

RUNNING HEAD: Justice, values, work attitudes

**Who cares about justice?**

**The moderating effect of values on the link between organisational justice and work  
behaviour**

Ronald Fischer

Centre for Applied Cross-Cultural Research & Victoria University Wellington, NZ

Peter B. Smith

University of Sussex, UK

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### **Abstract**

This study examined whether values moderate the relationship between procedural justice perceptions and work outcome variables. Based on the relational model of authorities (Tyler & Lind, 1992), it was predicted that the effect of procedural justice on organisational commitment and on self-reported compliant and proactive aspects of extra-role behaviour would depend on the value orientations of individuals. It was found that employees from British and German organizations who endorsed Schwartz's (1992) openness to change values were more influenced in their organisational commitment and compliant extra-role behaviour by the absence of perceived justice than those who do not endorse openness values. The effects found for extra-role behaviour were stronger among UK respondents. Conservation values moderated the relation between justice and organizational commitment only among Germans. These moderation findings extend our understanding of the way that value measures can explain cultural differences in the effects of perceived organisational justice.

## **WHO CARES ABOUT JUSTICE? THE MODERATING EFFECT OF VALUES ON THE LINK BETWEEN ORGANISATIONAL JUSTICE AND WORK BEHAVIOUR**

Perceptions of procedural justice have been shown to be pivotal for many organisational variables (Cropanzano & Greenberg, 1997). Two recent meta-analyses of mainly U.S. studies (Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter & Ng, 2001) showed that greater perceived justice of organisational procedures was associated with higher satisfaction, greater commitment to the organisation and more extra-role behaviour. Paying attention to procedural justice issues seems crucial for managers. However, globalisation and the increasing diversification of the workforce pose many challenges for managers working with subordinates from different cultures. Employees from different socio-cultural backgrounds will bring different expectations and value systems to their work, which may well lead to different career aspirations and work motivations. They may also differ in the way that they perceive and react to their organizational environments. Research is needed that guides managers in their search for effectiveness. Studies have demonstrated that employees in Taiwan (Farh, Earley & Lin, 1997), Hong Kong (Lam, Schaubroeck & Aryee, 2002), the People's Republic of China (PRC) (Begley, Lee, Fang, & Li, 2002; Brockner, Ackerman, Greenberg, Gelfand, Francesco, Chen, et al. 2001; Tyler, Lind & Huo, 2000) and the USA (Tyler et al., 2000) are influenced differently by justice perceptions, depending on their value orientation. However there is a lack of comparative research that tests the European validity of theoretical frameworks predicting how individuals perceive their work environment (Fischer, 2004; Fischer & Smith, 2003). Consequently, the present study draws on Schwartz's (1992, 1996) universal theory of values to determine the relationships between organisational justice, organizational commitment and two forms of extra-role behaviour, in samples from various organisations in the UK and Germany.

### **Procedural justice in context**

As found in the previously mentioned meta-analyses, procedural justice is important for several work-related variables. One of the most influential theories to explain these justice effects is

the relational model of authorities (Tyler & Lind, 1992), which is based on the group value model (Lind & Tyler, 1988). This model assumes that people value groups because groups provide individuals with feelings of self-worth through group membership. Tyler and Lind (1992) argued that individuals use procedural justice judgements to evaluate the quality of their relationship with groups and authorities. 'Procedures are described as fair when they offer reassurance that the person will not be excluded from the group or relegated to second-class status, with accompanying diminution of social identity' (Lind, Tyler & Huo, 1997, p.767).

Lind, Tyler and Huo (1997) first highlighted the importance of moderator variables for these effects. Since then, a number of studies have demonstrated the importance of values, in particular values referring to the acceptance of hierarchical relationships within one's society (Hofstede, 1980). Lind et al. (1997) argued that in hierarchical societies, people are embedded in groups with strong power differentials. These individuals are used to unequal distribution of power and may be less likely to focus on procedural justice issues. In more egalitarian societies, status recognition is more important since people are freer to move from one group to another. The concern would consequently be one of whether one is accepted by a group. Examining reported conflicts in dyadic relationships from the U.S. and Japan, they found that the supposedly more egalitarian Americans placed more importance on status recognition compared with participants from the more power distant Japan. This study treated power distance as a cultural moderator variable without actually measuring the cultural orientation of participants. Later studies have found more direct support for this hypothesis. Brockner et al. (2001) reported a number of studies, including one using employees in the PRC. The authors directly measured the power distance beliefs of participants and found that those who held more egalitarian values were more strongly influenced by justice concerns (ability to participate in decision-making processes, e.g., voice), whereas those who believed that power should be distributed unequally were not influenced in their job attitudes by opportunities to voice their opinion. Similar effects were reported by Begley et al. (2002), Tyler et al. (2000) and Lam et al. (2002). Differentiating between some components of these power distance beliefs, Tyler et al.

