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THE MODERATING ROLE OF PERCEIVED ORGANISATIONAL JUSTICE ON THE RELATIONSHIP BETWEEN EMPLOYEES' BEHAVIOUR IN ORGANISATIONAL CHANGE AND THEIR ORGANISATIONAL CITIZENSHIP BEHAVIOUR

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I hereby declare that I have compiled the thesis independently

and all works, important standpoints, and data by other authors

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ABSTRACT

Organisation environments internally and externally are always changing. In order for an organisation to keep itself at bay and sustain its existence or to get ahead of competition, it becomes necessary to embrace the need for all organisations to undergo transformational or incremental changes. Organisational theories have attempted to decipher many methods of coping and adjusting in line with such changes through approaches to strategy and sound management. A critical resource to the success of change outcomes in organisations is its human resources. The engagement of individuals in the change process and their commitment to it can greatly benefit the organisation in realisng the desired and beneficial change outcomes. An organisation can benefit by setting a good atmosphere for its employees to put their best self forward while feeling secure, during times of uncertainty that come with change. This research attempts to investigate the relationship between Organisational Justice, Citizenship Behaviour and its influences on the Behaviour of individual during organisational change. A quantitative study conduced on 120 respondents is used to explore this relationship. The research set out to find if Organisational Justice plays a moderating role between employee citizenship behaviour and change behaviour during change. The results found indicated that there are influences of Organisational Justice on an individual's citizenship behaviour towards the organisation and can have positive effects during a change process, but a moderating role was found only by distributional justice perecption on the relationship between employee OCB and their readiness and willingness to change and the other forms of Organisational Justice show no such effect.

Keywords: Organisational citizenship behaviour, Organisational justice, Employee change behaviour

INTRODUCTION

Organisational change is inevitable, it is necessary for continuous growth and improvement and an organisation's competitiveness depends on its ability to anticipate and embrace the change through continuous innovation and adaptation. This is means that although change may be daunting and uncomfortable, it is also necessary for long term sustainability, and success (Jones & Recardo, 2013).

Organisational changes can have overwhelming effects on everyone in the organisation, eliciting strong reactions that can promote or severely interfere with the change process. Change is received often as a threat by employees against their job security and their sense of wellbeing. Hence implementing change needs to be handled carefully to avoid issues of mistrust that surfaces alongside the uncertainty during a period of change. When undergoing change at the workplace employees can form trust or mistrust according to their perceptions of the change implementation process and the treatment of the people who are affected by the change (Saunders, 2003) and much of the literature in resistance behaviour discus that the antecedents for this behaviour can be focused on change outcomes and change implementation (Georgalis, et al., 2015). Organisational Justice (OJ) theory explores employees' perceptions of how people are treated in the organisation (Saunders, 2003) and can give insight into how justice perceptions are shaped, and their consequences.

Understanding the behaviour of employees and possible influences is imperative to anticipating and facilitating positive change behaviour. Exploring the theories of Organisational Citizenship Behaviour (OCB) and those of employee change behaviour, like creating readiness and willingness for change and minimising resistance (Schalk, et al., 1998; Van Dam, 2003) have important bearings during a change process. OCBs are the discretionary actions that are not part of the inherent job role of individuals which they perform in favour of the organisation and its members (Jehanzeb & Mohanty, 2020) and they do not likely have direct rewards affiliated to their outcomes. OCB has different dimensions (Jahnangir, et al., 2004; Podsakoff, et al., 2000) which are addressed in literature and they help the organisation to run smoothly and efficiently while

minimising problems. Justice perceptions and OCB may play a crucial role in these reactions. The employees' perceptions of the justice and the strength of their OCB characterisitcs may affect both the cooperation with and resistance to the change.

The aim of this study is to find out the relationships between organisational justice perceptions, OCB and Employee Change Behaviour. The findings contribute to understanding the link between OCB and employee change behaviour and ways to favour change behaviour through the application of justice practices across the organisation assuring the employees of security and safety and sense of wellbeing among employees during a change process. As a result of this research successful continuous change will be possible through open communication, transparency and clear HR practices. The use of perceived organisational justice as a moderator on this link is unprecedented as a result research question attempts to bridge the gap in research on how OJ influences OCB factors that reduce employees' resistance to change and increase the readiness to change.

To answer this research problem the following questions will be addressed:
  1) How does the strength of OCB relate to employee change behaviour?
  2) How does perceived organisational justice relate to employee resistance, readiness and willingness to change?
  3) What is the influence of perceived organisational justice on the relationship between employee OCB and employee resistance, readiness and willingness to change?

This paper commences by conceptualizing the relationship between organisational justice and employee OCB, within the context of organisational change. Using self-administered questionnaires on a convenience sample of working individuals, the paper examines employees self-categorized perceptions of justice and behaviour within this conceptualization. The paper concludes with implications for importance in justice perceptions in the outcomes of employees OCB during organisational change. This research explored the relationship between employee OCB and Employee Change Behaviour (ECB) and the influce of Organisational Justice on this relationship. A literature review was conducted to find evidence on the research gaps and to explore exisiting theory and backgroud to the research. The second section in this paper contains the methodology that was adopted to carry out the research . The third chapter presents the analysis and findings from the results found in the data collection . Subsequent chapters contain the sources of references and relevant appendices.

1. LITERATURE REVIEW

1.1. Organisational change

Due to the many changes that happen in the organisational landscape, especially in the present-day environment amidst globalisation, hurtling economies into rapid and continuous change to evolve and keep up with changing internal and external conditions (Moran & Brightman, 2000; Choi, 2007; Avey, et al., 2008) to deliver more; do better and to sustain; organisations and employees are made to endure uncertainty and embrace change. Organisational sciences try to find a firm footing to evict uncertainty for the workforce and gain the best outcomes for the company and its people.

Oreg, et al. (2013) refer to organisational change as "any adjustment or alteration in the organisation that has the potential to influence the organisation's stakeholders physical or psychological experience". Schalk, et al., (1998) refer to change as the intentional application of new ways of thinking, and doing things in the organisation in order for the organisation to survive and accomplish its goals. As Burnes (2017, p. 5) argues although there are concerns as to managing change being problematic and yet it is increasing in rate and magnitude, and the reason comes down to the purpose of increasing 'organisational effectiveness' although the author debates as to what effectiveness truly means. While Nelson (2003) points out that organisations need be flexible due to the lack of certainty in its operating environments. Gravenhorst, et al., (2003) agree that due to the "rapid developments in the organisation's environment, market demands and internal processes" organisations need to take measures of change. As Moran & Brightman, (2000) go on to explain that for organisations " change management is the process of continually renewing an organisation's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers", and they emphasise the importance of keeping up with the rate of change through strategies because of the rapid rate of change in the business environment and operating markets. The authors further explain the rapid rate of change causes an orgnaisation to face higher risks of failure and this causes tension for the employees and hence this affect cannot be ignored and needs to be given attention.

Most literature identifies organisational change as changing its status quo to best fit the changes in the environment and it can be simply understood as a response to the organisations internal and external environment conditions (Nelson, 2003). The author agrees that organisational models that are conventionally static in nature are now changing to dynamic models to accommodate the 'discontinuous' nature of organisational change. Rune Todnem (2005) explores that change can be characterised by the rate of occurrence or by how the change comes about like planned change vs emergent change (Bamford & Forrester, 2003).

Pardo-del-Val & Martinez-Fuentes (2003) explain different typologies of change exist along a continuum with the two extremities of evolutionary change and strategic change and point out that in real scenarios the change process is a combination of both at different degrees. First-order change is characterised by evolutionary or incremental change and second-order change is when change is strategic and transformational and calls for altering the organisational framework (Bartunek & Moch, 1987; Pardo-del-Val & Martinez-Fuentes, 2003).

Although change initiatives are important in organisations, planned processes have tendency to go in a rather different direction or fail altogether, this is a result of several challenges faced by organisations and one of the significant factors is the resistance portrayed during the change process from the workforce (Gravenhorst, et al., 2003; Georgalis, et al., 2015).

Due the nature of change initiatives being uncertain and it's a process of having to navigate from familiarity to the unknown, employees are reluctant to go through organisational changes, as these illicit assumptions about unsubstantiated worries and may put employees into a defensive stance, which are a cause for changes in employee attitudes and thus behaviour (Schalk, et al., 1998).

1.2. Organisational citizenship behaviour

1.2.1. Organisational citizenship behaviour and its dimensions

Pioneering studies on OCB were conducted by Dennis W. Organ in 1988 (Smith, et al., 1983) with related studies following pursuit by Smith et al. (1983) identifying a category of employee performance that did not conform to their contractual obligations or neither forced behaviour, which lead way to articulate its predictors as altruism and generalised compliance as causes of this behaviour (Smith, et al., 1983). Organ's concept of OCB was a development on the concept by Chester Barnard on the "willingness to cooperate" (Podsakoff, et al., 2000) and the concept by Katz (1964, cited in Thiruvenkadam & Durairaj, 2017) identifying behaviour fundamental to the functioning of an organisation; where he suggested success was partly due to innovative and spontaneous actions of employees that go beyond the job descriptions. Organ (1988, cited in, Organ & Konovsky, 1989) recognise the importance of OCB in organisations stating that otherwise costly formal mechanisms are unwarranted because of OCB of employees as it renders itself as an informally available resource for the effective running of the organisation.

Initial implications by Smith, et al. (1983) using a study based on two seprate dimention of OCB namebly altruism and generalised complience most behaviours in citizenship behaviour are charactetised by altruistic nature, and they conclude that the state of employee mood can influnece this behaviour meaning that if an individual has a positively disposed mood at a given time their gestures were more aultruistically inclined and those who expericned a negaive state of mood (for ecample dissapointment, frustraton or anger) were likely to display a lack of prosocial behaviour and thus coming to an understanding that a positive state of mood (aslo refered to as job satisfaction in relation to the positive mood state) contributes to account of citizenship behaviour although they infer that other factors such as supportiveness of the leaders, and traits of the individuals can have an influence of the individulas citizenship behaviour.

Organ in his study in 1988, identified five dimensions of discretionary behaviour that define OCB in the workplace, these behaviours contribute to the smooth functioning of the organisation and its effectiveness (Jahnangir , et al., 2004). Altruism - helpfulness and assisting another with no gain in return, freely imparting time and effort to perform such actions leading to uplifting the team's efficiency and employee's own performance; conscientiousness – going beyond the minimum expectations of the job duties to perform actions which inherently improves the efficiency of the employee and also of group; sportsmanship – displaying positive attitude and behaviour in any

situation, even in negative circumstances and being supportive as a team player; courtesy – the actions of being polite and considerate towards other employees which facilitates good relationships between co-workers and the use of time more productively while it promotes a good working environment; civic virtue – embodies the actions of employees that represent the organisation, where employees voluntarily express their commitment to the interests of the organisation (Jahnangir , et al., 2004; Podsakoff, et al., 2000).

As Podsakoff, et al. (2000) discuss OCB has been studied broadly with application to several field of work from disciplines of marketing, to military psychology. The authors illuminate that literature nearly 30 forms of citizenship behaviour and explore the dimentionality of the construct poinitng out that these forms of citizenship behaviours can be segragated into seven different constructs; helping behaviour, spostsmanship, organisational loyalty, organisational compliance, individual initiative, civic virtue, and self development. Williams & Anderson, (1991) illustrate two types of OCB where OCBI is citizenship behaviour that directly benefits the individuals and hence it contibutes to the organisation (e.g., employees helping a co-worker who is absent) and OCBO where behaviour benegfits the organisation in essense (e.g., employees giving advance notice of absense, and obeys the rules of the orgnisation that help keep order). LePine & Erez (2002) futher explain that of the two types OCBI encompass altruism and courtesy while OCBO holds sportsmanship, civic virtue and conscientiousness.

1.2.2. Antecedents of OCB

Much of the studies conduced in the area of OCB show that it has many antecedents such as different individual factors like conscientiousness and extroversion; attitudinal or perceptual factors like job satisfaction, organisational commitment and perceptions of justice; factors related to leadership like leadership style and leader-member-exchange relationships, and characteristics of the job such as feedback and task interdependence which were found to be important contributors determining employees OCB (Organ, et al., 2006).

Job satisfaction is the mostly studied corelate of citizenship behaviour (Williams & Anderson, 1991; Bateman & Organ, 1983; Organ & Konovsky, 1989). Organ & Konovsky, (1989) went on to illustrate that job satisfaction is regarded as attitide towards the job and in this sense explored the two components that make up attitude, namely the cognitive (beliefs related to the job) and affective (feelings and emotions related to the job) components. This study recognised that of the

two compnents cognition was a stonger predictor of OCB than was affective, in that OCB portrayed intentional and controlled expression and is not influened by mood state or emotions.

Chiaburu, et al., (2011) on studying the relationship between the Five Factor Model (FFM) of personality traits and OCB across dimentions of OCBI (OCB towards the individuals), OCBO (OCB towards the organisation), and OCB-CH (change oriented OCB) conclude that the traits of emotional stability, extraversion, and openness related more strongly to OCB than conscientiousness and agreeableness. And in their findings the FFM traits better predicted OCB than did job satisfaction. In early attempts Organ (1988, cited in Konovsky & Pugh, 1994) observed that fairness in supervisor treatment towards the employee developes OCB behaviour which is explained by the the Social Exchange Theory (SET) where when supervisors treat employees fairly employees reciprocrate positive behaviour identified in OCB. According to Cropanzano & Mitchell, (2005) perceived organisational support (POS) and leader-member exchange understood in terms of SET show that an employee who identifies their employer to be supportive reciprocates the favour by enacting support for the employer, and with higher POS employees show higher OCB.

A study conducted by Chan & Lai, (2017) on the relationship between communication satisfaction, perceived organisatioanl justice (interational justice, distributive justice and procedural justice) and employee OCB among Chinese employees found that perceived OJ positively affect OCB and that the relationship between peceived OJ and OCB can be mediated by communication satisfaction of employees. The authors further elaborate that different facets of justice can affect the different discretionary behaviours and emphasise that as the social exchange theory suggests those employees with a positive disposition towards the organiation act in ways that benefit the organisation and its people (Cropanzano & Mitchell, 2005), managers should treat employees with fainess in decisions and allocation of work resources.

