

On the other hand, based on the organization support theory, defined as the degree to which employees think that top management recognize their abilities and reward them according to their work, rely on the fact that Cooperative organization always supports its workers who possess strong political skills [41]. According to this theory an employee feel supported by the organization if his/her basic needs are fulfilled or satisfied as for money, self-esteem, and recognition and also by rewarding him for his achievement and devotion towards the organization [42]. If an organization provides enough resources, guidance and support to the employees with strong political skills; it would help in organization success and in achieving its goals and objectives [43]. Perceived organizational support is directly linked to objective and evaluative measures of standard job performance. [44], found that 56% increase in organizational support would lead to 56% increase in organizational citizenship behavior in employees.

2.2 Reviews on Interpersonal Justice

Interpersonal justice focuses on interpersonal and group communication where certain behaviors are recognized as fair whereas other behaviors are considered as inappropriate and unfair in a given group [31]. Interpersonal justice is demonstrated when supervisors explain decisions to employees while treating them with dignity and respect and showing concern for them regarding the distributive outcomes they receive [20]. According to [21], interpersonal justice can be taken to imply workers' perceptions of how fair they are treated by those in authority. Interpersonal treatment includes interpersonal communication, truthfulness, respect, the propriety of questions, justification, honesty, courtesy, timely feedback, and respect for rights [45]. Scholars have noted the importance of interpersonal justice and recommend the movement away from focusing solely on the decision making aspect of procedures to their interpersonal perspective. [20], confirms that although the interpersonal facets of procedures have been previously contained within the procedural justice framework, recent studies have established that interpersonal justice is a significant component that should be treated as a separate type of justice.

[23], has argued that interpersonal justice denotes the level at which workers feel treated with politeness, dignity, and respect by authority figures involved in executing procedures or determining outcomes [46], note that interpersonal justice evidenced by a supervisor's respectful and polite treatment of employees reduces perception of damaged self-esteem when seeking negative feedback. Respectful, kind, and mature behavior on the part of supervisors and managers will lead employees to feel justice. Decision-makers should always have respect, say the truth, be courteous, and be in a position to provide good reasons regarding the decision they make [47]. If the supervisor of an employee explains the situation and reason for a layoff of that employee carefully and sensitively, it will result in a positive feeling in the mind of the leaving employee, who will consider the layoff as fair and would not sue that organization for wrongful termination.

Studies show that most organizations have people problems rather than business problems which are due to faulty interpersonal relations that hinder the attainment of organizational goal [48]. Healthy professional relations can be maintained by effective workplace communication and team work. Interpersonal relationships gradually develop with good team participation with other members. Since interpersonal relationships refers to a strong association among individuals working together in the same organization, it is essential for individuals to be honest with each other for a healthy interpersonal relationship and eventually positive ambience at the workplace [49]. According to ...good management is largely a matter of love, caring or showing concern to others but not manipulating them. Caring leadership is fully authentic in its commitment to each individual and treats others as valued partners rather than as a commodity or an inconvenience [50]. Leaders owe a series of "covenantal" duties to their employees in demonstrating that they care about their welfare and are committed to their success – as well as to the success of the organization. Developing others, helping others, increasing others' self-esteem, and expressing genuine concern are all behaviors of credible leaders. [51]) acknowledges that successful leadership is seen in terms of an unconditional self-sacrificing love for others without regard to personal self-interest. Love, demonstrated as the unconditional acts of respect, caring and kindness; communicate the worth of others and promotes their welfare, growth, and wholeness. Great leaders recognize that investing in others by demonstrating a commitment to their best interests not only strengthens relationships and enriches lives but improves organizations along the way [52].

Respect is another important dimension of interpersonal justice. Defined by [53] as perceived worth accorded to one person by one or more others, has been ranked among the highest, above income, career opportunities, and the amount of leisure time afforded by the job. Despite the importance of respect, there has been always lack connection between employees' desired respect and the respect they actually receiving at work. Respect is very critical to the functioning and the well-being of individuals [54]). It is particularly powerful when received at work because, an employment being an exchange relationship, where tangible and intangible rewards are received; signal the value of one's contribution the value of the person making the contribution. Employees wish to be compensated with, and are highly motivated by, respect cues from the organization and its members [54], as it validates their worth and meets universal human needs. .Research

shows that leaders serve as important sources of respect for individuals and effective leadership involves expressions of respect [55])

Many studies have confirmed the importance of interpersonal justice. For example [48] looked at the relationship between organizational justice and its relation with an organizational commitment of the staff in the directorate of youth and sport of Chahar Mahal Bakhtiari. The results that were obtained for the study show that interpersonal justice was directly and significantly related to organizational commitment. [49], conducted a study on a multilevel perspective on the relationship between interpersonal justice and negative feedback-seeking using 690 employees. Their results showed that individual-level interpersonal justice was related to employee negative feedback-seeking behavior [25] confirms that a study conducted in a Kenyan sample on the effects of organizational justice on general health by [50] established that interpersonal justice was more important in shaping employee health and was associated with better mental health. [51], noted that studies on engagement have found that interpersonal justice had a positive influence on employee engagement, work engagement, and organizational engagement. When supervisors demonstrate adequate sensitivity and concern toward employees and treat them with dignity and respect, it results in employees willing to tolerate the combination of an unfair pay distribution and unfair procedures. The experience of interpersonal justice can alter reactions to decision outcomes because sensitivity can make people feel better about an unfavorable outcome [45].

2.3 Reviews on Organizational Citizenship Behaviour

Employees' perception of justice at work has become central to organizations as perceptions of justice within organizations can be a social-psychological approach which initiates spectrum of citizenship behaviors [14]. According to [52], organizational justice is significant in the workplace as it helps to minimize deviant behaviours and increase sustainability of the organizations as it would help employees to identify with their jobs completely and to make responsible contributions while exhibiting citizenship behaviors. As noted by [53], perception of justice and exhibition of citizenship behaviors can be considered as an appropriate investment in human resource practices, where equal treatments in terms of salary, decisional latitudes and interpersonal relationships, and understanding of social and moral perspectives can lubricate the social machinery of the organization and prevent human resources from being dissipated. Organizations that foster citizenship behaviors through justice are more attractive places to work and are able to hire and retain the best people [21]. The concept of Organizational Citizenship behaviour was conceived by [54] who defined it as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the effective functioning of the organization."