(2000) found loyalty and obedience values to be most important for explaining the moderating effect of values.

Schwartz (1992) developed a theory of the structure of human values and made extensive tests of its cross-cultural validity. His theory is appropriate for further examination of justice effects. Schwartz proposed that values cluster into ten motivational types that are organized as two major conflicts or dimensions, one of which is highly relevant for the present study. The value types self-direction, stimulation and hedonism are found to oppose security, conformity and tradition. This dimension summarises a conflict between emphasis on one's own independent thoughts, actions and interests as well as a positive attitude toward change at one end whereas the opposite end reflects a submission of oneself, preservation of traditional practices, valuing and protecting the stability in one's life and attempts to preserve the status quo. The former end of the dimension comprising self-direction, stimulation and hedonism is labelled 'openness to change', whereas the latter end of the continuum is labelled 'conservation' and comprises security, conformity and tradition value types. The advantage of this dimension is that it contrasts conflicting motivational goals at opposite ends of the continuum that conceptually and empirically relate differently to various behaviours (Schwartz, 1992; 1996). This dimension has also been shown to relate to power distance beliefs with openness to change reflecting lower power distance and conservation reflecting high power distance (Oishi, Schimmack, Diener & Suh, 1998). Schwartz's dimension has the merit of being based on an integration of previous value research, and of being linked with a larger comprehensive set of values that can be used to formulate hypotheses based on underlying motivational conflicts that are expressed in the endorsement of values at the opposing ends of the continuum. Previous research has shown the validity of this dimension as a predictor of cultural differences in various attitudes and behaviours relevant to organisations, such as co-operation, competition, and conflict management styles (Kozan & Ergin, 1999; Morris, Williams, Leung et al., 1998; Schwartz, 1996).

Individuals valuing conservation over openness to change are concerned with preserving the status quo and are committed to and respect existing customs and procedures. Furthermore, valuing

conservation entails a restraint of actions or impulses that violate social expectation within the workplace. Those who endorse conservation values are likely to accept decisions made by their superiors without questioning or scrutinizing them in terms of perceived justice. Their social relations are more likely to be role constrained (cf. Tyler et al., 2000) and they are less likely to focus on the quality of their relationship with superiors, because they already accept their position within their work place. This acceptance is motivated by their belief in social order, obedience to authorities and acceptance of their position within the social order. Consequently, justice information is less important for them because they accept the social order, feel integrated in the social hierarchy and do not need to rely on relational information in the form of justice to determine their social standing.

On the other hand, individuals valuing openness to change over conservation are more likely to focus on justice. They value independent thought and action and seek pleasure in creating and exploring new ways of doing things with less concern for preservation of the social order or traditional role obligations. Because of the lesser emphasis placed on loyalty, obedience and role obligations, they need to focus more on the quality of treatment (Tyler et al., 2000). Procedural justice therefore carries important relational information for them and consequently, they will be more aware of procedural justice.

### **Work outcome variables**

The present study includes two outcome variables, organisational commitment and extra-role behaviour. Organisational commitment has been extensively studied as a key variable for understanding employee motivation and work behaviour (Allen & Meyer, 1990; Riketta, 2002). Higher levels of affective commitment (Allen & Meyer, 1990) are associated with less turnover (Hackett, Bycio & Hausdorf, 1993; Meyer, Allen & Smith, 1993), better work performance (Riketta, 2002), fewer accidents for bus drivers (Hackett et al., 1993) and higher levels of discretionary work behaviour (Riketta, 2002). For these reasons, organisations are increasingly concerned with

maintaining high levels of organisational commitment in their work force. It is important to identify which variables are associated with or moderate commitment levels.