Choi (2007) argues that the workforce needs to be innovative and flexible in order to maintain continuous organisational effectiveness under the very competitive and turbulent present day business environments. Chen, et al., (2008) points out that Organisational Justice can positively influence the outcome of OCB towards supervisors and the jobs, although the study did not find any relation with OCB towards co-workers. Chan & Lai, (2017) agree that perceived organisational justice has a linkage to the nature of employees' OCB. In that they explores the concept in light of equity theory (where employees try to balance their efforts of input according

to the stress caused by inequity in the workplace) and social exchange theory where OCB is a reciprocal behaviour in response to exchange relationship they have with the organisation (Moorman, 1991).

The exertion of OCB does not identify with direct rewards, rather it could appear later as preferred behavioural dispositions that is indirectly rewarded such as during performance appraisals (Thiruvenkadam & Durairaj, 2017). Studies in OCB with underlying assumptions of social exchange theory incorporated explanations of organisational justice (Chen, et al., 2008). According to Mohammad, et al., (2016) employee OCB is not a constant and it can vary, increasing or decreasing depending upon the organisational context and employees' attitudinal changes and these changes can be influenced by the perceptions of justice employees hold of their working environment.

1.2.3. Consequences of OCB

Scholars identify that OCB has a linkage to outcomes like job performance and organisational effectiveness. OCB is often understood as positive activities that are targeted towards the organisation or its individuals and seen to promote pro-social (Smith, et al., 1983) behaviour and a positive psychological atmosphere that aid in effective functioning of the organisation (Newton & LePine, 2016). Studies show that the outcomes of OCB are multi-level, with varying results based on the contextual implications such as individual-level, group-level or psychological processes (Choi, 2007). As Podsakoff, et al., (2014) argue OCBS are important in the succcess of organisations and the emplpoyees working in them due to the understanding that OCBs play a part in employee performance evaluations and also point out that at the unit-level OCBs are linked to positve measures of unit effieiceny, the quality of product output and their efficiency. Further discoveries through meta-anlysis show positve corelations between OCBs at unit or group level and the outcomes are linked to increases in productivity, profitability, turnover and also reduction in levels of waste. Given the scope of studies conduced on the different levels of individual and organiational orutcomes, ranging from the studies into the individual prodcutivty, orgnisatioanl output, financial benefits, output quality, and innovation and employee and customer satisfaction and as recorded by Podsakoff, et al., (2014) the observation rendered by Organ (1988, p. 4 cited in Podsakoff, et al., 2014) that OCB "in aggregate promotes the efficient and effective functioning of the the organisation" in many ways.

1.3. Organisational justice and change

Organisational Justice encompass the conditions of employment that determine the employees view of how fairly or unfairly they are treated at work (Folger & Cropanzano, 1998). The framework of OJ theory allows to explore the employees' perceptions of trust or mistrust towards the employer (Saunders & Thornhill, 2003). Change initiatives come at a cost to the organisations, including costs in restructuring, and equipment and they can also be as a result of disengaged employees demonstrating resistance to change, causing loss of efficiency and performance (Fuchs & Edwards, 2012; Pardo-del-Val & Martinez-Fuentes, 2003).

The success or failure of organisation wide change initiatives are largely dependent upon the employees and most specifically their commitment to it. Jehanzeb & Mohanty (2020) state that from the footing of the psychological contract and a resource-based view, employee perceptions determine how much an employee will exert to the organisation and how long they will stay, this translates to commitment, while the employees' knowledge and skills make up the competitiveness of a firm, hence the reason organisations consider its people as critical for their survival and so value their perceptions and opinions (Rubel, et. al, 2018). The Psychological contract as explained by Rousseau, (1990) is the expectation of reciprocal behaviour that exist between the employee and the employer that are not written down as in the terms of a transactional contract. However, Rousseau, (1990) limits the study to the employee perspective rather than from both perspectives of the employee and the employer (Freese & Schalk, 2008). The psychological contract takes its place as a foundation of mutual trust between the employer and the employees (Schalk, et al., 1998), employees perceptions of justice which allows a successful working environment and unfair working conditions can reduce employee corporation, their productivity, lower quality of output (Georgalis, et al., 2015).

Studies have attempted to understand the relationship between Organisational Justice and how it affects employee change behaviour such as their readiness for change and resistance to change. Shah, (2011) explores how organisational justice acts as a predictor for employee readiness for organisational change and suggest that distributive and procedural justice can influence employee attitudes during a change process although the implication of this study were limited to the organisational frontiers in developing countries. Shah, (2011) go on to explain that positve employee attitudes and behaviours can be influenced through these perceptions of justice. Georgalis, et al. (2015) agree attention to issues related to justice in the organisations can greatly

increase the affect on the way justice perceptions are formed among the employees, and this can lead to shaping their behaviour in situations of organisational change, the perceptions can influence employee support or their resistance to change. During change interventions sharing information with employees and extending knowledge about the change process helping the employees to understand the change and encouraging their involvement developing positive relationships within a context of fairness and respect can help change employee disposition towards the change more positively and reduce resistance (Georgalis, et al., 2015).

Scholars and practitioners place importance in justice and fairness of process in organisations, and similarly the perceptions of fairness in these processes are valued by employees (Jehanzeb & Mohanty, 2020). HR Managers place due significance in trying to incorporate process fairness and perception of fair and impartial organisational processes (López-Cabarcos, et al., 2015; Kurian, 2018). They try to adhere to practices that are accepted and perceived as fair by individuals across the organisation. By recognising and incorporating this element of Organisational Justice across an organisation can significantly reduce the expenses it incurs from disconnected and dissatisfied employees during large scale or small and incremental change initiatives. It can help to great extents in reducing workplace stress, and anxiety that come with change and help to improve the work force morale in continuing change initiatives.

Greenberg (1990, cited in Choi, et al., 2014) define Organisational Justice as the perceptions held by employees about how fairly they are treated in the workplace and further explain that individual's perception of fairness in the organisation in relation to decision outcomes, procedure and interaction influence their attitudes and in turn their behaviour. Organisations can use this knowledge to build a strong foundation for the employees to trust their organisation and to influence favourable behaviour.

1.3.1. Constructs of organisational justice

Organisational Justice has three facets, Distributive Justice refers to aspects where employees are concerned about the equal distribution of resources for example the pay, promotions, and even the outcomes of dispute resolutions. It identifes the fairness in outcomes expereinced by an employee (Moorman, 1991). Workers also pay interest to the fairness of decision-making processes in the workplace, which is identified as Procedural Justice. Workers also expect to see fairness in interpersonal relationships, specially how they are treated by other members, like key personnel in the workplace and this is in essence termed Interactional Justice. These three forms of Justice

are classified under the term Organisational Justice (Colquitt, et al., 2005; Greenberg, 2002) and form one pillar of the research background.

1.3.2. Organisational justice and employee behaviour

Organisational change initiatives are often met with a natural course of resistance to change from the employees who are in fact essential as advocates to safeguard the success of the initiative. As acknowledged by Jones & Recardo, (2013) resistance is a high-risk factor that is projected by the organisation stakeholders where fear of uncertainty can harbour negative emotions that are common by natural cause to individuals. Further, initiatives of organisational transformation can pose a threat to the status quo, and systems that were comfortable to the individuals, this challenges their deep-rooted self-interests. A larger part of the challenge is to overcome the resistance engrained in the human factors that the organisation cannot have direct influence on.

An understating of the companywide standpoint of OJ can help create better policies and a culture of trust and commitment between the organisation and its employees in times of change. Employees can be concerned about the equal distribution of resources for example the pay, promotions, and even the outcomes of dispute resolutions as depicted by aspects of Distributive Justice. Workers also pay interest to the fairness of decision-making processes in the workplace, this is known as Procedural Justice. Workers also expect to see fairness in interpersonal relationships, specially how they are treated by other members, especially key personnel in the workplace and this is in essence termed Interactional Justice. These three forms of Justice are classified under Organisational Justice (Colquitt, et al., 2005)

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The study of Justice came in several stages of development as scholars attempted to identify its application and workings in society, the earliest attention to fairness arose due concerns of fairness in distribution of rewards, hence the study of distributive justice evolved. Here the underlying assumptions were built around how a person perceived himself in comparison to society and the influence of this self-comparison to the benefits or rewards received. For example, it did not matter that a person received more pay if they though that their peers also had the same benefit, they in fact felt the reward system did not assess a person's contribution fairly, a concept identified as "Relative Deprivation" (Stouffer, 1949, cited in Colquitt, et al., 2005).

Procedural justice was introduced to organisational sciences by Greenberg and Folger in 1983 (Colquitt, et al., 2005) They discussed the application of decision and process control in dispute resolutions, concepts theorised by Thibaut and Walker in 1975 in contribution to literature on participative management, leadership and decision making (Colquitt, et al., 2005). It was also observed that people could be influenced with the information that aided resource allocation, meaning that social relationships saw significance in the procedures used by resource allocators as an important source of fairness. Leventhal (1976, cited in Colquitt, et al., 2005) highlight that Procedural Justice should be followed in both dispute resolution and resource allocation. The construct of Interactional Justice is at large viewed as a third form of organisational justice however there is some controversy about its conceptualisation where some theorists observe it as a component of Procedural Justice and others argue that it has discrete characteristics and can be classified independently (Greenberg, 2002).

A study conducted by Moorman (1991) attempting to find the relationship between the dimensions of OJ and organisational citizenship behaviours based on the five dimensions of OCB by discussed by Organ (1988, cited in Moorman, 1991), arriving at the theoretical framework for the basis of the relationship using the equity and social exchange theories, found that perceived procedural justice had an influence on four of the dimensions of OCB and concluded that the study found no relation between perceived distributional justice. The study composed of two dimensions of justice where in its application the author uses interactional justice as a component of procedural justice.

Moorman (1991) suggest that job satisfaction portrays a component of job fairness, and when measuring the two factors individually, it is observed that OCB is not related with perceptions of fairness, rather it appeared to voice to the component of job fairness that often relates in part with satisfaction measures. Saunders & Thornhill, (2003) agree that distributive justice does not

significanlty affect the employees trust or mistrust towards the organisation, however, procedural justice can influence employees feelings of trust and mistrust towards their employer and further elaborate the role of interactional justice in establishing employee feelings of trust. Under the branch or study in organisational psychology OJ was recognised as an important factor contributing to the productive output and survival of an organisation.

1.4. Employee Behaviour During Organisational Change

Among the many causes for failure of change interventions, "resistance to change" takes a sizable amount of responsibility in organisational change literature (Georgalis, et al., 2015). During change initiatives, people are often scared of the uncertainty brought about by the change and fear having to face loss of security and wellbeing (Saunders & Thornhill, 2003). Unlike in the case of small improvements or alterations at work, during an organisational change process, people get into a defensive position to protect their established self-interests from the potential threats of the change as it challenges the status quo. People are also reluctant to change the way they are already accustomed to do things as they are comfortable with the way things are and challenging that means, they are left unguarded to face a new way of doing things, it changes the existing culture. Managing change means having to deal with human affairs that most of the leadership in organisations is not equipped to do, the existing systems cope with change by demanding conformity and not by addressing resistance to the change. Resistance is observed in two forms, active and passive resistance. The former addressing the conflicts arising between individuals, attempts to deter or stop the change process, spreading rumours that can hinder the change process. The later addressing behaviour pertaining to stick with the old ways of doing things, avoiding responsibility endowed partial to the change, and lack of support towards those who are working towards the change (Jones & Recardo, 2013).

Schalk, et al., (1998) studied the relationship between change implementation and employee behaviour where they acknowledged the role of the psychological contract in employee's readiness to change. Their study included recognising that an organisation planning for change need to address two factors; namely creating readiness for change and overcoming the resistance to change. The psychological contracts can determine the employee attitude towards the organisation. Rousseau, (1990) define psychological contract the individual expectation of reciprocal obligations that exist between the employees and the employer. The Psychological contract is at

most times studies from the employees' perspective (Chartered Institute of Personnel Development, 2021).

Jones & Recardo (2013) argue that resistance can be deliberate or unintentional resulting from a lack of understanding, however it is important that the resistance is addressed and not expected to dissipate on without intervention. Folger & Skarlicki, (1999) suggest that organisational fairness is a psychological process that can mediate the employees resitance to change. The authors explain that when orgnaisationl change takes effect it increases the employees sensitivty to organisational fainess, and agree that types of OJ namely, distributive, interactional and procedural justice converse and can predict resitance to change. The authors explain that resentment-based resitance where employees react to preceived unfainess in times of a change process, that in some situations managers and organisationas can act unfairlty towards employees during a process of change and that may cause the resitance to change as in attempts to justify how they are being treated also going on to elaborate that resentment-based resistance can apply to all levels of staff in the organisationa and that with the current levels technology and process reengineering the boundaries of power between levels of management and staff are blurred. When employees feel that the management decisions are unfair they show feelings of anger and seek retribution (Folger & Skarlicki, 1999).

According to Zaltman and Duncan, (1977, cited in Georgalis, et al., 2015) resistance to change is behaviour that aims to maintain the status quo during times of change, while Folger & Skarlicki, (1999) explained that resistance is a result of resentment from the dissatisfied employees about their perception of the fairness of the change. Due to this resistance causing failure in the change process, it is looked upon as disruptive behaviour that challenges the expectations and power relations. There have been opposing views about resistance behaviour in classical organisational theory which identifies resistance as a negative prospect encountered during change processes, however resistance can also bring attention to aspects of the change process that have been overlooked and is important for change managers to pay attention to (Waddell & Sohal, 1998).

Employee resistance to change interferes with the change process and may cause delays and slow down the implementation thereby increasing costs to the organisation (Ansoff, 1990 cited in Pardo-del-Val & Martinez-Fuentes, 2003).

1.4.1. Causes of resistance to change

Organisational Pardo-del-Val & Martinez-Fuentes, (2003) discuss that resitance is the attempt to avoid change alternatively using the term initia, in a study they explore several sources of resistance at the change formulation stage and implementation stage. They further establish that resistance to change is more prominent during strategic change than during the more gradual evolutionary changes.