[55], defined OCB as performance that supports the social and psychological environment in which task performance takes place. This perspective was reinforced by [56] OCB who noted that OCB has been recognized as shaping the social and psychological context where core job responsibilities are accomplished and uniquely contributes to overall performance. Considered critical to an effective organization, OCB encompasses behaviours that do not directly relate to task performance but are important to the overall performance of the organization [54].

OCB has been confirmed as a function of employee's ability, motivation, and opportunity [55]. [57], have acknowledged that attitudes such as OCB can be influenced by supervisors through their behavior, or how they shape the working environment. [56], has held early assumptions on OCB by [4] which linked it to prosocial motives; and a desire to benefit other people. Built on the social exchange theory that attributes employees' decisions about the amount of effort they are willing to expend for their organizations to how much the organizations contribute to their well-being [42], scholars agree that Citizenship behaviors have been developed to explore employee characteristics that are cooperative and helpful and that provide a constructive contribution to the organization [58]; [59].

Organizational citizenship behaviors in organizations means employees doing a better job, making an effort above and beyond formal requirements and filling the gap between procedures and regulations and exerting exceptionally good behavior for the sake of the organization and informally supporting its members [60]. Described as a clear contract between an individual employee and the organization, [61], contemplate that although OCB cannot be strengthened directly, because it is a special and extraordinary endeavor that organizations expect from their members to achieve success [62]. This is because OCB is a driving behaviour that causes consolidation of the relationship between goals of employees and those of the firm, which provide avenues for achieving overall aims of the organization [63]. The OCB model proposed by [52], show it as measured using five fundamental factors. These factors include altruism (being helpful), courtesy (being polite and courteous), conscientiousness (having attention to detail for prevention or minimizing errors), civic virtue (demonstrating interest and involvement), and sportsmanship (acceptance of changes and performing without complaining [64]. Therefore, it is true that Organ was the first person to differentiate discretionary behaviors from other such prescribed behaviors and labeled them Organizational Citizenship

Behaviors (OCB). After Organ many researchers have worked on OCB and have kept on identifying different dimensions of OCB with over thirty dimensions being identified.

Notably, although [65] identified and classified these dimensions into seven: helping Behaviour, Sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development, [66] have noted a huge overlap in the dimensions. [19], notes that the three dimensions of OCBs identified in literature are helping behaviors, sportsmanship, and civic virtue. [67], consider helping behaviours as of a worker being helpful to coworkers or other people with little interest in being rewarded for that efforts; sportsmanship as refraining from complaining about trivial matters, and civic virtue as a responsible participation in the social life of the organization such as staying up-to-date with important issues of the organization. [66], agree to the classification which considers altruism and conscientiousness as useful behaviors, while sportsmanship and courtesy as components of being active in preventing damage to an organization.

Summarily, [68] notes that although researchers have different views with respect to dimensionality of OCB; two- altruism and generalized compliance [69]; three- organizational obedience, organization commitment and organization participation [70]; seven helping, sportsmanship, organizational loyalty, organizational compliance individual initiative, civic virtue and self-development [65], one most used taxonomies was that propounded by [52] of altruism, courtesy, conscientiousness, civic virtue, and sportsmanship [71] defines altruism a behaviour that builds the work system to be more dynamic because an employee can offer one's unutilized time for assisting colleagues on their key tasks [72]. Acts of civic virtue propels employees for providing suggestions on saving resources, cutting down the costs which may influence individual efficiency and organizational productivity [73]. Conscientiousness breeds individual employee's compliance with company policies, enhancing reliability and maintaining consistency in one's work schedules [38]. Sportsmanship disseminates an individual's strength from complaining about trivial matters. [74], evaluation of this classification later grouped altruism and courtesy as individual-directed behaviour (OCB-I) while civic virtue, Conscientiousness and sportsmanship, were grouped as organization-directed behaviour (OCB-O). [2], cite three behaviors that capture OCB as organizational obedience, organizational loyalty, and organizational participation.

OCBs are very important to organizations. According to [72], they help employees to do more than their usual job duties and provide performance that is beyond expectations through increasing co-worker productivity; help in the coordination of activities within and across workgroups; reduce the need to devote scarce resources to purely maintenance functions; they strengthen the organizational ability to attract and retain the best employees, and increasing the stability of the organization's performance enabling it to adapt more to environmental changes. [75], reveal that OCB is necessary for the good functioning of an organization as it helps them extend beyond the performance indicators in the formal job description and surpass the minimum role requirements.

2.4 Relationship between Interpersonal Justice and OCB

Organizational justice and organizational citizenship behavior can be said to have grown up together and confirm that when individuals believe that they are being treated fairly, other things being equal, they are more likely to perform OCBs [12]. Based on the judgement of moral propriety and ethical treatment, for people to decide whether an action or event is fair, they compare what actually transpires to a set of standards or criteria [76], standards which are known as justice rules [15]. Organizational justice has been viewed as one of the key components that influence organizational citizenship behaviors [77]. Establishing justice in the work environment is an effective tool that can be adopted by organizations seeking innovation, creativity and initiative [78]). To understand the relationships between justice and OCB, the social exchange theory have been used which looks at an organization as forums for economic exchange, where there is an exchange of fulfilling in-role expectations for pay, and as forums for social exchange relationships [33]; [79]. The theory's mechanism explains the link that exists between justice processes and OCBs through the interactional activities of employees and their supervisors. Employees derive their fairness perceptions of the organization and their organization's support to them, in the form of feedback and their actual professional growth, all of which activate the norm of reciprocity in social exchange relationships that leads employees to repay their organizations through performing OCB [52]. OCB can therefore be supported by high-quality relationship between employees and the organization, and between subordinates and supervisors. As a reciprocity behavior, the norm of reciprocity makes workers and employers relook at their differences and similarities to value each other and consider the contract between them to be like a trade-off of effort and loyalty.