The authors segregate the sources of resistance at the formulation stage into two groups where in resitance may occur due to wrong perceptions and low motivation, here factors such as myopia, not having clear assumptions about the future; denial or refusal to accept new information that is not desired; perpetuation of ideas, tendancy to carry forward with exisitng ideas regarless of changed situation and other implicit assumptions, barries in communication, and organisational silence that hinders information flow among employees who do not voice their thoughts. The group of resitance that occurs with low motivation identify direct costs of change; opportunity costs having to sacrifice something else in turn; past failed experiences; and differeing intersts between management and staff. At the implementation stage whereby several source categories are listed. Political and cultural interferences may come into play, differenced in change values and organisational values can cause resistance, deapartmental politics portrayed by the units that undergo the change implementaiton, disagreement between groups about the isuues and different apporaches to solutions, employees values and loayalty, incongruence with the social scope of changes. Five other sources identified are inaction of leadership owing to the fear of uncertainty, organisations fixed routines, collective action isses such as decisions on action and moving forward including dealing with reluctant members, cynicism and the lack of relevant abilities needed to move the change forward (Pardo-del-Val & Martinez-Fuentes, 2003).

Schalk, et al., (1998) points out that during a change process, it is important to motivate employees to commit to the change by addressing two factors of creating readiness for change and overcoming the resistance to change. The authors suggest that readiness for change can be created when individuals are dissatisfied with the prevailing state of things that they would do what it takes ot change the dissatisfying situation and resistance can be facilitated with communication, support and through participation. According to Folger & Skarlicki, (1999) organisational changes are incidental to feelings of uncertainty employees may face confusion about their roles and simiarly superviros may not have clear ideas about how to evaluate these roles of their subordinates. Kramer

(1994 cited in Folger & Skarlicki, 1999) suggest that individuals can make personalistic assumptions about the actions of other organisational members, more specifically they tend to do so about mebers in higher roles or power positions.

Bovey & Hede (2001) acknowledge that literature published on the topic of organisational change focus on resistance to change in the light of organisational issues, however they suggest that individuals have a mental reaction process when confronted with organisational change. According to Scott and Jaffe's model (1988, cited in Bovey & Hede, 2001) this reaction has the four stages of initial denial, resistance, exploration, and then commitment to the change. Psychological changes can be managed with the help of organisational interference, people will have anxieties and concerns that need to be addressed by the orgnisation and by understanding these problems nescessary interventions can be put into effect that can mitigate the resistance (Jones & Recardo, 2013). Jones and Recardo (2013) further explaim that resistance to change occurs at individual or group levels and suggest some organisational level actions that can help overcome the resistance. These can be addressed by business model redesigning, updating policies and procedures that better reflect the change and havig the right methods to measure performace and change incorporation along with alighning the the HR practices including systems of evaluating performcance and rewards and recognition.

Unfair treatment of employees can lead to a lack of emplyees co-operation and resentment toward their job and the organisation, these lead to lower levels of producivity and lower quality of work output and have a significant influence on their attitudes towards change interventions at the workplace (Georgalis, et al., 2015).

Providing explanations to the employees as to why the change is taking place and sharing the details of the intervention can solve misinterpretations and incorrect preceptions held by employees and pose as an "alternative cognitive anchor" hence reducing the resistnce (Folger & Skarlicki, 1999). Fuchs & Edwards, (2012) state that employees percetions of fairness along with respect and corteous relationships are important in determining employees positive behavoural engagement in change management interventions, suggesting that fainess perceptions go along way in employees identification with their organisation. Organisational justice literature suggest employee perceptions of workplace justice play an important role in successful change process. (Georgalis, et al., 2015). To overcome the challenges organisations face in the constantly evloving

environments and to survive these challenges, organisations need to successfully manage change (Georgalis, et al., 2015).

Employees willingness to take part in planned change initiatives was observed in studies conducted by Van Dam (2003) stating that it was if employees had an attitudinal openess to changes in the job, they were likey to be more willing to participate in changes encourntered in their jobs. The study conducted on industrial experts in electronics and phsysics illustrated that individuals (and work related commitment to the job field, career anchors, tennure) were willing to participate in job-flexibility interventions given that both their individual (career support and work-overload) factors played a role in this disposition (Van Dam, 2003) . The role of informational jusitce during change plays a role in the employees responses during a change proces, as employees willingness to participate in the process can be influnced by how much and what type of information is shared with them (Oreg & Van Dam, 2009; Van Dam, et al., 2008).

2. METHODOLOGY

This chapter aims to discuss the validity of the research on how the data was collected and its analysis. The research uses an empirical- analytical approach to the study with deductive reasoning.

2.1. The research design

When pursuing the research, following the research philosophy in determining the method of data collection having a clear research design will allow to focus on the choice of research methodology, the research strategy and the time horizon relevant to this research, allowing to answer the research questions. The philosophical assumptions of this research are:

Assumption 1: Ontological assumption of this research takes a positivist view with quantitative research to find the relationship statistically, we are objectivists, the reality is external to us, and assumptions are made and tested. Testing if there is a relationship among the factors of OCB, employee change behaviour and organisational justice.

Assumption 2: Epistemology: Positivist assumptions the nature of the data collected is quantitative as they are objective and generalisable.

Assumption 3: The Methodology of this research is covered in the previous section.

The nature of the research determined the use of a structured research instrument and thereby used questionnaire for data collection. The variables of the study as discussed in the previous sections are employee OCB, employee behaviour during organisational change and identifying perceptions of organisational justice among the individuals.

2.2. Methods of collecting data and survey procedure

The quantitative data collection method is used to determine the relationship between the variables and used descriptive research design measuring the subjects once with one questionnaire. Survey strategy is used taking a deductive approach to the research. Analysing theory and testing the assumptions derived from the empirical research, collecting data and analysis of data collected are involved. The data collection using the survey method allows standardised data from a larger number of participants in the most convenient and efficient way.

Survey questionnaire measuring organisational citizenship behaviour, organisational justice and employee change behaviour was distributed to a convenience sample of individuals online through social media platforms and email distribution in work networks. In the cover letter (Appendix 1) employed individuals who have experienced organisational change over the past year were invited to participate in the survey. The questionnaire could be completed during the period of 03.03.2021 till 24.03.2021. One reminder was sent on the 16th of March.

A structured questionnaire (Appendix 1) was developed using the LimeSurvey platform and housed on the Tallinn University of Technology server. This survey platform enabled to create and publish the survey and collect data based on a web-interface. The questionnaire was in English and the participation was voluntary. The anonymity of the respondents was retained due to the sensitive nature of the information required.

2.3. Sample description

Convenience sampling allowed to collect results from 120 participants of which 53 (44%) were males and 67 (56%) were females and the average age of the sample was 35. The respondents were categorised into 6 age groups: 10% are up to 24 years old, 18% are between 25-29 years old, 23% are 30-34 years old, 20% are 35-39 years old, 11% are 40-44 years old and 18% are over 45 years old.

Of the length of service in the organisation categorised 26% had between1-2 years in the company, 34% had between 3-5 years, 22% had between 6-9 years and 18% had 10 years and more tenure.

From the working positions were grouped into 11% elementary workers, 25% were skilled workers, 11% technical workers, 12% specialists, 7 % top specialists, 11% first-level managers,

14% middle managers, and 10% top-managers. The sample has a balanced number of responses from male and female respondents. The mean age of the sample was centred around 35 years, and the service length showed the highest indicator between 3-5 years of working in the organisation. The age groups represented above will be used in further analysis. The tenure groups show many of the respondents worked in the organisation from 3 to 5 years.

The frequency of the data of the 120 respondants is shown in Table 1. The frequency of the data for the Job Positions poses that specialists and top-specialists can be grouped under one item going forward in the analysis as the top-specialists group shows a lower number of respondents for combining the groups provides for ease of interpretation.

Table 1. Demographics data of the sample

Variable	Frequency	Percent
Gender		
Male	53	44
Female	67	56
Age Group (years)		
Up to 24	12	10
25-29	22	18
30-34	28	23
35-39	24	20
40-44	13	11
Above 44	21	18
Service Length (years)		
1-2	31	26
3-5	41	34
6-9	26	22
Over 10	22	18
Job Position		
Elementary worker	13	11
Skilled worker	30	25
Technical worker	13	11
Specialist	14	12
Top Specialist	8	7
First level/ field manager	13	11
Middle manager	17	14
Top manager	12	10
N	120	100

Source: author's calculations

2.4. Measures

The questionnaire administered 80 items which included the research variables of OCB, organisational justice, employee change behaviours, and demographic variables of gender, age, country of origin, length of service and position held in organisation. The survey included eight verified scales to measure the construct of this research.

Organisational Citizenship Behaviour scale (Podsakoff et al., 2009) containing 5 sub-scales with 24 items: Conscientiousness, Sportsmanship, Civic Virtue, Courtesy and Altruism. To five OCB dimensions were originally identified by Organ (1988).

The answers to individual questions measuring the levels of OCB obtain feedback for from a 5-point Likert-type scale with ratings ranging between 1 = strongly disagree, 2= disagree, 3= somewhat disagree, 4= somewhat agree, 5= agree. Examples of items used in the scale include " I believe in giving an honest day's work for an honest day's pay", " I am always ready to lend a helping hand to those around me" and " I consider the impact of my actions on others".

Organisational Justice scale (Colquitt, J.A., 2001) with 4 sub-scales with 20 items: Procedural Justice, Distributive Justice, Interpersonal Justice, Informational Justice.

When measuring perceptions of justice four dimensions were measured using the scales from Colquitt (2001) to measure perceptions on procedural, distributive, interpersonal and informational justice. The scale used ranged from 1= to a very small extent, 2= to a small extent, 3= somewhat, 3= to a large extent, 3= to a very large extent. Examples of items used in the scale were asked in context of an organisational change "have those procedures been free of bias?", "have those procedures upheld ethical and moral standards?", "Is your outcome reflect what you have contributed to the organisation?", "has the authority figure treated you with respect?", "has the authority figure been candid in his/ her communications with you?".

Employee change behaviour was measured with three separate scales.
Resistance to Change Scale (Oreg, 2003) with four subscales with .. items: Routine seeking, Emotional reaction, Short-term thinking and Cognitive rigidity; **Readiness for change** (Holt, 2007) with .. items and **Willingness to change** (Samaranayake & Takemura, 2017) with .. items.

For measuring the resistance to change a five-point Likert-type scale was used, where 1= never/hardly ever, 2= seldom, 3= sometimes, 4= often, 5= always.

A similar 5-point scale was used for questions assessing employee readiness and willingness to change with the scale ranging from 1 = strongly disagree, 2= disagree, 3= somewhat disagree, 4= somewhat agree, 5= agree. Examples of items used are "I willingly take part in the change process", "I was willing to take responsibilities of the change process" and I was willing to create new ideas".

When obtaining reliability statistics for the data, Cronbach's alpha was used to test the internal consistency among variables (Table 2). The Cronbach's alpha coefficient falls between 0 and 1 and a Cronbach's alpha coefficient that is closer to 1 shows a higher internal consistency of the items in the scale (Cripps, 2017, p. 109). All the scales and sub-scales showed higher alfa coficients than 0.7, which is considered to be the acceptable level ov reliability. In addition, all the scales showed the intercorrelation values to be higher than 0,3.

Target variables in Procedural Justice collected data under 4 sub variables and showed strong reliability scales all subscales scoring over 0,9 coefficient alpha with only Interpersonal Justice with an alpha value of 0,888 (4 items). On the scale of OCB with 5 sub variables showed a high Cronbach's alpha coefficient all above 0,7 ranging up from civic virtue at 0,779 to 0,908 for Sportsmanship. With the variable routine seeking the original scale contained 5 items, as one of the items had a very low inner- corelation (0,0062) it was removed, obtaining a new alpha coefficient of 0,804 with only 4 items in the new scale. Similarly on the scales of Cognitive rigidity, and readiness for Change one item was removed to obtain stronger inner-corelations of the items. The variable Emotional Reaction (0,870, Short-Term Thinking (0,816) and Willingness to Change (0,903) also showed values with a higher coefficient alpha.

Table 2. Cronbach's alpha of the scales

Scale of Variables	Cronbach's alpha	N of Items
Organisational Justice		
Procedural justice	.899	7
Distributive justice	.923	4
Interpersonal justice	.888	4
Informational justice	.920	5
OCB		
Conscientiousness	.829	5
Sportsmanship	.908	5
Civic virtue	.779	4
Courtesy	.806	4
Altruism	.878	6
Employee Change Behavior		
Resistance to change		
Routine seeking	.804	4
Emotional reaction	.870	4
Short-Term Thinking	.816	5
Cognitive Rigidity	.726	3
Readiness for change	.740	5
Willingness to change	.903	6

Source: author's calculations

2.5. Data analysis procedure

Statistical analysis was conducted using the IBM SPSS 23 Statistics software. The mean, median and standard deviation of target variables was conducted followed by Independent Samples T-Test where gender was used as an independent variable (IV) and the target variables (OCB, OJ and Change Behaviour) as dependant variables. One-Way ANOVA Post Hoc tests were carried out with the age groups, work positions as dependant and the target variables (OCB, OJ and Change Behaviour) as independent variables. Reliability analysis was then conducted obtaining the Cronbach's alpha to test the internal consistency of the variables.

3. RESULTS

The analysis of the data collected was persued using the SPSS 23 tools. The reliability and validity of the data was obtained as a first step in the approach to analysis. The descriptive statistics shows the central tendency and the variability of the data. Descriptive statistics are used to understand the characteristics and factors of the sample with the use of numerical or graphical representations (Fisher & Marshall, 2009).

3.1. Descriptive statistics of the scales

Descriptive statistics were done on all the scales, all the scales were at an accepted level with the coefficient alpha of the scales varying between 0,726 and 0,923. The mean, median and standard deviation were obtained (Table 3).

The whole sample has assessed the OJ scales at moderate level, Interpersonal Justice is rated somewhat higher on the scale and informational justice is rated lowest, indicating the respondents may not be feeling they get as much information as they need during the change processes. On the Distributive Justice scale the standard deviation is rated higher this can mean the answers are not distributed equally but they have several different groups. In OCB all the answers are rated higher on a 5-point scale, on OCB the behaviours are rated higher, the scale for Sportsmanship was rated on a revised scale and therefore this is also rated high as the results represent. The other standard deviations can be observed at a moderate level, but on Sportsmanship the answers could be in several levels across the scale.

On the resistance ratings are quite low, indicating low levels of resistance behaviour although there is a moderate level of cognitive rigidity and emotional reactions. Readiness and Willingness for change is rated at a higher level.

Table 3. Statistics of target variables, OJ, OCB and ECB

Measurement	Mean	Median	Std. Dev.
Organisational Justice			
Procedural justice	3,5238	3,5714	0,88845
Distributive justice	3,6646	3,875	1,0195
Interpersonal justice	3,8438	4	0,92756
Informational justice	2,9183	3	0,75258
OCBs			
Conscientiousness	4,3033	4,6	0,78043
Sportsmanship	2,2183	2	1,05384
Civic Virtue	4,0125	4	0,76274
Courtesy	4,4917	4,75	0,67045
Altruism	4,3889	4,6667	0,74358
Employee Change Behavior			
Resistance to Change			
▪ Routine seeking	2,6021	2,5	0,93961
▪ Emotional reaction	2,9917	3	0,98408
▪ Short-term thinking	2,7833	2,8	0,90064
▪ Cognitive rigidity	3,2917	3,3333	0,87347
Readiness for change	3,7483	3,8	0,68966
Willingness to change	3,9556	4	0,80403

Source: author's calculations

Dispersion analysis was conducted to find the statistical difference between the groups. A t-test was used to find any statistically significant differences in means between the two gender groups (Table 4). The test revealed no statistically significant differences between the gender group evaluations on all measured scales.

Although no significant statistical differences were found between the two gender groups, the sample shows some level of differences in some variables. On resistance scale, in the Emotional Reaction, the answer for males is indicating mean of 2,863 closer to "seldom" on the Likert-scale, and women show a tendency at 3,09 "sometimes". On OCB's scale in Conscientiousness males show a mean of m=4,1736 and females indicate a value at m=4,4060, here we can observe the males and females both indicate "somewhat agree", however the females show a stronger inclination comparative to males in the sample. Willingness shows a mean of m=4,0440 for males and m=3,8856 for women, where the answer indicates men show more willingness than women

as the mean response lies between "somewhat" to "agree" in the willingness to change scale. The sample is cross-sectional and is a culturally mixed sample, but in future research if the sample is more focused these factors may be of importance.

Table 4. T-test results for gender groups

	Male (N 53)		Female (N 67)			
Variable	Mean	Std. Dev.	Mean	Std. Dev.	t	Sig. (2-tailed)
Procedural justice	3,6523	0,69846	3,4222	1,00753	1,415	0,160
Distributive justice	3,7972	0,84929	3,5597	1,13158	1,270	0,206
Interpersonal justice	3,9292	0,78351	3,7761	1,02814	0,897	0,371
Informational justice	2,9434	0,63291	2,8985	0,83946	0,323	0,747
Conscientiousness	4,1736	0,69508	4,4060	0,83264	-1,631	0,106
Sportsmanship	2,1774	1,07893	2,2507	1,04060	-,377	0,707
Civic Virtue	3,9340	0,75503	4,0746	0,76872	-1,003	0,318
Courtesy	4,4623	0,61511	4,5149	0,71494	-,426	0,671
Altruism	4,3302	0,73124	4,4353	0,75543	-,768	0,444
Routine seeking	2,5519	0,88573	2,6418	0,98495	-,519	0,605
Emotional reaction	2,8632	0,98372	3,0933	0,97975	-1,275	0,205
Short-term thinking	2,6415	0,88610	2,8955	0,90276	-1,543	0,125
Cognitive rigidity	3,4151	0,80571	3,1940	0,91774	1,382	0,170
Readiness for change	3,8377	0,59750	3,6776	0,75153	1,266	0,208
Willingness to change	4,0440	0,72953	3,8856	0,85734	1,073	0,286

Source: author's calculations

One-way ANOVA Post Hoc test with Tamhane method was used to find out differences in evaluations between more than two groups to determine if there are any statistically significant differences in between the groups. The results showed that there were no statistically significant differences between the age groups (Appendix 2).

Dispersion analysis showed that significant differences exist between service length groups (Table 5) and among work positions (Table 6). Service length groups of 3-5 years and 6-9 years of service showed significant differences throughout many of the subscales. Between other service length groups there were no significant differences to note (Appendix 3).

Table 5. ANOVA, Post Hoc Tamhane Multiple Comparisons of Tenure Groups

Dependent Variable	Tenure group 1 Service length (years)	Mean	Std. Dev.	Tenure Group 2 Service length (years)	Mean	Std. Dev.	Sig*	F
Procedural justice	3 - 5	3,29	0,925	6 - 9	3,96	0,775	0,012	3,288
Distributive justice	3 - 5	3,45	1,179	6 - 9	4,08	0,748	0,054	2,707
Sportsmanship	1- 2	2,48	1,080	6 - 9	1,76	0,864	0,044	2,413
Altruism	3 - 5	4,22	0,810	6 - 9	4,68	0,485	0,032	3,081
Courtesy	1- 2	4,24	0,838	6 - 9	4,84	0,346	0,005	4,849
	3 - 5	4,38	0,703	6 - 9	4,84	0,346	0,005	4,849
Routine seeking	3 - 5	2,88	1,008	6 - 9	2,13	0,944	0,018	3,749
Emotional reaction	3 - 5	3,46	0,974	6 - 9	2,61	1,052	0,009	6,236
	3 - 5	3,46	0,974	10 +	2,63	0,837	0,005	6,236
Short-term thinking	1- 2	2,65	0,808	3 - 5	3,20	0,969	0,06	5,552
	3 - 5	3,20	0,969	6 - 9	2,40	0,759	0,002	5,552
Readiness for change	1- 2	3,55	0,787	6 - 9	4,12	0,635	0,021	4,751
	3 - 5	3,60	0,669	6 - 9	4,12	0,635	0,012	4,751
Willingness to change	3 - 5	3,67	0,832	6 - 9	4,20	0,673	0,037	3,517
	3 - 5	3,67	0,832	10 +	4,23	0,703	0,044	3,517

* Results from the Anova Post-Hoc test
Source: author's calculations

As shown in Table 5, from the Organisational justice scale, ANOVA test results for Procedural Justice (F= 3,288; p=0,023) and Distributive Justice (F=2,707, p=0.049) scales showed significant differences in some tenure groups. Further Post Hoc Test with Tamhane method showed significant differences in the procedural justice (p=0,012) and distributive justice (0,054) in tenure groups of 3-5 years and 6-9 years. Respondents with longer tenure (6-9 years) experienced distributive justice, to a large extent than those with lower tenure (Appendix 3, Appendix4).

In the Sub-scales of OCB, Sportsmanship (revised scale was used to interpret sportsmanship as the questions were in negative form), Altruism and Courtesy show statistically significant differences between the tenure groups 6-9 years. On observing the mean and standard deviations for Sportsmanship and for 1-2 years and 6-9 years (m= 2,47, m=1,76 respectively) results showed that Sportsmanship was higher with longer tenure. Altruism 3-5 years and 6-9 years (m=4,22, m=4,68 respectively) and Courtesy 1-2 years, 3-5(years) and 6-9 years (m=4,24, m=4,38, m=4,84)

showed higher inclination for behaviour with longer tenure, observing that OCB nature in individuals is higher with longer service length.

From the scales for individual behaviour during change Routine Seeking, Emotional Reaction, and Short-term Thinking showed statistically significant differences in 3-5 years and 6-9 years, further observation of mean variations indicated that tenure of 6-9 years showed lower Resistance. Readiness and Willingness to change also showed significant differences where the Post Hoc test showed significance values of $p=0,012$ and $p=0,037$ with an indication of higher readiness and willingness with longer tenure (Appendix 3).

Work position groups also indicated statistically significant differences between the several groups as shown in Table 6 below (Appendix 5, Appendix 6).

Table 6. ANOVA Post Hoc Tamhane Multiple Comparisons of Work Position Groups

Dependent Variable	Work Position Group 1	Mean	Std. Dev.	Work Position Group 2	Mean	Std. Dev.	Sig*	F
Procedural justice	skilled workers	3,167	0,987	top managers	4,119	0,70733	0,032	2,345
Distributive justice	skilled workers	3,317	1,085	top managers	3,6471	0,87079	0,042	3,384
Short-term thinking	elementary workers	3,446	0,708	specialists + top specialists	2,3636	0,83183	0,007	2,45

* Results from the Anova Post-Hoc test
 Source: author's calculations

Dispersion analysis revealed statistically significant differences in evaluations on Organisational Justice scales between work position groups. Significant differences were found in Procedural Justice ($p=0,032$) and Distributive Justice ($p=0,042$) between skilled workers and top-level managers, with top-level managers indicating higher perception of procedural and distributive justice.

In evaluation of Short-term thinking significant differences were found between elementary workers and top- specialists. The latter group ($m=2,36$) shows lower short-term thinking than elementary workers ($m=3,44$).

3.2. Correlations between the variables of OCB, OJ and ECB

The Spearman Correlation analysis was run to determine the correlative relationships between the variables. All results for correlation analysis are shown in Appendix 7. All correlation values shown in text are on the significant level $p \leq 0,05$. The Spearman Correlation Coefficient (ρ) can be used to show the strength between the correlative relationships which can be indicated between $0,30 \leq \rho \leq 0,49$ showing a weak relationship; $0,50 \leq \rho \leq 0,69$ showing a moderate relationship or between $0,70 \leq \rho \leq 0,89$ showing a strong relationship and a $\rho \geq 0,9$ indicating a very strong relationship (Dancey & Reidy, 2014, p. 176).

Perception of Justice did not show significant correlations with factors of OCB in the respondents, except for the weak correlations that were exhibited between the OCB factor of Altruism and Distributive Justice ($\rho=0,342$) and with Informational Justice ($p=0,330$). This can lead to the inference that these perceptions of justice can have some relationship to the person's helpful behaviour to some degree.

Perceptions of justice show no statistically significant correlation to employee resistance behaviour during organisational change situations. Employee perceptions of Justice also show a weak positive correlation to a person's readiness and willingness to change. With employee readiness to change Procedural Justice ($\rho=0,415$) and Informational Justice ($\rho=0,435$) show a slightly higher correlation compared to the other two forms of justice perceptions namely distributive and interactional justice measured. This could indicate individuals who percepved fairness in procedure and information during organisational change were exhibiting more readiness and willingness to participate in the change process.

Between OCB factors and ECB, statistically significant correlations were observed with OCB-Sportsmanship and ECB-Resistance scale (except in cognitive rigidity), ECB-Readiness and ECB-Willingness to change. The negative correlation was observed between OCB-Sportsmanship and ECB-Routine Seeking behaviour ($\rho= -0,470$) indicating, that there is a weak relationship where people with more sportsmanship behaviour are less inclined to seek routine. The correlations between sportsmanship and change resistance scales were mostly significant and weak and their orientation is negative, which lets one to assume that the individuals displaying more sportsmanship behaviour show less resistance to change. Of the OCB factors, Conscientiousness and Civic Virtue did not show any significant correlations with individual's Willingness to change.

However, Willingness to change showed a weak positive correlation with OCB factors of Courtesy (ρ= 0,330) and Altruism (ρ= 0,358). Which can mean that, individuals who were high in courtesy and altruism, showed higher Willingness to change. Willingness to change had a weak positive correlation with Sportsmanship (ρ= 0,367) which also indicated that those with higher Sportsmanship, showed stronger will to change.

Readiness for Change shows positive weak correlations with OCB – Conscientiousness (ρ= 0,302) and OCB- Civic Virtue (ρ= 0,406), from the results it is possible to observe that those individuals who show more conscientiousness in their behaviour and have a positive Civic Virtue towards their organisation and show more readiness during a change initiative. Readiness for change showed a weak positive correlation with Cognitive Rigidity (ρ=0,323). Sportsmanship showed no significant correlation with Readiness to change.

3.3. Moderation effect of OJ sub-scales on the relationship of OCB and Employee Change Behaviour forms

Moderated multiple regression analysis was conducted using Hayes PROCESS macro for SPSS. For moderation effect several models were created and resistance to change, willingness to change and readiness to change were taken as dependant variables. Independent variable in all models was Organisational Citizenship Behaviour (OCB) and the moderating variable was Organisational Justice (OJ).

Using the OCB and the Change Behaviour variables (Resistance, Readiness, and Willingness to change) and the overall OJ as the moderator, multiple regression analysis was run. The models proved to be acceptable, but the overall OJ variable did not act as a moderator on the relationship between OCB and employee Change Behaviours - Resistance, Readiness, and Willingness to change. OCB and OJ both individually contribute to all three forms of Change Behaviour.

As there was no moderating effect of the overall Organisational Justice, new models were formed where for the moderating variables were taken the four Organisational Justice subscales: distributive justice, procedural justice, interpersonal justice and informational justice.

The analysis results showed moderation effect (Appendix 8, Appendix 9, Appendix 10) only for two models: Distributive Jusitce acted as a moderator for the relationships between OCB and readiness for change (Figure 1). and willingness for change (Figure 2).

Analysis revealed weak moderation effect in the model where Distributional justice was used as moderator (b=-0,201, p=0,034). Both Distributional justice (b= 0,993, p= 0,008) and OCB's (b=1,115, p=0,001) had strong direct effect on readiness for change. Interaction between OCB and Distributive Justice predicts 2,7% of the change in readiness for change. The negative b for interaction means that the effect of OCB on readiness for change will decrease as the perception of distributive justice gets stronger and that indicates that the relationship between OCB and readiness for change becomes weaker.
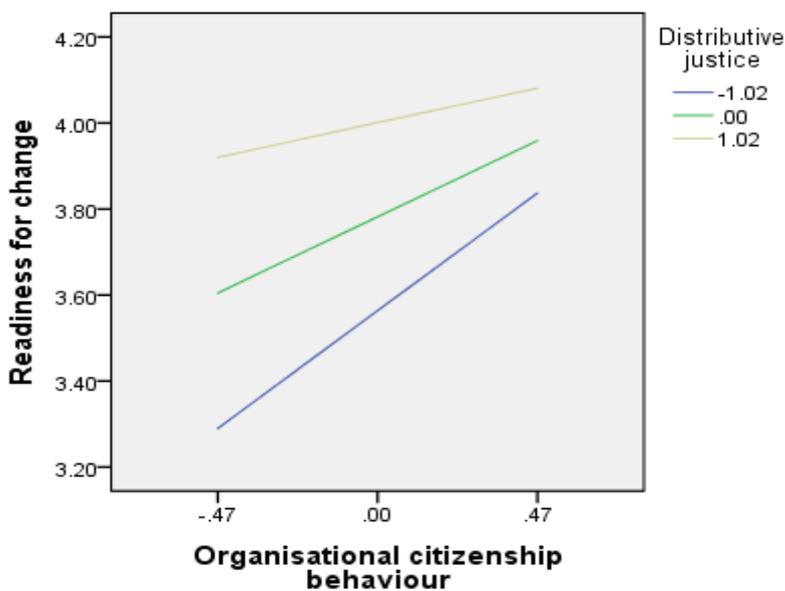
Figure 1. Moderation effect of distributive justice on relationship between OCB and readiness for change
Source: author's calculations

The relationship between OCB and Readiness for Change is different for those who perceived Distributive justice on high or medium level. The positive relationship between OCB and Readiness for change for both with low or medium level indicate that if they were high in OCB they were more ready for organisational change.