Literature associating justice practices with citizenship in organizations is wide. In a study by [80], which investigated how justice practices were related to citizenship behavior in organizations in two management firms in the United States, the outcome of the study proved that the relationship was positive and significant. [81], investigating Fairness and Organizational Citizenship Behavior and interested in finding out the connections between these variables using literature review noticed that there was ample evidence in support

of the importance of fairness in accounting for OCB. [23], in reviewing 183 empirical studies on organizational justice found an overwhelming relationship among all justice constructs and many outcomes found in organizations that included satisfaction with one's job, commitment to the organization, evaluation of authority, OCB, a tendency to withdrawal, and overall performance. Based on the explanation of [82], there has been more research focus on the hierarchical decision-making contexts relating to resource allocation known as the exchange perspective, and very little attention on the encounter perspective which focuses on the justice concerns raised by people in their everyday encounters in organizations not tied to allocation decisions. According to a study by [13], in validating the four-factor model, he noted that procedural justice perceptions were related to the OCB dimension of rule compliance, whereas interpersonal justice perceptions were related to helping behavior. Yet in their meta-analysis of [23], they noted that the four dimensions of justice were useful predictors of OCB.

[83], posit that the encounter perspective, the people's perception of the fairness of the day-to-day interpersonal treatment they experience from organizational authorities is very critical. Respect and honesty in the conduct of social interactions with people in the organization plays a critical role in enhancing OCBs. Interpersonal justice is a way that transfers organizational justice by supervisors to subordinates. When supervisors communicate to subordinates with politeness, honesty and respect helps build the perception of justice. Decision makers should give respect to others, be truthful, courteous, and ready to give reasonable explanation of their decision and open a two way communication.

[23], in a meta-analytic study noted that whereas procedural justice predicted unique variance of 1 per cent in OCB-O and not in OCB-I, in contrast, informational justice accounted for unique variance of 1 per cent each in both OCB-O and OCB-I. Likewise, [84] did a study on an Indian public sector organization to testing a social exchange model of work attitudes and behavior. The study hypothesized that three dimensions of justice; distributive, procedural, and interactional, were related to the trust employees put in their supervisor and that this would influence work attitudes like turnover intentions, organizational citizenship behavior, organizational commitment, task performance and job satisfaction of employees. Using 179 supervisor- subordinate dyads who responded to a questionnaire, the study found that distributive justice correlated to turnover intentions, organizational commitment and organizational citizenship behavior; Procedural justice correlated to Job satisfaction, turnover intentions and organizational commitment, whereas Interactional justice, in terms of informational and interpersonal justice correlated to all the dimensions.

[19]'s study on full time employees of a petrochemical industry in Iran using a questionnaire. The study hypothesized the existence of positive relationships between perceived organizational justice dimensions (distributive, procedural, informational and interpersonal) and OCBs. The findings of this study showed that among total sample, only interpersonal justice was positively and significantly correlated with helping behavior ($r = 0.42$, $p < 0.01$), with civic virtue ($r = 0.34$, $p < 0.01$) and with sportsmanship ($r = 0.38$, $p < 0.05$). Procedural, distributive and informational justice did not show significant correlation with OCB attributes. However, when the relationship was moderated by equity sensitivity, informational justice was found to be positively and significantly correlated with civic virtue ($r = 0.27$, $p < 0.05$). The researchers noted that their results were not consistent with the findings of some previous researches on direct links between justice dimensions and OCB [65]; [85]; [86].

According to [40], informational justice primarily helps alter reactions to procedures because when explanations are given they provide the information needed to evaluate structural aspects of the processes. [87], is in agreement that managers and supervisors have a fair amount of control over informational justice. An individual's immediate supervisor is the source of interactional justice. Supervisors, by showing sensitivity and treating employees with respect and dignity when giving information may be able to mitigate the negative effects of unfavorable organizational outcomes. Subordinate employees will trust supervisors who communicate to them in an informationally just manner. [13], supposes that employees will perceive informational justice when supervisor candidly and thoroughly communicates to them and provide adequate rationale for the processes used in making decisions, and tailoring this communication to the specific needs of each employee and in a truthful way. The relationship between interpersonal justice and OCB of public servants was hypothesized as shown in Fig. 1:

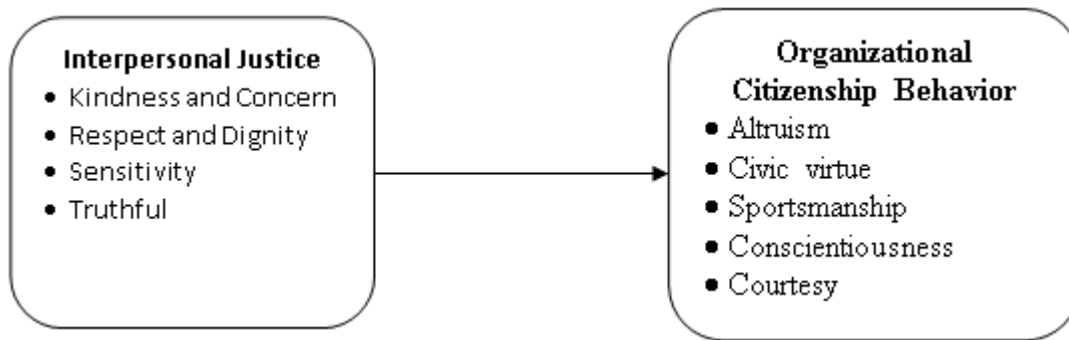


Figure 1: Showing Variable Relationship (Colquitt, 2001)

III. RESEARCH METHODOLOGY

3.1 Research Design

This study adopted a cross-sectional research survey design based on the quantitative research approach. The main aim of a cross-sectional survey design is to collect data at one point in time using a questionnaire and statistically analysing the data to describe trends about responses to questionnaire statements and to test the research hypotheses [88]. According [89], as an example of a survey research, cross-sectional survey design can be used to describe trends, to determine individual opinions about policy issues, and to help identify important beliefs and attitudes. The main advantage of a cross-sectional design is its ability to measure current attitudes or practices and provide information in a short amount of time, apart from allowing the use both qualitative and quantitative methods in data collection and analysis [90]. The quantitative approach was adopted due to the need of collecting and using numerical data.

3.2 Target Population

The population of this study comprised of all public servants in Kenya, currently totaling to 740 000. The study population was 11671 public servants working in national government ministries spread in the counties of Kisumu, Nandi, Kakamega, and Vihiga. The study population was distributed as shown in the following table

Table 1: Target Population

| Ministry | Kakamega | Vihiga | Nandi | Kisumu | Total |
|----------------------------------|-------------|-------------|-------------|-------------|--------------|
| 1 Interior and Coordination | 2035 | 805 | 1836 | 2092 | 6768 |
| 2 Labour and Social Protection | 60 | 20 | 75 | 98 | 253 |
| 3 Information & communication | 145 | 85 | 100 | 280 | 610 |
| 4 Public Service, youth & Gender | 50 | 20 | 40 | 50 | 160 |
| 5 Environment and Forestry | 80 | 30 | 70 | 70 | 250 |
| 6 Lands | 70 | 20 | 80 | 120 | 290 |
| 7 Transport and infrastructure | 230 | 80 | 160 | 310 | 780 |
| 8 MOEST | 300 | 200 | 300 | 300 | 1100 |
| 9 National Treasury | 120 | 20 | 80 | 180 | 500 |
| 10 Energy | 250 | 100 | 220 | 250 | 820 |
| Total | 3580 | 1380 | 2961 | 3750 | 11671 |

Source: (GHRIS, 2019)

3.3 Sample Size and Sampling Technique

This study adopted a probability sampling techniques in order to provide an equal opportunity to each item in the entire population of being picked up and given a chance of being included in the sample. The importance of probability sampling is its assumption that the population elements under study are usually already grouped into sub-populations and lists of those sub-populations exist or can be created [91]. A three-stage cluster sampling design was adopted because the total area under study was very big [89]. Clustering helped in reducing the cost by concentrating the survey in selected clusters by dividing the country into relatively smaller units, the present counties as it would be near impossible to study this population in the whole country.

In the first stage of clustering, Purposive sampling with a maximum variation technique was used to select four counties in the country. In the selection of these counties, financial, accessibility, and time constraints were taken into consideration. Consequently, the counties were categorized based on their communities and their cultural orientations. In this case, Kakamega, Nandi, Kisumu, and Vihiga counties were selected respectively since they met the criteria for selection. These four counties constituted 10% of the acceptable minimum sample for large units [91]. In the second stage, a self-weighted stratified sampling technique was used to categorize the public servants in their respective ministries. The self-weighted technique ensured that the number of public servants selected from each ministry would be proportionate to their total

population size in that ministry and to the sample size. This was done by dividing the population of employees in each ministry by the total number of employees in all the ministries and by the sample size.

Stratified sampling is regarded as the most efficient system of sampling where all essential group members of a homogeneous section of a population are included in a given study. In addition, [93] say that the use of stratified sampling is because it increases a sample's statistical efficiency, provides adequate data for analyzing the various sub-populations, and enables different research methods and procedures to be used in different strata. The third multiple-stage sampling involved the use of simple random sampling technique in the selection of the final respondents to participate in the study. Simple random sampling is a more practical approach in the selection of a sample because it offers no biasedness by providing every element with an equal chance of being selected [93]; [93]; [89]. In cases where random sampling could not work, purpose sampling would apply as noted by [89] where some participants would be selected deliberately. The use of multi-stage sampling design in the survey of public servants has been applied in many studies such as [26], who applied it in a study on the role of human resource management in the development of organizational citizenship behavior among public servants in Kenya. [25], applied this technique in the study of the effect of organizational justice on organizational commitment in public secondary schools and commercial banks in Kenya. [20], used the same technique in the study of the influence of organizational justice on employee engagement in energy solutions provider in Kenya. TABLE 2 illustrates how employees were selected from each ministry according to their staff establishment and the final sample size of 375 participants.

Table 2: Sample Size Design

| | Ministry | Kakamega | Vihiga | Nandi | Kisumu | Total | Proportion % | Sample Size |
|----|--------------------------------|-------------|-------------|-------------|-------------|--------------|--------------|-------------|
| 1 | Interior and Coordination | 2035 | 805 | 1836 | 2092 | 6768 | 59 | 221 |
| 2 | Labour and Social Protection | 60 | 20 | 75 | 98 | 253 | 2.2 | 8 |
| 3 | Information & communication | 145 | 85 | 100 | 280 | 610 | 5.2 | 20 |
| 4 | Public Service, youth & Gender | 50 | 20 | 40 | 50 | 160 | 1.4 | 5 |
| 5 | Environment and Forestry | 80 | 30 | 70 | 70 | 250 | 2.2 | 8 |
| 6 | Lands | 70 | 20 | 80 | 120 | 290 | 2.4 | 9 |
| 7 | Transport and infrastructure | 230 | 80 | 160 | 310 | 780 | 6.7 | 25 |
| 8 | MOEST | 300 | 200 | 300 | 300 | 1100 | 9.5 | 36 |
| 9 | National Treasury | 120 | 20 | 80 | 180 | 500 | 4.3 | 16 |
| 10 | Energy | 250 | 100 | 220 | 250 | 820 | 7.1 | 27 |
| | Total | 3580 | 1380 | 2961 | 3750 | 11671 | 100 | 375 |

The study used the following formula by [89], to calculate the sample size of 375 participants who were used to determine the influence of information justice on OCB.

$$n = \frac{z^2 p \cdot q \cdot N}{\sigma^2 (N-1) + z^2 p \cdot q}$$

3.4 Data collection Instrument and Pilot Study

The main instrument used in data collection from the selected participants was a structured questionnaire. This questionnaire had both close and open-ended statements. The questionnaire was structured as all its statements were presented with the same wording and in the same order to all respondents who were expected to reply to the same set of statements using the same five-point Likert scale. The questionnaire had six statements for the independent variable and nine for the dependent variable. Before data was collected the questionnaire was subjected to a pilot study in order to reduce the chances of instrumentation error and to make the questionnaire more reliable and valid. The pilot study helped in determining the instruments reliability which indicated the interpersonal justice scale had a Cronbach's Alpha at .838 while that for OCB was .912, together with the determination of construct validity using exploratory factor analysis.