In the relationship of OCB with ECB-Willingness to change, the moderation analysis revealed a weak moderation effect in the model where Distributional justice was used as moderator (b=-0,246, p=0,033). Both Distributional justice (b= 1,266, p= 0,005) and OCB's (b=1,043, p=0,006) had strong direct effect on willingnes to change. Interaction between OCB and Distributive Justice predicts 2,9% of the change in willingness for change. The negative b for interaction means that the effect of OCB on willingness for change will decrease as the perception of distributive justice gets stronger and that indicates that the relationship between OCB and willingness to change becomes weaker.
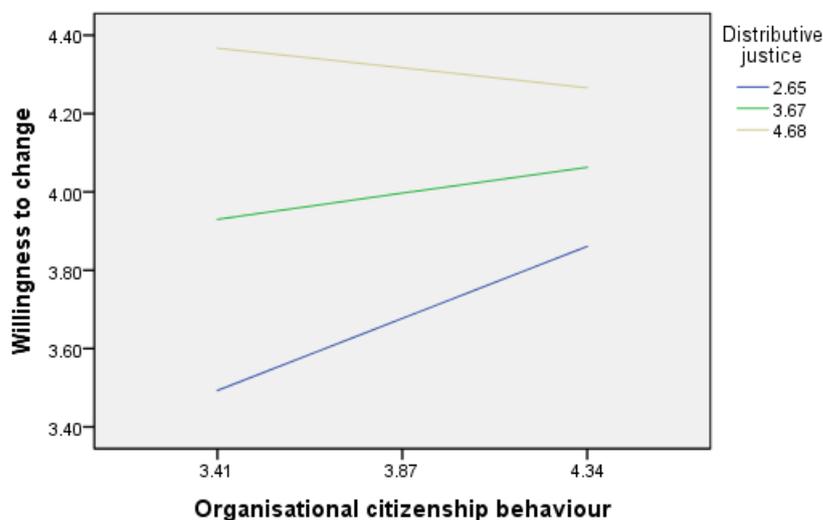
Figure 2. Moderation effect of distributive justice on relationship between OCB and willingness to change
Source: author's calculations

The relationship between OCB and Willingness to Change is different for those who perceived Distributive justice on high or medium level. The positive relationship between OCB and willingness to change for both with low or medium level indicate that if they were high in OCB they were more willing to change.

The assumed moderations weren't confirmed for the Organisational Justice variables, but all regression models in the Hayes's Process Analysis showed that there are direct influences (Appendix 8, Appendix 9, Appendix 10).

3.4. Findings

Coefficient alpha showed the variable scales were acceptable and the items measured on the scale were acceptable. The sample assessed overall OJ at a moderate level from looking at the mean values and the standard deviation of the answers showed that the distributive Justice perceptions were rated across the scale and could have different groups rating their perceptions at differing levels. The mean age of this sample represents a younger age range. The mean age of the sample is 35 years and comprises a culturally mixed sample of respondants.

The OCB ratings of the sample were high overall with variations in the response groups showing highest in Sportsmanship. Although Sportsmanship is rated at different levels together all OCB variables were rated at a stronger level. Employee Behavior during Change was seen to be low and had individuals showing more resistance during change interventions in their organisations, although the answers could range wider as observed by their standard deviations. Cognitive Rigidity and Emotional Reactions are also observed at moderate levels leading to undestand that people show higher resistance when faced with change in their workplace.

The gender of an individual had no influence on the rating of OCB, Justice Perceptions or in Change Behaviour. Slight variations were visible in the two gender groups where women showed a slightly higher motional reaction during change than males. Females also presented a higher rating on OCB- conscientiousness compared to males. In ECB- Willingness, males however showed higher willingness to change than the females.

In comparisons of the variables between the groups using the Post Hoc ANOVA test with Tamhane method, significant differences were found in the perceptions of Distributive and Procedural Justice in individuals who worked in the organization between mid-to long term (ie. 3-5 years and 6-9 years). This indicates to some degree people who find their workplace to be fair in the distribution of resources and to some extent procedure, people could have longer tenure. The comparisons between the groups showed that individuals with higher OCB-Sportsmanship also had longer tenure between 6-9 years.

People with longer tenure also had higher ratings on the Change Behaviour-Resistance, Readiness and Willingness Scales, which could indicate that with longer tenure people were less resistant when it came to organisational change and were more ready and willing to change. As a result of

fair Procedure and Distributional Justice in the organisation, people maybe more willing to stay longer and also trust the organisation during the change process. People who worked for more than 9 years showed a higher willingness to support and participate in the change in the organisation.

Observing work positions, skilled workers and top-level managers had statistically significant differences in their perceptions of Procedural and Distributive Justice, results showed that those with the higher work positions rated they have higher perceptions of fairness in their organisations. Between results obtained in the two groups elementary workers and top-specialists, the elementary-workers had more shorter-term thinking nature.

Correlation analysis showed that perceptions of Justice had no significant correlations with factors of OCB, but had weak correlations between Altruism and Distributive and Informational Justice. People who perceived fairness in resource distribution and information sharing also had more helpful (Altruistic) behavior. Procedural and Informational Justice indicated weak positive correlations to individuals readiness and willingness to change, where a person who believes their organisation to have fairness in it's procedures and information sharing, they also have a higher readiness and willingness to support the change.

OCB- Sportsmanship was negatively corelated with employee resistance to change. Leading to the assumption people with a higher attitude of Sportsmanship were less resistant to change. Emotional reaction during change and Short-term thinking had a positive correlation, they also show a positive correlation to routine seeking behavior, leading to the assumption that people who reacted more emotionally were more likely to base their decisions and behavior on short-term thinking and not consider long term effects of change and they were more likely to resist change. Cognitive Rigidity was also positively correlated to short-term thinking. Individuals who show more Conscientiousness in their behavior and have a positive Civic Virtue towards their organisation and show more Readiness during a change initiative.

The strength of OCB can be assumed to therefore have a positive influnce on the Employee Change Behaviours- Resistance, Readiness and Willingnes to change where the stronger the OCB the more likely individuals show positive change behaviour.

The Organisational Jusitce did not show notable influce on the OCB behaviour of individuals, however employees showed some degree of positve relationship when considering Distributive

and Informational justice, where it can be assumed that people act with helpfulness if they receive fair distibution of rescourses and information during change processes. It was also observed that when employees viewed their organisation to be fair in its procedures and in information sharing, they were more inclined to show positive change behaviour.

The findings from moderation analysis suggest there is no moderation effect of Organisational Justice on the relationship between OCB and Employee Change Behaviour when using the overall scales, however when using individual scales of OJ, distributive Jusitce was the only variable that showed a slight moderation effect on the relationship between OCB and ECB-Readiness for change and ECB-Willingness to change. The modertion effect by distributive justice further show that with individuals having lower OCB the effect of distributive justice is higher than for those with lower levels of OCB indicating the OCB is a strong variable on its own and when its lacking in individuals, distributive jusitce can play a role in increasing its impact on emplyees readines for change, but at a high level of distributive justice, the OCB becomes insignificant.

4. DISCUSSION

The study aimed to contribute to the research on positive employee change behaviour by exploring the relationship between the employee organisational citizenship behaviour, employee change behaviour, and their perceptions of organisational justice in organisational change. Attempting to identify any impact caused by employee perceptions of OJ on the relationship between OCB and ECB. The organisational environment changes internally to meet the needs of its dynamic external environment. As organisations embrace change for reasons such as adaptation, survival and to meet competitiveness, changes take place internally and are becoming increasingly frequent with the uncertainty of the business environment. Organisational changes can be sudden changes, or planned, they can be gradual and incremental or organisation wide change interventions (Bartunek & Moch, 1987; Pardo-del-Val & Martinez-Fuentes, 2003; Bamford & Forrester, 2003) The uncertainty caused by the nature of change can have certain observable effects in the employee's behaviour that may hinder the success of a change process, as identified in the literature search these behaviours may be dependent upon individual and organisational factors (Schalk, et al., 1998; Saunders & Thornhill, 2003; Oreg, 2006; Jones & Recardo, 2013). Behaviours in OCB are attributed to be positively associated with employee behaviour during change, and perceptions of justice can influence employee trust in their organisation which can influence how they react during change processes. Although no specific studies were found to be conducted on the relationship between individual OCB's and the change behaviours of employee resistance, readiness and willingness to change, studies have proved that OCB behaviours can be linked to positive employee attitudes and behaviour that contribute to job performance and organisational effectiveness and efficiency (Newton & LePine, 2016; Podsakoff, et al., 2014). This study contributes to the positive identification of OCBs in the change behaviour of employees. Findings suggest that a positive disposition of employee OCBs are linked to lower resistance to change and indications of higher readiness and willingness to change among employees. Organisational justice forms a sense of trust among employees that their employer's decision outcomes, recourses and information distribution will be just and remove unwarranted fears raised among employees. Unfair environment can hinder productivity and reduce employee corporation and quality of output

(Georgalis, et al., 2015). Hence, illustrating the importance of perceptions of justice in the workplace in order to reach productivity and corporation during change processes.

This research led to a quantitative analysis of data from 120 working individuals. The results showed that significant relationships existed between the no factors of organisational justice, employees' organisational citizenship behaviour and their behaviour during organisational change. Although the study set out to identify the role played by perceptions of justice on the relationship between employees OCB and how they behave during change, no significant influence was found by perceptions of organisational justice except for a weak moderating effect by distributional justice perceptions.

4.1. Theoretical explanation of results

Previous studies lead to the identification of OJ as a predictor for employee OCB (Choi, et al., 2014), however studies exploring the role played by organisational justice in the employees' behaviour during change is limited. The results of this study which aims to explore these relationships can be summarised as follows.

Organisational justice as a whole scale measuring all four types of justice did not show any moderation effect on the relationship of OCB with ECB. However, on an individual scale the factors of OJ and OCB both had a relationship with ECB factors.

On examining the relationship between the five dimensions of OCB and the factors of employee change behaviour, the study revealed significant relationships existed between several OCB dimensions and factors of ECB. OCB- Contentiousness and employees' readiness for change, presented that those who had more Conscientiousness also had more readiness for change, agreeing with the study on Conscientiousness and adaptability by Griffin & Hesketh (2005), where people with achievement traits of conscientiousness like: striving, competence and self-discipline, show adaptability in work. These characteristics may posit that individuals are more confident in their approach to terms of uncertainty, and hence during change, individuals with these traits of conscientiousness are likely to show more readiness for change.

OCB- Civic virtue was positively related with ECB- Readiness for change, civic virtue entails behaviour where individuals show involvement in the activities related to the organisation taking on a responsibility, and involvement, in the development of the organisation and even offer suggestions for improvement (Organ, et al., 2006; Mahdiuon, et al., 2010), which can be translated into positive involvement in activities leading to change and active participation for the success towards the change intervention. This study also adds to the findings that OCB-Courtesy and OCB-Altruism which encompass thoughtfulness and helpfulness also showed positive relationships with ECB-Willingness to change, it is possible to suggest that out of concern for others e.g. co-workers and supervisors, individuals show positive change behaviour.

OCB-Sportsmanship showed a negative relationship with change resistance behaviour as well as with employees' willingness to change. Individuals showing higher OCB- Sportsmanship had lower routine seeking behaviour, lower emotional reaction as well as lower short-term thinking behaviour each of these factors measuring their resistance to organisational change. With the ECB-Willingness to change, it showed that individuals who had more sportsmanship behaviour showed more willingness towards the change process supporting the idea that higher Sportsmanship would be positively afflicted with employee willingness to change. As explained by Organ, et al., (2006) sportsmanship refers to those behaviours that individuals choose to not perform, they may not complain about trival things, and refrain from finding faults at the workplace, or show more tollerance for changes and small discomforts in their work situations, they may even try to make the best of a situation. This study further emphasises that sportsmanship behaviours can be useful to the organisation during the inconviniences presented by change.

Contrary to the expected results of observing a significant positive relationship between the dimensions of OCB and OJ, it was observed that only altruistic behaviour had significant relationships with distributive justice and informational justice. Altruistic behaviour is helpful behaviour expecting no gains in return (Jahangir, et al., 2004) explaining, that when people experience fairness in the distribution of resources and openness and trust in the information they receive about changes, they feel more able to help others in the workplace. The findings oppose the findings by Moorman (1991), where it was suggested that distributional justice did not have any significant influence on any of the OCB's suggests by Organ (1988). His study suggests that only procedural justice, with emphasis on one of its components of interactional justice, has a relationship with OCB.

The assumed relationship between OJ factors and ECB showed perceptions of justice had significant relationship with the factors of ECB-Readiness for change as agreed by Shah (2011) where a study conducted on the factors of OJ on employee readiness for change on individuals in a developing country showed the Distributive Justice had a positive significant influence on the employees' readiness for change.

ECB-Willingness to change, agreeing with Oreg & Van Dam (2009) that informational justice had an influence on the employees Willingness to change and that the quality of the information provided leads to the employees' openness and Willingness to change. The positive correlation between the informational justice and willingness leads to infer that the more informational justice is perceived the more the Willingness to change, as observed by the authors Van Dam, et al., (2008) additional information may lead to a positive or negative response from the employees depending upon the content of the information.

Although the factors of OCB and ECB did not all show significant relationships, having positive OCB factors also showed a positive relationship with employee behaviour during change. Having higher OCB characteristics also showed reduced resistance to change behaviour while also indicating higher readiness and willingness towards the change process.

However no significant correlations were observed between the OCB and organisational justice scales, except with the OCB factor Altruism with distributive and informational justice whereas individuals believe their organisation to be fair in the distribution of resources and they feel they can have access to resources, and information in the organisation they also show helpful behaviour. The study infers employees may expect distributive and informational justice during the change process, or they may have experienced their organisation to be fair before the change interventions these trustful pre-dispositions towards their employers may instil or enhance conscientious, altruistic actions in employees, which further enhances the inferences offered by previous research on OJ.