3.5 Data Collection, Analysis and Presentation

This study aimed at collecting both quantitative and qualitative data. Quantitative data was collected using the statements on the Likert table while qualitative data was collected using the open-ended statements. During data collection, all ethical requirements were adhered. Data analysis was done using both quantitative and qualitative methods through the statistical package for social sciences (SPSS) which has large capabilities for quantitative and qualitative analysis to help generate both descriptive and inferential statistics. The first step in data analysis involved reviewing all the questionnaires to find out their level of completion in filling. Incompletely filled questionnaires and especially those which found to be poorly filled according to the set criteria were rejected

and removed from the list of all collected questionnaires. Descriptive statistics obtained included simple summaries on means, standard deviations, frequencies, and percentages while inferential statistics included Pearson correlation and regression coefficients from the simple and multiple linear regression analysis. The Correlation coefficients was used because it helps to determine the direction and significance of the relationship based on the set *P-value*. The regression coefficients of determination would help to examine the weight of the independent variable against the dependent variable. The following regression equation was set for testing in this study:

$$Y_{OCB} = \beta_0 + B_1 X_1 + \varepsilon \dots\dots\dots \text{Bivariate regression Model}$$

Where:

Y_{OCB} = Organizational Citizenship Behaviour (Dependent Variable)

β_0 = Constant (coefficient of intercept)

X_1 = Interpersonal Justice (Independent Variable)

B_1 = Regression coefficient of the independent variable

ε = Error Term, which is assumed to be normally distributed

3.6 Factor Analysis

Factor analysis is a dimensionality reduction latent variable technique which is used to describe several methods designed to analyze interrelationships within a set of variables which result in the construction of a few hypothetical ones called factors, which contain information that reduces the overall complexity of a dataset by using inherent interdependencies [95]. Factor analysis is done to summarize interrelationships in order to conceptualize a variable, determine factors underlying it, tell what measures belong together, which ones virtually measure the same thing, and how much they do so [96]. Factor analysis was done through SPSS's dimension reduction principal component analysis as the method of extraction since it is more common and usually yields results similar to common factor analysis. Since theoretical grounds for a correlation between interpersonal justice and organizational citizenship behavior do exist, the study performed factor analyses using oblique rotation models, which does permit cross-factor loadings, together with Kaiser Normalization. Furthermore, the latent root (Eigenvalue) criterion, the examination of the Scree Plot as well as an examination of the pattern matrix was used to determine the number of Factors. During an examination of the pattern matrix, the cut off value was set to 0.4, and items cross-loading over 0.4 were removed. The factor analysis was conducted iteratively, removing items that did not meet the required standard of inclusion. Numerous factor analyses were therefore performed in each variable to extract questionnaire items which were used to collect data for further analysis of descriptive and inferential statistics.

IV. RESULTS AND DISCUSSION

4.1. Introduction

The study sought to establish the influence of informational justice on organizational citizenship behavior among public servants in Kenya. The findings on the response rate, background information of respondents, descriptive and inferential statistics will be discussed in this section.

4.2. Response rate

This study targeted 375 respondents out of which 290 questionnaires returned were found to be suitable for analysis. This resulted in a response rate of 77% as shown in table 4.1.

Insert Table 4.1

4.3 Background Information

Background information on respondents was categorized into four categories including gender, education level, number of years they had worked, and the organization they work for. According to the background information, gender distribution had 46% women and 54% were men. On education level 5% had o-level education, 23% had certificate qualification, 38% had diplomas, and 26% had bachelor degree while 8% had a postgraduate qualification. On county employed 32% worked in Kisumu County, 26% worked in Nandi County, 31% worked for Kakamega County while 11% were employees in Vihiga County. 14% worked in the public service department, 7% ministry of Energy, transport and infrastructure, 5%, 5% for interior, 2% for treasury, 14% for social service, 1% for environment and Forestry, 11% for education, 11% for ICT, and 2% for lands. On work experience 13% had worked for less than 2 years, 24% between 3-5 years, 27% between 6-10 years, and 37% for over 10 years. On job category of the respondents was grouped into management and non-management management staff was represented by 11% of the total response rate while non-management were 89%.

4.3. Findings on Factor Analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy test (KMO) was conducted to find out the sample size adequacy (Kaiser, 1974). The KMO value for OCB was (.911) while for interpersonal Justice was (.791) which were well over the satisfactory level that indicates the adequate inter-correlations whereas the highly significant value of chi square (.000) indicated that the data was suitable for factor analysis. TABLE 3 shows the results.

Table 3: Kaiser-Meyer-Olkin Measure of Sampling Adequacy KMO

| | KMO | Chi-Square | Df | Sig. |
|--------------------------------------|------|------------|----|------|
| Organizational Citizenship Behaviour | .911 | 202.524 | 28 | .000 |
| Interpersonal Justice | .791 | 57.535 | 6 | .000 |

Since the measurement scale used in this paper had been adapted from instruments previously designed for study in other fields, an exploratory factor analysis analyses (principle components, Varimax rotation) was applied on the interpersonal justice scale (6 items), and OCB scale (9 items) to check for the validity of the constructs in the context of Kenya. TABLE 4 contains the results of the eigenvalues for total variance explained for interpersonal justice.

Table 4: Total Variance Explained for Interpersonal Justice

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2.734 | 68.354 | 68.354 | 2.734 | 68.354 | 68.354 |
| 2 | .548 | 13.699 | 82.053 | | | |
| 3 | .473 | 11.837 | 93.890 | | | |
| 4 | .244 | 6.110 | 100.000 | | | |

Extraction Method: Principal Component Analysis.

The results on table 4.4 shows that out of the six items set to measure interpersonal justice, four items had eigenvalues greater than 1 and extracted one component which explained a cumulative value of 65.151% of the total variance in this variable.

TABLE 5 shows the results for total variance explained for OCB scale.

Table 5: Total Variance Explained for OCB

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 5.559 | 69.484 | 69.484 | 5.559 | 69.484 | 69.484 |
| 2 | .579 | 7.243 | 76.726 | | | |
| 3 | .533 | 6.660 | 83.387 | | | |
| 4 | .364 | 4.547 | 87.933 | | | |
| 5 | .345 | 4.312 | 92.245 | | | |
| 6 | .302 | 3.775 | 96.020 | | | |
| 7 | .182 | 2.278 | 98.298 | | | |
| 8 | .136 | 1.702 | 100.000 | | | |

Extraction Method: Principal Component Analysis.

From the table out of the nine items set to measure OCB, eight items had eigenvalues greater than 1 and extracted one component which explained a cumulative value of OCBs of 69.484%. This cumulative variance explained for the variables were considered satisfactory and adequate since they were above the recommended 0.50.

The items Cronbach Alpha was also determined based on the variable maximization (Varimax) with Kaiser Normalization criteria as they loaded on respective components. This is shown in TABLE 6 for interpersonal justice and decisions made on the items

Table 6: Rotated Component Matrix for Interpersonal Justice

| | Initial | Extraction | Cronbach Alpha | Decision |
|--|---------|------------|-------------------|----------|
| Supervisor treats me with kindness and consideration | 1.000 | .805 | .896 | Retained |
| My supervisor treats me with respect and dignity | 1.000 | .735 | .861 | Retained |
| My supervisor is sensitive to my personal needs. | 1.000 | .777 | Low communality | Removed |
| My supervisor is always truthful with me. | 1.000 | .782 | .776 | Retained |
| My supervisor is always concern with my rights. | 1.000 | .688 | .767 | Retained |
| My supervisor discusses implications of all decision with me | 1.000 | .732 | Complex structure | Removed |

TABLES 7 shows the Cronbach's Alpha for each item as they loaded on the component OCB and the decisions made on their inclusion or removal.

Table 7: Rotated Component Matrix for OCB

| | Initial | Extraction | Component Loading | Decision |
|---|---------|------------|-------------------|----------|
| I always obey rules even when not supervised. | 1.000 | .805 | .898 | Retained |
| I voluntarily attend non mandatory meetings important for organization's image. | 1.000 | .796 | .885 | Retained |
| I always consider impact of my actions on coworkers. | 1.000 | .699 | .815 | Retained |

| | | | | |
|---|-------|------|------|-----------------------------|
| I take fewer days off work and mostly give advance notice if unable to attend. | 1.000 | .687 | .821 | Retained |
| I share out useful information and make innovative suggestions to improve their organization. | 1.000 | .795 | .858 | Retained |
| I spend great deal of time in personal telephone conversations during work hours | 1.000 | .939 | .730 | Loading Removed differently |
| I willingly help others who have been absent or have heavy workloads. | 1.000 | .587 | .730 | Retained |
| I am punctual at work and mostly remain in on duty | 1.000 | .675 | .810 | Retained |
| It take initiative to help new employees even when it's not my duty | 1.000 | .723 | .840 | Retained |

4.4 Descriptive Findings

Descriptive analysis was done to meaningfully describe the distribution of scores using frequencies, percentages, the mean, and standard deviation to give expected summary statistics of the variables after determining the validity of the measurement scale.

4.4.1 Descriptive Results for Interpersonal Justice

This study sought to examine how interpersonal justice was rated by public servants in Kenya. Interpersonal justice was conceptualized using four statements which covered its dimensions of treatment of employees with kindness and concern, respect and dignity, sensitivity and truthfulness. TABLE 8 shows how respondents rated interpersonal justice practices in public service in Kenya.

Table 8: Descriptive Results for Interpersonal Justice

| Statement | SD | | D | | N | | A | | SA | | M | SD |
|---|----|-----------|-----------|----|-----------|----|-----------|----|----------|---|-------------|-------------|
| | F | % | F | % | F | % | F | % | F | % | | |
| My Supervisor treats me with kindness and consideration | 48 | 16 | 98 | 34 | 76 | 26 | 50 | 17 | 20 | 7 | 2.57 | 1.099 |
| My Supervisor treats me with respect and dignity | 41 | 14 | 92 | 32 | 55 | 19 | 76 | 26 | 26 | 9 | 2.84 | 1.218 |
| Supervisor is sensitive to my rights | 39 | 13 | 96 | 33 | 71 | 25 | 67 | 23 | 17 | 6 | 2.75 | 1.129 |
| My supervisor deals with in me in a truthful manner | 46 | 16 | 98 | 34 | 76 | 26 | 50 | 17 | 20 | 7 | 2.66 | 1.143 |
| Average | | 15 | 33 | | 24 | | 21 | | 7 | | 2.40 | 1.17 |

The result on TABLE 7 shows the responses to the statements on interpersonal justice. For example on the statement that 'My Supervisor treats me with kindness and consideration during work,' 146(50%) disagreed, 76(26%) were neutral, while 70(24%) agreed with a mean of 2.57 and a standard deviation of 1.099. On the statement, 'My Supervisor treats me with respect and dignity,' 131(46%) disagreed, 55(19%) were neutral, while 102(35%) agreed with a mean of 2.84 and a standard deviation of 1.218. On the statement, 'My Supervisor is sensitive to my personal needs,' 135(46%) disagreed, 71(25%) were neutral, while 84(29%) agreed with a mean of 2.75 and standard deviation of 1.129. On average 72% disagreed with statements on interpersonal justice practice while 28% agreed. This is all indicated by the means for all the statements which are all below 3.0 with an average mean of 2.40. All the standard deviations are above 1 showing that the participating employees had very diverse views on the statements that measured the interpersonal relationship.

These results may be taken to mean that there is no similar treatment of employees in the public service in Kenya. As established from the standard deviations, the different views expressed by employees relate to the fact that there is some favourable relationship between certain employees with those in authority and a not so good relationship with other particular employees. This dissimilar treatment is what sets in the feeling of injustice in interpersonal relationship. Based on the descriptive results certain employees are most times not treated with kindness and consideration at work, they are never respected by their supervisors and neither are the supervisors sensitive to their personal needs which may impede the performance of their duties such as work-life balance. According to these findings, this study shows that interpersonal justice practices in public service are not satisfactory in the opinion of the public servants. It further illustrates that the relationship between supervisors and a section of employees is not very good and hence the relationship of the employees with their organization is henceforth low as the supervisors and authority figure personify the organization. This prevailing situation would therefore make employees feel unconnected to their organization and therefore feel not ready to defend it when required and may therefore engage in counterproductive work behaviours.

4.4.2 Descriptive Results for Organizational Citizenship Behavior

This study sought to examine organizational citizenship behavior among public servants in Kenya. Organizational citizenship behavior was conceptualized using eight statements. Responses to the statements are as indicated on TABLE 9.