Distributive justice showed a weak moderating effect on the relationship between OCB and ECB-Readiness for Change. The results illustrated that for individuals who had lower OCB levels the influence of distributive justice was higher than for those with higher OCB levels. Distributive justice was able to have a positive influence on those who had low OCB to behave more positively towards change processes, as their readiness for change was increased. Distributive justice

perceptions at a high level rendered the effect of OCB on readiness for change insignificant. This finding contributes to positive change behaviour research where the influence by justice perceptions can be used benefiting the organisation during change, implementing hygiene in distributive justice can be linked to increased readiness for change. However, the implications of this study do not recognise how employees relate these perceptions to their workplace, and further reasoning is useful to identify if justice perception were present preceding the change process or if they were addressed only during the change process. According to Moorman (1991) and Saunders and Thornhill, (2003) distributional justice is a factor that does not act as a predictor of trust or mistrust towards the organisation, rather it contributed to the satisfaction measures of employees. It can be inferred that with distributive justice leading to higher satisfaction among employees that are likely to display a healthier readiness for change. As explained by López-Cabarcos, et al., (2015), distributive jusitce instills empolyee commitment by catering to the satisfaction of their jobs.

Distributive justice perceptions also showed a weak moderating effect on the relationship between OCB and ECB-Willingness to change. Similar to the moderation effect illustrated in ECB-Readiness for change, here too the results indicate that at a higher level of distributive justice perceptions the effect of OCB on willingness to change becomes insignificant.

This study suggests consistency with similar studies on the importance of organisational justice in the predictive role of individuals change behaviour suggesting that by having fairness in the four dimensions of OJ, management can expect to influence the positive attitudinal behaviour of employees during change and extends the predictive validity of the factors of OJ. The findings stress the importance for organisations to adopt or develop on their approach to instil a culture of justice across the four dimensions of OJ in the organisation in rapidly changing workplaces to keep the pace of ongoing change, paying attention to OJ can nurture a fair environment for individuals adapt and evolve overcoming challenges posed by continuous change and show positive behaviour towards their supervisors (Chen, et al., 2008), co-workers, and towards the overall organisation, agreeing with López-Cabarcos, et al., (2015) & Kurian, (2018) that human rescource managers attempt to incorporte fairness perceptions in workplace processes to achieve job satisfaction and organisational comitment. The study also found Distributive Justice to play an important role in situations of change, bringing attention to the need for employees to feel that resource distribution and access to these in fair measurement is important during change processes. Incorporating the

implementation of overall justice measures across organisations and creating a healthy system of access and fairness benefits the constantly changing organisation and creating such an environment and paying attention to their employee's perceptions of justice before a change intervention can benefit the management in the decision-making stages.

4.2. Limitations and recommendations for future research

Previous studies focus on the relationship between OJ factors with OCB and ECB independently, and for the purpose of this research I assumed the relationship between OCB and ECB based previous studies that link individual factors of OCB with employees' behaviour in different contexts within the organisation pertaining to adaptability and the organisational performance (Griffin & Hesketh, 2005; (Podsakoff, et al., 2000). Although the assumptions were based on this reasoning, to obtain more explicit evidence between the characteristics of OCB and ECB future research can be recommended.

A further limitation of the study worth a mention is that the levels of fairness in the workplaces of the respondents was not measured, if the study were conducted using a case based study with a company that shows high level of fairness and one that lacks fairness, perhaps the results could be different. Future research can be recommended where perceptions of employees are measured in an organisation that measure with high level of fairness and one that lack in fairness.

Response biases that can be present due to individual conditions when answering the questionnaire as it was self- administered, can also be a limitation of the study. As OCBs are significantly studied in the context of working in physical organisational environments, "on-site", in the presence of groups, co-workers and supervisors, a limitation of this study can also be implied in the remote-working environment prevalent globally during the study which may affect the individuals' perceptions about their working environment.

The sample used in the research was small and the author cannot make any generalizations for the whole population, when the author controlled the results to see if they are statistically significant moderation effects by OJ perceptions, the results proved to be not statistically relevant where the author can assume that these affects existed. These results can be expected of a wider population if the population has a culturally mixed sample similar to this study. The sample also represented a younger population, with an average age of 35 years of working individuals who have faced a

recent change in their organisation. This sample is younger than that could represent a whole population.

The results of the study did not also control the environment of the sample as a convenience sample was used. The current study did not assess the organisational input to assure these factors of justice and it the study did not look into the formation of these perceptions before and during a change process, this might be an implications for further research, to identify if perceptions of justice formed as a result of the overall culture of the organisation set the backdrop for perceptions that play during change or to measure if any new perceptions are formed as a result of the change itself and hence create fear and uncertainty among employees, which are then negatively reflected on how they behave during change.

4.3. Managerial implications

The results of this research showed that there was there was no moderating effect as expected that could impact the relationship between OCBs and ECB to elevate the role played by OCBs in the relationship. However, the research shows that these variables have significant influences in the behaviour of employees that are important for management to pay attention to, as distributive justice at higher levels overrides the influence of OCBs on ECB the assumed amplifying effect is not evident. However, these results are important findings with important implications for management where in organisational environments lacking in OCBs, distributive justice can counter for the negative effects during a change process and help in strengthening the employees positive change behaviour.

Further the individual factors of OCB and OJ were found to have significant positive relationships with the employee change behaviours, hence the findings have important implications for management in establishing practices that focus on developing and maintaining positive OCB and OJ practices in their organisations, especially so in organisational environments that undergo frequent and continuous change or are expecting future changes to take place.

The managerial implications of this study suggest the significance of understanding organisational justice perceptions and employees OCBs in the context of organisational change where these factors can have significant influencs on how emplyees behave during organisatioanl change. As

organistional changes are increasingly frequent and are a continous part of organisational growth, and adaptation to its competitive and challenging environment, management needs to review their internal organisational environment to ensure it keeps up successfully with the changes. This study illustrated the significant relationships that exist between organisatioanl fainress and employees behaviours influenced through perceptions attiudes towards their organisation. As human resource managers have identified the significance of organisational justice and OCB behaviours (Choi, et al., 2014; López-Cabarcos, et al., 2015; Podsakoff, et al., 2014; Kurian, 2018) in the work place for reasons of employee job satisfaction and organisational commitment, and to influence the attidutdes and behaviours of employees, adopting measures of organisational justice and practices that enhance employee OCB can enable more flexibilty, aptability and commitment to the organisational goals by their employees.

CONCLUSION

The organisational environment poses continuous challenges that call for continuous change, change is inevitable and is a necessary factor for organisations to keep ahead of competition and to maintain its efficiency and effectiveness. Organisational changes weather transitional or organisation wide change interventions, they all bring a sense of uncertainty among the workforces. This happens as a result of fear and doubt of the challenges that may affect the current status quo and it appears as a threat to those individuals, effects of which in turn can bring out behavior that hinder the successful implementation of a change process within the organisation. However, by focusing on organisational managerial implications like perceptions of justice, and disposition of employees' organisational citizenship behavior, employee fears and uncertainty can be mitigated or eliminated and an environment that supports positive employee behavior during organisational change can be provided. By focusing these factors management can strengthen employees trust, enhance attitudes, and warrant commitment to organisational goals, thereby building a lasting culture of positive commitment to continuous change.

The current research explored the relationship between three factors, that can help understand possible influences that can raise the likelihood of positive change behavior in employees. The research investigated the relationship between employees' organisational citizenship behaviors, their perceptions of justice and their behaviors during organisational change. The results found that overall organisational justice did not perform a moderating role on the relationship between organisational citizenship behavior and employees change behavior. Individually distributive justice was found to have a weak moderating effect on this relationship. In individuals with lower levels of citizenship behavior, distributive justice was found to have more influence, raising the level of employee's readiness for change and their willingness for change. The effect of distributive justice at higher levels proves stronger than the effect of OCB on employee change behaviour.

In individuals with higher level of OCB, the influence on the relationship by distributive justice was lower, positing that where there is a lack of OCB, distributive justice can raise employee's readiness for change to a higher level. It is also noteworthy, that independently organisational justice factors and organisational citizenship behaviours are important in determining positive employee change behavior.

As organisations engage in continuous change, its management needs to pay attention the positive environment it creates within the organisation that nurtures the well-being of the employees as well as overcome the negative attitudes that lead to negative change behaviour.

Based on the findings of this study the author recommends that the management pays attention to prevailing levels of perceptions of justice and fairness among employees and their levels of OCB in the organisation, and to attempt to evaluate these measures in workplace before attempting to implement procedures of change. It is important that management understand these factors and make decisions based on well informed and evaluated conditions to minimise the risks presented by organisational change.

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APPENDICES

Appendix 1. Questionnaire Items

Dear Participant

My name is Ayesha Lakmini Harishchandra and I am a graduate student at Tallinn University of Technology. For my graduation thesis, I am examining the relationships between organizational citizenship behaviour and change behaviour and what effect perceived organizational justice has on these relationships. I am inviting you, who have experienced organizational change within the last year, to participate in this research study by completing the survey. The following questionnaire will require approximately 15-20 minutes to complete. To ensure that all information will remain confidential and anonymous, you will not be asked to provide any personally identifiable information.

If you choose to participate in this project, please answer all questions as honestly as possible. Please know that there are no right or wrong answers.

If you require additional information or have questions, please contact me via the email listed below.

Thank you for taking the time to assist me in my educational endeavors.

Sincerely Yours, Ayesha Lakmini Harishchandra, ayhari@taltech.ee

Organizational Citizenship Behaviour And Readiness For Organizational Change

The next questions ask a little a bit about you

1. Please mark your gender
2. Please write your country of origin
3. Please write you age
4. Please write how long have you worked in the organization.
5. Please choose your position in the organization.

Organizational justice

The next questions describe organizational justice practices in your organization.

The following items refer to the procedures used to arrive at your (outcome). To what extent:

6. Have you been able to express your views and feelings during those procedures?

7. Have you had influence over the (outcome) arrived at by those procedures?

8. Have those procedures been applied consistently?

9. Have those procedures been free of bias?

10. Have those procedures been based on accurate information?

11. Have you been able to appeal the (outcome) arrived at by those procedures?

12. Have those procedures upheld ethical and moral standards?

The following items refer to your (outcome). To what extent:

13. Does your (outcome) reflect the effort you have put into your work

14. Is your (outcome) appropriate for the work you have completed?

15. Does your (outcome) reflect what you have contributed to the organization?

16. Is your (outcome) justified, given your performance?

The following items refer to (the authority figure who enacted the procedure). To what extent:

17. Has (he/she) treated you in a polite manner?

18. Has (he/she) treated you with dignity?

19. Has (he/she) treated you with respect?

20. Has (he/she) refrained from improper remarks or comments?

The following items refer to (the authority figure who enacted the procedure). To what extent:

21. Has (he/she) been candid in (his/her) communications with you?

22. Has (he/she) explained the procedures thoroughly?

23. Were (his/her) explanations regarding the procedures reasonable?

24. Has (he/she) communicated details in a timely manner?

25. Has (he/she) seemed to tailor (his/her) communications to individuals' specific needs?

Organizational citizenship behaviour

The next questions describe your possible behaviour in the organisation

26. My attendance at work is above the norm

27. I do not take extra breaks

28. I obey the organization's rules and regulations even when nobody is watching

29. I am one of the organization's most conscientious employees

30. I believe in giving an honest day's work for an honest day's pay

31. I consume a lot of time complaining about trivial matters

32. I always focus on what's wrong, rather than the positive side

33. I tend to make "mountains out of molehills"

34. I always find fault with what the organization is doing

35. I am the classic "squeaky wheel" that always needs greasing (i.e., I make the loudest noise with my

36. problems)

37. I attend meetings that are not mandatory, but considered important

38. I attend functions that are not required, but help the organization's image

39. I keep abreast of changes in the organization

40. I read and keep up with organisation announcements, memos and so on

41. I take steps to try to prevent problems with other workers

42. I am mindful of how my behavior affects other people's jobs

43. I do not abuse the rights of others

44. I try to avoid creating problems for co-workers

45. I consider the impact of my actions on coworkers

46. I help others who have been absent

47. I help others who have heavy work loads

48. I help orient new people even though it is not required

49. I willingly help others who have work related problems

50. I am always ready to lend a helping hand to those around me

Behaviour in Organizational Change

The next questions describe how people behave in the organisational change process.

Please think of your experiences and how you felt and behaved during the recent organisational change at your organisation.

Please decide to what extent you agree with the following items.

51. I generally consider changes to be a negative thing.

52. I'll take a routine day over a day full of unexpected events any time.

53. I like to do the same old things rather than try new and different ones.

54. Whenever my life forms a stable routine, I look for ways to change it.

55. I'd rather be bored than surprised.

56. If I were to be informed that there's going to be a significant change regarding the way things are done at work, I would probably feel stressed.

57. When I am informed of a change of plans, I tense up a bit.

58. When things don't go according to plans, it stresses me out.

59. If my boss changed the criteria for evaluating employees, it would probably make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work.

60. Changing plans seems like a real hassle to me.

61. Often, I feel a bit uncomfortable even about changes that may potentially improve my life.

62. When someone pressures me to change something, I tend to resist it even if I think the change may

63. ultimately benefit me.

64. I sometimes find myself avoiding changes that I know will be good for me.

65. Once I've made plans, I'm not likely to change them.

66. I often change my mind.

67. Once I've come to a conclusion, I'm not likely to change my mind.

68. I don't change my mind easily.

69. My views are very consistent over time

Please think of your experiences and how you felt and behaved during the recent organisational change at your organisation. Please decide to what extent you agree with the following items.

70. My past experiences made me confident that I would be able to perform successfully after the

71. changes are made at workplace.