Table 9: Descriptive Results for OCB

| Statement | SD | | D | | N | | A | | SA | | M | SD | |
|--|----|-----------|----|-----------|----|-----------|----|-----------|----|----------|-------------|-------------|--|
| | F | % | F | % | F | % | F | % | F | % | | | |
| I always obey rules even when not being supervised | 19 | 102 | 35 | 72 | 25 | 32 | 11 | 15 | 5 | 2.49 | 1.107 | | |
| I voluntarily attend important but not mandatory organizational meetings | 21 | 112 | 39 | 58 | 20 | 46 | 16 | 13 | 5 | 2.50 | 1.076 | | |
| I am always mindful of the impact of my behavior on others | 26 | 103 | 36 | 51 | 17 | 43 | 15 | 17 | 6 | 2.32 | 1.021 | | |
| I always take fewer days off duty and give notice when absent | 23 | 104 | 36 | 71 | 25 | 37 | 13 | 12 | 4 | 2.43 | 1.061 | | |
| I always share useful information which benefit organization | 25 | 104 | 36 | 72 | 25 | 32 | 11 | 10 | 3 | 2.57 | 1.054 | | |
| I willingly help others who have been absent or have heavy workloads | 9 | 64 | 22 | 76 | 27 | 88 | 31 | 35 | 12 | 3.16 | 1.154 | | |
| I am punctual at work and mostly remain in on duty | 12 | 71 | 25 | 59 | 21 | 88 | 31 | 37 | 13 | 3.09 | 1.230 | | |
| It take initiative to help new employees even when it's not my duty | 6 | 71 | 25 | 58 | 20 | 100 | 35 | 41 | 14 | 3.27 | 1.156 | | |
| Average | | 23 | | 36 | | 22 | | 12 | | 5 | 2.39 | 1.13 | |

The descriptive results show how employees rated OCB in the public service in Kenya. For example on the statement that 'I always obey rules even when no one is watching me,' 54% disagreed, 25% were neutral while 16% agreed with a mean of 2.49 and a standard deviation of 1.107. On the statement, 'I always attend important but not mandatory organizational meetings, 60% disagreed, and 20% were neutral while 20% agreed with a mean of 2.50 and a standard deviation of 1.076. On the statement, 'I am always mindful of the effect of my behavior on other members in the organization, 62% disagreed, and 17% were neutral while 21% agreed with a mean of 2.32 and a standard deviation of 1.021. On the statement, 'I always take fewer days off duty and give notice when I am expected to be absent', 59% disagreed, 25% were neutral while 17% agreed with a mean of 2.43 and a standard deviation of 1.061. On the statement, 'I always share useful information which benefit and help improve the organization with other employees,' 61% disagreed, 25% were neutral while 13% agreed with a mean of 2.57 and a standard deviation of 1.054. On average 83% disagreed with statements on organizational citizenship behavior while 17% agreed. This shows that the majority of the respondents who participated in this study do not display citizenship behaviors and therefore they cannot engage in any extra-role behaviors which can benefit the public service and therefore improve its performance. From these results, it appears that most public servants go to their workplaces to perform their normal duties and cannot engage in any work which can benefit or help improve the public serviceability to provide services to service seekers.

4.4. Findings on Inferential Statistical

To test this relationship a linear regression analysis was set with organizational citizenship behaviour as the dependent variable while interpersonal justice the independent variable. Regression analysis is usually carried out to examine the strength of predictive variables against the dependent variable. In regression, the coefficient of determination R squared is normally used to check how well the model used in a study fits the data collected and to measure how well the regression line represents the data collected [97]. The coefficient of determination is useful as it gives the proportion of variance of one variable that is predictable from another variable and it will be used as the main statistic to determine the relationships. The result from the regression test is shown in TABLE 10.

Table 10: Results for Regression Analysis

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .379 ^a | .144 | .141 | .63485 |

a. Predictors: (Constant), Interpersonal Justice

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|-----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 19.527 | 1 | 19.527 | 48.451 | .000 ^b |
| | Residual | 116.074 | 288 | .403 | | |
| | Total | 135.601 | 289 | | | |

a. Dependent Variable: Organizational Citizenship Behaviour
b. Predictors: (Constant), Interpersonal Justice

| Coefficients ^a | | | | | | |
|---------------------------|-----------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.794 | .105 | | 17.068 | .000 |
| | Interpersonal Justice | .285 | .041 | .379 | 6.961 | .000 |

a. Dependent Variable: Organizational Citizenship Behaviour

From the results in **TABLE 10** the correlation between the variables had $R = 0.379$, $P = 0.000$. The correlation coefficient of relationship shows that an increase in the perception of interpersonal justice will enhance the employees' participation and engagement in organizational citizenship behaviour in the public service in Kenya. The model summary results reveal that the relationship had R squared value = 0.144. This implies that interpersonal justice accounts for 14.4% of the total variance in OCBs of public servants in Kenya and the rest, 86.6% could be accounted for by other related variables not in the model. The ANOVA results reveal $F(1, 288) = 48.451$, $P < 0.05$ (sig. = 0.000). The results for the computed F value, 48.451 is far high than the critical F -value and is greater than 1 meaning that the total variance in OCB explained by interpersonal justice is large than the variance not explained since P -value = 0.000, which is equivalent to zero for the observed F -value. This implies that interpersonal justice has a significant influence on OCBs of public servants in Kenya. The regression coefficients show the relationship between OCB with interpersonal justice, $B_1 = .285$ is significant with t -value = 6.961, P -value = .000. The significance of the observed t -value, which is greater than the critical value, provides evidence that interpersonal justice is significantly related to OCBs of public servants in Kenya and gives a basis to reject the null hypothesis as a unit increase in interpersonal justice results in a 0.285 units increase in OCBs of public servants in Kenya. The constant of the relationship, which represents the average value of OCB when the interpersonal justice value is set to zero, is 1.827. This result, therefore, means that interpersonal justice has a positive and significant relationship with the OCBs of public servants in Kenya under the following regression equation and therefore the null hypothesis 'Interpersonal justice does not influence organizational citizenship behaviour of public servants in Kenya' is rejected.

$$Y = \beta_0 + \beta_1 X_1 + e$$

Where

Y_{OCB} = Organizational Citizenship Behaviour

β_0 = constant (coefficient of intercept)

X_3 = Interpersonal Justice

e = error

Hence

$$Y_{OCB} = 1.794 + 0.285X_3 + e$$

The result compare well with that of [98]) who found that OCB had a positive association with interpersonal justice at $R^2 = .317^{**}$, $p < .01$). A study by [10] found that interpersonal justice yielded an $R^2 = .316$ which was significant at ($p < 0.0001$) and which meant that 31.6% of variance in OCBs was explained significantly by interpersonal justice alone. They noted that the relationship between interpersonal justice and OCB was the highest among all other justice dimensions and noted that fair treatment, which involves supervisors consistent refraining from improper remarks and comments, dealing with employees with respect and dignity and in a polite manner, and being candid during the communication, will make employees that receive such fair treatment to reciprocate it through OCBs. The results were in congruent with those obtained by [99]), [100], and [101]. It was acknowledged that interpersonal relationships are highly valued because they bring out tight social framework where the employer/employee relationships are perceived in moral terms like a family link which increases work security.