72. There were some tasks required that I didn't think I could do well after organisational change.

73. I had the skills that were needed to make a change work.

74. When the change was implemented, I felt I could handle it with ease.

75. When I set my mind to it, I could learn everything that would be required to cope with the change.

76. I was intimidated by all the tasks I had to learn because of the change at workplace.

77. I was willing to take part in the change process.

78. I was willing to support the change process in the organisation.

79. I was willing to learn new things.

80. I was willing to improve my current job position

81. I was willing to take responsibilities of the change process.

82. I was willing to create new ideas.

83. I experienced the change as a positive process.

Appendix 2. Descriptive Statistical Results for Age Groups

Age		Procedural justice	Distributive justice	Interpersonal justice	Informational justice	Conscientiousness	Sportsmanship	Civic Virtue	Courtesy	Altruism	Routine seeking	Emotional reaction	Short-term thinking	Cognitive rigidity	Readiness for change	Willingness to change
Up to 24 years	Mean	3,18	3,15	3,27	2,52	3,43	2,65	3,67	3,88	3,64	2,71	3,15	3,08	3,39	3,20	3.57
	Std. Dev.	1,010	1,203	0,849	0,846	1,241	0,977	0,756	1,047	0,945	0,722	0,862	0,658	0,930	0,886	0.994
	N	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
25 - 29 years	Mean	3,16	3,22	3,66	2,86	4,50	2,28	3,98	4,51	4,46	2,72	3,49	3,14	3,33	3,54	3.73
	Std. Dev.	0,894	1,324	0,888	0,723	0,489	1,179	0,801	0,620	0,692	0,867	1,090	1,142	0,675	0,801	0.901
	N	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22
30-34 years	Mean	3,37	3,62	3,84	2,87	4,31	1,84	3,80	4,60	4,38	2,60	2,94	2,58	3,26	3,98	4.23
	Std. Dev.	0,847	1,019	1,028	0,755	0,668	0,590	0,854	0,421	0,663	0,968	0,843	0,767	0,833	0,482	0.808
	N	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28
35-39 years	Mean	3,82	3,91	3,93	2,93	4,42	2,08	4,03	4,70	4,58	2,17	2,61	2,45	2,88	3,75	3.99
	Std. Dev.	0,767	0,616	0,889	0,788	0,685	1,066	0,652	0,566	0,626	1,083	1,166	0,881	1,120	0,668	0.553
	N	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24
40-44 years	Mean	3,76	3,71	3,98	2,98	4,35	2,42	4,27	4,37	4,56	2,83	2,81	2,88	3,56	3,91	4.13
	Std. Dev.	0,834	0,816	1,078	0,858	0,517	1,153	0,703	0,719	0,651	0,862	1,021	1,035	0,725	0,437	0.845
	N	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13
45 and up	Mean	3,84	4,19	4,19	3,21	4,42	2,45	4,35	4,52	4,44	2,79	3,00	2,84	3,54	3,88	3.90
	Std. Dev.	0,860	0,750	0,693	0,553	0,834	1,277	0,640	0,666	0,768	0,895	0,689	0,706	0,749	0,668	0.722
	N	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21
	F	2.688	3,138	1,835	1,403	3,888	1,542	2,114	2,956	3,23	1,463	2,085	2,015	1,787	3,09	1,723

		P	0,025	0,011	0,112	0,229	0,003	0,182	0,069	0,015	0,009	0,207	0,072	0,082	0,121	0,012	0,135
Total		Mean	3,52	3,66	3,84	2,92	4,30	2,22	4,01	4,49	4,39	2,60	2,99	2,78	3,29	3,75	3,96
		Std, Dev,	0,888	1,020	0,928	0,753	0,780	1,054	0,763	0,670	0,744	0,940	0,984	0,901	0,873	0,690	0,804
		N	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120

Source: Harishchandra (2021), author's calculations

Appendix 3. Descriptive Statistical Results for Service Groups

Service Groups		Procedural justice	Distributive justice	Interpersonal justice	Informational justice	Conscientiousness	Sportsmanship	Civic Virtue	Courtesy	Altruism	Routine seeking	Emotional reaction	Short-term thinking	Cognitive rigidity	Readiness for change	Willingness to change
1-2 Years	Mean	3,50	3,48	3,76	2,94	4,05	2,48	3,85	4,24	4,23	2,68	2,95	2,65	3,06	3,55	3,93
	Std. Dev.	0,891	1,092	1,054	0,838	0,968	1,080	0,766	0,838	0,860	0,791	0,794	0,808	0,867	0,787	0,840
	N	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31
3-5 Years	Mean	3,29	3,45	3,67	2,75	4,21	2,29	3,94	4,38	4,22	2,88	3,46	3,20	3,41	3,60	3,67
	Std. Dev.	0,925	1,179	0,837	0,736	0,746	1,030	0,774	0,703	0,810	1,008	0,974	0,969	0,812	0,669	0,832
	N	41	41	41	41	41	41	41	41	41	41	41	41	41	41	41
6-9 Years	Mean	3,96	4,08	4,17	3,13	4,61	1,76	4,28	4,84	4,68	2,13	2,61	2,40	3,21	4,12	4,20
	Std. Dev.	0,775	0,748	0,943	0,727	0,621	0,864	0,687	0,346	0,485	0,944	1,052	0,759	1,050	0,635	0,673
	N	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26
10+ Years	Mean	3,48	3,84	3,90	2,95	4,47	2,25	4,06	4,64	4,58	2,55	2,63	2,64	3,48	3,87	4,23
	Std. Dev.	0,803	0,701	0,830	0,659	0,578	1,162	0,787	0,421	0,560	0,819	0,837	0,782	0,725	0,430	0,703
	N	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22
	F	3.288	2,707	1,711	1,401	3,131	2,413	1,678	4,849	3,081	3,749	6,236	5,552	1,429	4,751	3,517
	P	0.023	0,049	0,169	0,246	0,028	0,07	0,176	0,003	0,03	0,013	0,001	0,001	0,238	0,004	0,017
Total	Mean	3,71	4,14	3,84	2,92	4,30	2,22	4,01	4,49	4,39	2,60	2,99	2,78	3,29	3,75	3,96
	Std. Dev.	0,745	0,529	0,928	0,753	0,780	1,054	0,763	0,670	0,744	0,940	0,984	0,901	0,873	0,690	0,804
	N	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120

Source: Harishchandra (2021), author's calculations

Appendix 4. Multiple Comparisons of Service Length Groups using Post Hoc test with Tamhane Method

Dependent Variable	(I) Service length	(J) Service length	Mean Difference (I-J)	Sig,	95% Confidence Interval	
					Lower Bound	Upper Bound
Procedural justice	2: 3 - 5y	3: 6 - 9y	-,67582*	0,012	-12,463	-0,1054
Procedural justice	3: 6 - 9y	2: 3 - 5y	,67582*	0,012	0,1054	12,463
Distributive justice	2: 3 - 5y	3: 6 - 9y	-0,6318	0,054	-12,703	0,0067
Distributive justice	3: 6 - 9y	2: 3 - 5y	0,6318	0,054	-0,0067	12,703
Sportsmanship	1: 1- 2y	3: 6 - 9y	,71588*	0,044	0,013	14,188
Sportsmanship	3: 6 - 9y	1: 1- 2y	-,71588*	0,044	-14,188	-0,013
Courtesy	1:1- 2y	3: 6 - 9y	-,59460*	0,005	-10,507	-0,1385
Courtesy	2: 3- 5y	3: 6 - 9y	-,45239*	0,005	-0,8031	-0,1017
Courtesy	3: 6 - 9y	1: 1- 2y	,59460*	0,005	0,1385	10,507
Courtesy	3: 6 - 9y	2: 3- 5y	,45239*	0,005	0,1017	0,8031
Altruism	2: 3- 5y	3: 6 - 9y	-,45591*	0,032	-0,8855	-0,0263
Altruism	3: 6 - 9y	2: 3- 5y	,45591*	0,032	0,0263	0,8855
Routine seeking	3: 6 - 9y	3: 6 - 9y	,75305*	0,018	0,0902	14,159
Routine seeking	3: 6 - 9y	2: 3- 5y	-,75305*	0,018	-14,159	-0,0902
Emotional reaction	3: 6 - 9y	3: 6 - 9y	,85765*	0,009	0,1558	15,594
Emotional reaction	3: 6 - 9y	4: 10 and more y	,83841*	0,005	0,1955	14,813
Emotional reaction	3: 6 - 9y	2: 3- 5y	-,85765*	0,009	-15,594	-0,1558
Emotional reaction	4: 10 and more y	2: 3- 5y	-,83841*	0,005	-14,813	-0,1955
Short-term thinking	1:1- 2y	2: 3- 5y	-0,55327	0,06	-11,212	0,0147
Short-term thinking	2: 3- 5y	1: 1- 2y	0,55327	0,06	-0,0147	11,212
Short-term thinking	2: 3- 5y	3: 6 - 9y	,80488*	0,002	0,228	13,817
Short-term thinking	3: 6 - 9y	2: 3- 5y	-,80488*	0,002	-13,817	-0,228
Readiness for change	3: 6 - 9y	3: 6 - 9y	-,57469*	0,021	-10,887	-0,0607
Readiness for change	2: 3- 5y	3: 6 - 9y	-,52795*	0,012	-0,9714	-0,0845

Readiness for change	3: 6 - 9y	1: 1- 2y	,57469*	0,021	0,0607	10,887
Readiness for change	3: 6 - 9y	2: 3- 5y	,52795*	0,012	0,0845	0,9714
Willingness to change	2: 3- 5y	3: 6 - 9y	-,52392*	0,037	-10,275	-0,0203
Willingness to change	2: 3- 5y	4: 10 and more y	-,55248*	0,044	-10,956	-0,0093
Willingness to change	3: 6 - 9y	2: 3- 5y	,52392*	0,037	0,0203	10,275
Willingness to change	4: 10 and more y	2: 3- 5y	,55248*	0,044	0,0093	10,956
* The mean difference is significant at the 0,05 level						

Source: Harishchandra (2021), author's calculations

Appendix 5. Descriptive Statistical Results for Work Position Groups

Position		Procedural justice	Distributive justice	Interpersonal justice	Informational justice	Conscientiousness	Sportsmanship	Civic Virtue	Courtesy	Altruism	Routine seeking	Emotional reaction	Short-term thinking	Cognitive rigidity	Readiness for change	Willingness to change
Elementary Workers	Mean	3,308	3,000	3,712	2,862	3,939	2,246	3,731	4,039	3,923	2,885	3,615	3,446	3,513	3,200	3,397
	Std. Dev.	0,909	1,440	0,929	0,709	0,842	1,105	0,787	0,877	0,889	0,761	0,808	0,708	0,715	1,030	0,987
	N	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13
Skilled Workers	Mean	**3,167**	3,317	3,658	2,713	4,160	2,373	3,792	4,342	4,233	2,833	3,208	2,900	3,311	3,633	3,811
	Std. Dev	0,987	1,085	1,035	0,782	0,982	0,917	0,828	0,829	0,921	1,020	0,849	0,779	0,866	0,701	0,779
	N	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
Technical Workers	Mean	3,659	3,692	4,231	3,154	4,385	1,831	4,308	4,712	4,526	2,596	3,077	2,954	3,205	3,892	3,910
	Std. Dev.	0,834	0,990	0,767	0,745	0,676	0,856	0,811	0,529	0,581	1,092	1,390	1,049	1,183	0,719	0,904
	N	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13
Specialists + Top Specialists	Mean	3,779	4,102	4,034	3,191	4,382	2,164	4,000	4,546	4,530	2,352	2,761	2,364	3,227	3,982	4,227
	Std. Dev.	0,716	0,533	0,651	0,447	0,727	1,201	0,736	0,544	0,666	0,854	0,888	0,832	0,844	0,457	0,526
	N	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22

First level	Mean	3,473	3,789	3,577	2,739	4,415	2,200	4,192	4,596	4,526	2,269	2,731	2,739	3,128	3,862	4,154
	Std. Dev.	0,846	0,901	1,276	1,047	0,764	1,319	0,532	0,650	0,693	0,800	1,161	1,133	0,918	0,597	0,899
	N	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13
Middle Managers	Mean	3,504	3,647	3,882	2,729	4,377	2,259	4,015	4,691	4,549	2,427	2,750	2,612	3,157	3,671	3,873
	Std. Dev.	0,872	0,871	0,735	0,652	0,670	0,997	0,758	0,429	0,459	0,918	0,866	0,801	0,944	0,552	0,742
	N	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17
Top Managers	Mean	4,119	4,313	3,917	3,200	4,600	2,283	4,375	4,625	4,500	2,792	2,729	2,650	3,583	4,033	4,375
	Std. Dev.	0,707	0,755	1,035	0,809	0,352	1,146	0,635	0,392	0,615	0,988	0,862	0,874	0,622	0,511	0,636
	N	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
F		2,345	3,384	0,971	1,719	1,065	0,412	1,667	1,972	1,568	1,224	1,874	2,45	0,536	2,666	2,516
P		0,036	0,004	0,449	0,123	0,388	0,869	0,136	0,076	0,163	0,299	0,091	0,029	0,78	0,019	0,025
Total	Mean	3,524	3,665	3,844	2,918	4,303	2,218	4,013	4,492	4,389	2,602	2,992	2,783	3,292	3,748	3,956
	Std, Dev.	0,888	1,020	0,928	0,753	0,780	1,054	0,763	0,670	0,744	0,940	0,984	0,901	0,873	0,690	0,804
	N	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120

Source: Harishchandra (2021), author's calculations

Appendix 6. Descriptive Statistical Results for Work Position Groups

Multiple Comparisons of Work Position Groups						
Tamhane						
Dependent Variable	(I) Position groups	(J) Position groups	Mean Difference (I-J)	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Procedural justice	Skilled worker	Top Manager	-,95238*	0,032	-18,586	-0,0462
Procedural justice	Top Manager	Skilled worker	0,95238*	0,032	0,0462	18,586
Distributive justice	Skilled worker	Top Manager	-,99583*	0,042	-19,728	-0,0189
Distributive justice	Top Manager	Skilled worker	0,99583*	0,042	0,0189	19,728
Short-term thinking	Elementary worker	Specialist + top specialist	1,08252*	0,007	0,2033	19,617
Short-term thinking	Specialist + top specialist	Elementary worker	-1,08252*	0,007	-19,617	-0,2033
* The mean difference is significant at the 0.05 level						

Appendix 7. Correlations of the variables

	Please write you age	Service length	Please choose your position in the organization,	Procedural justice	Distributive justice	Interpersonal justice	Informational justice	Conscientiousness	Sportsmanship	Civic Virtue	Courtesy	Altruism	Routine seeking	Emotional reaction	Short-term thinking	Cognitive rigidity	Readiness for change	Willingness to change
Age	1																	
Service	,578**	1																
Position in	,518**	,434**	1															
Procedural	,279**	0,092	,230*	1														
Distributive	,263**	0,138	,247**	,797**	1													
Interperson	,282**	0,122	0,068	,626**	,570**	1												
Informatio	,225*	0,045	0,081	,723**	,668**	,777**	1											
Conscientio	0,168	,243**	,184*	0,167	,240**	,240**	,195*	1										
Sportsmans	,035	,168	,037	,155	,106	,330**	,252**	,187*	1									
Civic Virtue	,240**	0,155	,192*	,300**	,248**	,199*	,279**	,393**	,192*	1								
Courtesy	0,101	,238**	0,174	0,129	0,144	,210*	0,11	,581**	,493**	,344**	1							