4.6. Discussion of the Results

The findings of this study indicate that interpersonal justice is not satisfactorily practices in public service in Kenya. Based on the means obtained which were below average, majority of the participants disagreed with the statements. From the findings it is true for this study to indicate that there is unfairness in interpersonal relationship in the public service in Kenya. It appears that some employees receive preferential treatment with regard to kindness and consideration, respect and dignity, and being dealt with in a truthful manner. Similarly, based on the rating of organizational citizenship behaviour, the findings indicate that majority of employees do

not engage in these extra role behaviours. The findings on descriptive statistics therefore show that most public servants may only be going to their workplaces to perform the normal assigned duties and cannot engage in any work which can benefit or help improve the public service ability to provide services to service seekers. This may be the reason for increased levels of counterproductive work behaviours like absenteeism, lateness, misuse of public properties among other vices. However, the findings from inferential statistics indicate a moderate relationship between informational justice and organizational citizenship behaviour of $R=0.324$. The correlation results show that improvement in informational justice will improve organizational citizenship behaviour of public servants in Kenya. This is shown by the coefficient of determination results which show that informational justice explains a substantial and significant variance in organizational citizenship behaviour of public servants in Kenya.

These findings indicate that when there is perception of interpersonal justice in an organization, OCBs of employees in that organization will also increase. Literature has shown that in an employee-employer relation, the employee expects the organization to treat him/her with respect, dignity, honesty, and to extend equal treatment to all members [1]. Interpersonal relationship pertains to the behavior of the organization's managers and higher authorities in carrying out their decisions, and how they treat those who are subject to their authority, decisions, and actions. Explanation, sensitivity consideration, and empathy are key factors in the perception of interpersonal justice. Interpersonal justice is fostered when decision-makers treat people under them with respect and sensitivity and explain the rationale for decisions thoroughly to their subjects. Appropriate justification of decisions through efforts made to explain the results of decisions, honesty through avoidance of deception, propriety by the absence of prejudicial statements and inappropriate questions, and respect as a sincere and deferential treatment of individuals as well as the absence of personal attacks are the key criteria that reveal the quality of treatment that enhance interpersonal justice. [85], presuppose that when people in organizations perceive they have been communicated with sensitively and respectfully and are treated with politeness and dignity by those carrying out organizational procedures they are more likely to judge this communication as fair. Such individuals will be more likely to exhibit positive behaviors through greater commitments to the goals of the organizations and by evidencing increased job satisfaction, organizational citizenship behaviors, improved job performances, and reduced withdrawal behaviors.

Treating people with politeness, dignity, and respect by authorities and third parties involved in executing procedures or determining outcomes is critical for extra-role behaviors [23]. People experiencing positive interpersonal fairness treatment tend to accept unpleasant outcomes as being fair and hold positive feelings about their supervisors [85]. In fact, according to [14], individuals who perceive interpersonal fairness treatment are less likely to sue their former employers on the grounds of wrongful termination than those who believe they were treated oppositely. A positive relationship between the two variables shows that an increase in interpersonal practices will lead to a substantial increase in organizational citizenship behaviour of public servants in Kenya. Practices such as treating employees with kindness and consideration, respecting employee's dignity, and truthfully dealing with employees will cause employees to perceive the organization and its key figures as considerate and hence stimulate them to work extra hard to aid in achieving organizational objectives. If the public service builds a good interpersonal relationship between authority figures and subordinates in and among employees, then the organizational citizenship of employees will increase.

To ensure a high-quality product, diagrams and lettering MUST be either computer-drafted or drawn using India ink.

V. CONCLUSION

The overall findings show that when interpersonal justice has a synergistic link it impact positively on OCB. Therefore Senior Management in the Public Service should consider implementing justice practices. Interpersonal justice focuses on interpersonal relationships and group communication. It is demonstrated when supervisors explain decisions to employees while treating them with dignity and respect and showing concern for them regarding the distributive outcomes they receive [20]. It implies a workers' perception of how fair he/she is treated by those in authority. It includes interpersonal communication, truthfulness, respect, the propriety of questions, justification, honesty, courtesy, timely feedback, and respect for rights [45]. [102], conclude that interpersonal justice, evidenced by a supervisor's respectful and polite treatment of employees can reduce the perception of employee's damaged self-esteem when seeking negative feedback. Hence, the treatment of public servants with politeness, dignity, and respect by authority figures involved in executing procedures or determining outcomes is very important in encouraging employees to display discretionary behaviors like OCB. Employees engage in OCB through job satisfaction [6]. Creating a supportive work environment is necessary for organizations that want employee job satisfaction, which indicates the level to which workers feel positive or negative about the work and working conditions [103].

5.1. Management Implication

The study justifies that when there are good interpersonal relationship between employees and authority figure in the organization, when there are good interpersonal communication, truthfulness, respect, propriety, justification, honesty, courtesy, timely feedback, and respect for rights of employees, and based on the social exchange theory and the norm of reciprocity, then it is very possible for the employees to exhibit extra-role behaviours like OCB. Based on this argument, in order for the government of Kenya and other organizations to extract positive organizational behaviours there is need to entrench and lean towards improving the perception of interpersonal justice. This is because, justice, in any aspect such as interpersonal justice, is a vital force that drives the building of a healthy organization and plays a key role in shaping attitudes such as satisfaction, commitment, and extra-role behaviors like OCB. When employees feel that the communication from authority figures in the organization is done sensitively and respectfully and that they are treated with politeness and dignity they are more likely to demonstrate a high calling to their duties to foster efficiency and effectiveness in the organization.

5.2. Proposed Areas for Further Research

Due to research constraints, this study could not exhaust all the factors that contribute to organizational citizenship behaviour. Only interpersonal justice was studied in determining to what extent it leads to Organizational Citizenship Behavior of public servants in Kenya. The study concentrated on Public servants in Kenya and specifically in four Sub-Counties of Kakamega, Vihiga, Nandi, and Kisumu. Employees of other counties and organizations could be studied as well to determine whether the results found here can still count. Likewise, this study was based on cross-sectional data which suffers from the limitation of common method bias or self-reporting limitations. Other designs, such as comparative or longitudinal are recommended for future studies.

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