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Altruism	,248**	,223*	,208*	,230*	,342**	,283**	,330**	,579**	,348**	,367**	,686**	1						
Routine	-0,031	-0,168	-0,151	-0,148	-0,148	-,202*	-0,15	-0,116	-,470*	-,194*	-,372*	-,324*	1					
Emotional	-,180*	-,210*	-,267*	-0,159	-0,159	-,205*	-0,116	-0,03	-,329*	-0,04	-,196*	-,205*	,584**	1				
Short-term	-0,143	-0,103	-,251*	-0,117	-,222*	-,219*	-0,144	0,022	-,384*	-0,045	-0,155	-,187*	,607**	,702**	1			
Cognitive	0,034	0,128	-0,035	,196*	0,086	0,052	0,101	0,148	-0,044	0,139	0,148	-0,029	,240**	,277**	,436**	1		
Readiness	,234*	,240**	,218*	,415**	,391**	,356**	,435**	,302**	-0,159	,406**	,261**	,236**	-0,175	-0,145	-0,136	,323**	1	
Willingness	0,093	,180*	,236**	,345**	,345**	,366**	,361**	,221*	-,367*	,258**	,330**	,358**	-,374*	-,376*	-,345*	0,143	,630**	1

** Correlation is significant at the 0,01 level (2-tailed)

* Correlation is significant at the 0,05 level (2-tailed)
Source: Harishchandra (2021), author's calculations

Appendix 8. Moderation Analysis using Hayes PROCESS Macro for Resistance to Change

<table>
<tr><td colspan="9">Model : 1
  Y : Resistance to change
  X : OCB
  W : Organisational Justice
  X*W : OCB x Overall OJ
Model Summary</td></tr>
<tr><td></td><td>R</td><td>R-sq</td><td>MSE</td><td>R2-chng</td><td>F</td><td>df1</td><td>df2</td><td>p</td></tr>
<tr><td>Model 1</td><td>0.221</td><td>0.049</td><td>0.544</td><td></td><td>1.976</td><td>3</td><td>116</td><td>0.121</td></tr>
<tr><td>X*W</td><td></td><td></td><td></td><td>0.001</td><td>0.114</td><td>1</td><td>116</td><td>0.736</td></tr>
<tr><td colspan="9">Focal Predict: OCB
Mod var: Overall Justice</td></tr>
<tr><td></td><td>coeff</td><td>se</td><td>t</td><td>p</td><td>LLCI</td><td>ULCI</td><td></td><td></td></tr>
<tr><td>Organisa</td><td>0.265</td><td>0.183</td><td>1.452</td><td>0.149</td><td>-0.097</td><td>0.627</td><td></td><td></td></tr>
<tr><td>Overall Justice</td><td>-0.199</td><td>0.087</td><td>-2.291</td><td>0.024</td><td>-0.372</td><td>-0.027</td><td></td><td></td></tr>
<tr><td>X*W</td><td>0.054</td><td>0.159</td><td>0.338</td><td>0.736</td><td>-0.261</td><td>0.369</td><td></td><td></td></tr>
<tr><td colspan="9">Model : 1
  Y : Resistance to change
  X : OCB
  W : Procedural Justice
  X*W : OCB x Procedural Justice
Model Summary</td></tr>
<tr><td></td><td>R</td><td>R-sq</td><td>MSE</td><td>R2-chng</td><td>F</td><td>df1</td><td>df2</td><td>p</td></tr>
<tr><td>Model 1</td><td>0.178</td><td>0.032</td><td>0.554</td><td></td><td>1.264</td><td>3</td><td>116</td><td>0.29</td></tr>
<tr><td>X*W</td><td></td><td></td><td></td><td>0.001</td><td>0.145</td><td>1</td><td>116</td><td>0.704</td></tr>
<tr><td colspan="9">Focal Predict: OCB
Mod var: Procedural Justice</td></tr>
<tr><td></td><td>coeff</td><td>se</td><td>t</td><td>p</td><td>LLCI</td><td>ULCI</td><td></td><td></td></tr>
<tr><td>OCB</td><td>0.23</td><td>0.18</td><td>1.279</td><td>0.204</td><td>-0.127</td><td>0.587</td><td></td><td></td></tr>
<tr><td>Procedural J</td><td>-0.145</td><td>0.082</td><td>-1.776</td><td>0.078</td><td>-0.307</td><td>0.017</td><td></td><td></td></tr>
<tr><td>X*W</td><td>0.058</td><td>0.152</td><td>0.381</td><td>0.704</td><td>-0.243</td><td>0.359</td><td></td><td></td></tr>
<tr><td colspan="9">Model : 1
  Y : Resistance to change
  X : OCB
  W : Distributive Justice
  X*W : OCB x Distributive Justice
Model Summary</td></tr>
<tr><td></td><td>R</td><td>R-sq</td><td>MSE</td><td>R2-chng</td><td>F</td><td>df1</td><td>df2</td><td>p</td></tr>
<tr><td>Model 1</td><td>0.276</td><td>0.076</td><td>0.528</td><td></td><td>3.184</td><td>3</td><td>116</td><td>0.027</td></tr>
<tr><td>X*W</td><td></td><td></td><td></td><td>0.001</td><td>0.066</td><td>1</td><td>116</td><td>0.798</td></tr>
<tr><td colspan="9">Focal Predict: OCB
Mod var: Distributive Justice</td></tr>
</table>

	coeff	se	t	p		LLCI	ULCI	
OCB	0.255	0.172	1.485	0.14		-0.085	0.595	
Distributive Justice	-0.208	0.07	-2.975	0.004		-0.346	-0.069	
X*W	-0.031	0.119	-0.257	0.798		-0.267	0.206	

Model : 1

  Y : Resistance to change

  X : OCB

  W : Interpersonal Justice

  X*W : OCB x Interpersonal Justice

Model Summary

	R	R-sq	MSE	R2-chng	F	df1	df2	p
Model 1	0.216	0.047	0.545		1.893	3	116	0.135
X*W				0.003	0.341	1	116	0.561

Focal Predict: OCB

Mod var: Interpersonal Justice

	coeff	se	t	p	LLCI	ULCI	
OCB	0.238	0.171	1.394	0.166	-0.1	0.576	
Interpersonal Justice	-0.162	0.075	-2.159	0.033	-0.31	-0.013	
X*W	0.092	0.157	0.584	0.561	-0.22	0.403	

Model : 1

  Y : Resistance to change

  X : OCB

  W : Informational Justice

  X*W : OCB x Informational Justice

Model Summary

	R	R-sq	MSE	R2-chng	F	df1	df2	p
Model 1	0.158	0.025	0.557		0.996	3	116	0.398
X*W				0	0.054	1	116	0.817

Focal Predict: OCB

Mod var: Informational Justice

	coeff	se	t	p	LLCI	ULCI	
OCB	0.209	0.178	1.176	0.242	-0.143	0.561	
Informational Justice	-0.144	0.096	-1.502	0.136	-0.334	0.046	
X*W	0.038	0.166	0.232	0.817	-0.29	0.367	

Source: Harishchandra (2021), author's calculations

Appendix 9. Moderation Analysis using Hayes PROCESS Macro for Readiness to Change

Model : 1
  Y : Readiness
  X : OCB
  W : Overall Organizational Justice
  X*W : OCB x Overall Organisational Justice

Model Summary

	R	R-sq	MSE	R2-chng	F	df1	df2	p
Model 1	0.564	0.318	0.333		18.002	3	116	0
X*W				0.003	0.473	1	116	0.493

Focal Predict: OCB
Mod var: Overall Organisational Justice

	coeff	se	t	p	LLCI	ULCI
OCB	0.77	0.395	1.951	0.053	-0.012	1.552
Overall Organisational Justice	0.618	0.491	1.259	0.211	-0.354	1.59
X*W	-0.086	0.124	-0.687	0.493	-0.332	0.161

Model : 1
  Y : Readiness
  X : OCB
  W : Procedural Justice
  X*W : OCB x Procedural Justice

Model Summary

	R	R-sq	MSE	R2-chng	F	df1	df2	p
Model 1	0.537	0.289	0.347		15.706	3	116	0
X*W				0.001	0.195	1	116	0.66

Focal Predict: OCB
Mod var: Procedural Justice

	coeff	se	t	p	LLCI	ULCI
OCB	0.707	0.368	1.921	0.057	-0.022	1.435
Procedural Justice	0.434	0.481	0.901	0.369	-0.52	1.387
X*W	-0.053	0.12	-0.442	0.66	-0.291	0.185

Model : 1
  Y : Readiness
  X : OCB
  W : Distributive Justice
  X*W : OCB x Distributive Justice

Model Summary

	R	R-sq	MSE	R2-chng	F	df1	df2	p
Model 1	0.573	0.328	0.328		18.89	3	116	0
X*W				0.027	4.582	1	116	0.034

Focal Predict: OCB

Mod var: Distributive Justice

	coeff	se	t	p	LLCI	ULCI
OCB	1.115	0.306	3.643	0	0.509	1.721
Distributive Justice	0.993	0.367	2.705	0.008	0.266	1.721
X*W	-0.201	0.094	-2.141	0.034	-0.387	-0.015

Model : 1

  Y : Readiness

  X : OCB

  W : Interpersonal Justice

  X*W : OCB x Interpersonal Justice

Model Summary

	R	R-sq	MSE	R2-chng	F	df1	df2	p
Model 1	0.525	0.275	0.354		14.676	3	116	0
X*W				0	0.006	1	116	0.937

Focal Predict: OCB

Mod var: Interpersonal Justice

	coeff	se	t	p	LLCI	ULCI
OCB	0.559	0.436	1.282	0.202	-0.304	1.422
Interpersonal Justice	0.152	0.494	0.308	0.758	-0.826	1.13
X*W	0.01	0.127	0.08	0.937	-0.241	0.261

Model : 1

  Y : Readiness

  X : OCB

  W : Informational Justice

  X*W : OCB x Informational

Model Summary

	R	R-sq	MSE	R2-chng	F	df1	df2	p
Model 1	0.541	0.293	0.345		15.99	3	116	0
X*W				0.002	0.37	1	116	0.544

Focal Predict: OCB

Mod var: Informational Justice

	coeff	se	t	p	LLCI	ULCI
OCB	0.355	0.333	1.064	0.289	-0.305	1.015
Informational Justice	-0.035	0.506	-0.069	0.945	-1.037	0.967
X*W	0.079	0.13	0.608	0.544	-0.179	0.337

Source: Harishchandra (2021), author's calculations

Appendix 10. Moderation Analysis using Hayes PROCESS Macro for Willingness to Change

Model : 1
  Y : Willingness
  X : OCB
  W : Overall Organizational justice
  X*W : OCB x Overall Organisational Justice
Model Summary

	R	R-sq	MSE	R2-chng	F	df1	df2	p
Model 1	0.507	0.257	0.493		13.38	3	116	0
X*W				0.011	1.782	1	116	0.184

Focal Predict: OCB
Mod var: Overall Organisational Justice
Model

	coeff	se	t	p	LLCI	ULCI
OCB	0.931	0.48	1.939	0.055	-0.02	1.882
Overall Organisational Justice	1.18	0.597	1.976	0.05	-0.003	2.362
X*W	-0.202	0.151	-1.335	0.184	-0.502	0.098

Model : 1
  Y : Willingness
  X : OCB
  W : Procedural Justice
  X*W : OCB x Procedural Justice
Model Summary

	R	R-sq	MSE	R2-chng	F	df1	df2	p
Model 1	0.448	0.201	0.53		9.729	3	116	0
X*W				0.004	0.634	1	116	0.428

Focal Predict: OCB
Mod var: Procedural Justice
Model

	coeff	se	t	p	LLCI	ULCI
OCB	0.728	0.455	1.602	0.112	-0.172	1.629
Procedural Justice	0.76	0.595	1.278	0.204	-0.418	1.938
X*W	-0.118	0.149	-0.796	0.428	-0.413	0.176

Model : 1
  Y : Willingness
  X : OCB
  W : Distributive Justice
  X*W : OCB x Distributive Justice
Model Summary

	R	R-sq	MSE	R2-chng	F	df1	df2	p
Model 1	0.522	0.272	0.483		14.468	3	116	0
X*W				0.029	4.649	1	116	0.033

Focal Predict: OCB
Mod var: Distributive Justice
Model

	coeff	se	t	p	LLCI	ULCI
OCB	1.043	0.371	2.809	0.006	0.308	1.779
Distributive Justice	1.266	0.446	2.841	0.005	0.383	2.149
X*W	-0.246	0.114	-2.156	0.033	-0.472	-0.02

Model : 1
  Y : Willingness
  X : OCB
  W : Interpersonal Justice
  X*W : OCB x Interpersonal Justice
Model Summary

	R	R-sq	MSE	R2-chng	F	df1	df2	p
Model 1	0.464	0.215	0.52		10.607	3	116	0
X*W				0.013	1.869	1	116	0.174

Focal Predict: OCB
Mod var: Interpersonal Justice
Model

	coeff	se	t	p	LLCI	ULCI
OCB	1.118	0.529	2.115	0.037	0.071	2.165
Interpersonal Justice	1.094	0.599	1.827	0.07	-0.092	2.28
X*W	-0.21	0.154	-1.367	0.174	-0.515	0.094

Model : 1
  Y : Willingness
  X : OCB
  W : Informational Justice
  X*W : OCB x Informational Justice
Model Summary

	R	R-sq	MSE	R2-chng	F	df1	df2	p
Model 1	0.443	0.196	0.533		9.425	3	116	0
X*W				0	0	1	116	0.998

Focal Predict: OCB
Mod var: Informational Justice
Model

	coeff	se	t	p	LLCI	ULCI
OCB	0.378	0.414	0.914	0.363	-0.442	1.199
Informational Justice	0.345	0.629	0.549	0.584	-0.901	1.591
X*W	0	0.162	-0.002	0.998	-0.321	0.321

Source: Harishchandra (2021), author's calculations

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