A second outcome variable considered in the present study is extra-role behaviour (ERB). This refers to behaviour 'which benefits the organisation and/or is intended to benefit the organisation, which is discretionary and which goes beyond existing role expectations' (Van Dyne, Cummings & McLean Parks, 1995, p.218). Van Dyne et al. (1995) clarified many of previous conceptual ambiguities and suggested that ERBs can be distinguished based on whether the behaviour is proactive and challenging or cooperative and non-challenging. Compliance or conscientiousness is a core dimension of organisational citizenship behaviour (Organ & Konovsky, 1989; Smith, Organ & Near, 1983), and has been one of the most popular extra-role concepts (Van Dyne et al., 1995). Compliance refers to behaviour directed to the organisation, such as attendance and obedience to rules that goes beyond minimum required levels. Van Dyne et al. (1995) pointed out that these behaviours are more passive and are often part of one's in-role job expectations. Therefore, compliance is a more passive aspect of work behaviour and is conceptually closely related to formal in-role behaviour. Two concepts that focus on more proactive aspects of ERB are personal initiative (Frese, Fay, Hilburger, Leng & Tag, 1997) and voice (Van Dyne & LePine, 1998). These types of behaviour include encouraging and promoting change through constructively challenging the status quo and overcoming barriers and setbacks. These behaviours might damage relationships with superiors, with initiative even implying 'a certain rebellious element towards the supervisor' (Frese et al, 1997, p. 141). These concepts are more proactive and challenging than previous conceptualisations of conscientiousness. It is important to study both the compliant and the proactive aspects of ERB, because they are important for organisational survival in times of continuous change and uncertainty, which require both great conscientiousness and proactivity (Organ & Paine, 1999).

In summary, based on the reasoning outlined above and in line with previous research (e.g., Begley et al., 2002; Brockner et al., 2001; Farh et al., 1997; Lam et al., 2002; Tyler et al., 1997;

2000), it is predicted that the value conflict between conservation and openness to change will moderate the relationship between perceived procedural justice and work outcomes. Specifically, it is predicted that individuals valuing openness to change will show stronger relationships between justice and their commitment and self-reported work behaviours. In the absence of perceived justice they will report lower commitment and ERB, but levels of commitment and self-reported behaviours will increase with perceived justice. In contrast, those valuing conservation will show less linkage between justice perceptions and work outcomes.

***Hypothesis 1:*** *The relationship between perceived justice and commitment will be stronger for employees valuing openness to change and weaker for those valuing conservation.*

***Hypothesis 2:*** *The association between procedural justice and self-reported compliant ERB will be stronger among those who endorse openness to change and weaker for those valuing conservation.*

***Hypothesis 3:*** *The association between procedural justice and self-reported proactive ERB will be stronger among those who endorse openness to change and weaker for those valuing conservation.*

### **The research context**

The present study focuses on samples from two European countries, namely UK and Germany. These two countries were selected because there is a relative lack of comparative European research (Fischer, 2004), and because UK and the former East Germany were expected to show contrasting profiles on the relevant values. The German sample consists predominantly (over 95%) of East German employees. Smith, Dugan and Trompenaars (1996) found that the East German managers in their sample scored higher on conservation-related values than any of the 13 European nations outside the former Soviet bloc that they sampled. Schwartz's (2004) country-level analyses of student and teacher samples use different dimensions but indicate that the UK scored higher than almost any other of the 67 nations sampled on affective autonomy, which relates to openness to change at the individual level. Within Schwartz's data, the two nations did not differ on Embeddedness, which relates to conservation at the individual-level. Based on the strong



differences between Germany and UK on affective autonomy, we could expect that British employees overall endorse openness to change to a greater extent than German employees.

We argue that the theoretical relationship between justice, work outcomes and values will be found in both samples, but that the overall levels of the work outcome variables may differ between the samples, as previous studies comparing East and West Germans have shown lower levels of extra-role behaviour among individuals from the former state socialist part (Frese et al., 1997). There is no current research indicating that values operate differently in different cultural contexts. However, it is plausible that values will have stronger effects where they are culturally salient. It is likely that values that are salient and important for individuals in a particular cultural context will then also more strongly influence perceptions and behaviour. If openness to change values are very important throughout the societal context in the U.K. (Schwartz, 1994), these values are likely very salient at the individual level. Therefore, we might expect stronger moderation effects for openness to change values as compared to conservation values at the individual level in the U.K. context. By contrast, if conservation values are very important throughout the societal context in Germany (Schwartz, 1994), we would expect stronger moderation effects for conservation values as compared to openness to change values at an individual level in German sample. We are not aware of any previous research testing a hypothesis about moderating effects of values depending on their cultural salience. Given the limitation that we focus on only two cultural samples, we frame this possibility as a research question.

*Research question: Do the moderating effects of openness to change compared to conservation covary with the salience of openness to change versus conservation?*

## **Method**

### **Participants**

Full-time employees in Germany and the UK were recruited by asking psychology students at the Universities of Sussex, UK and Leipzig, Germany to distribute surveys to persons known to them who were in full-time employment. This technique has been previously found effective in

recruiting work populations from diverse backgrounds, in particular if the research topic is of a sensitive nature as is the case with justice (Fischer, 2004; Zickar, Gibby & Jenny, 2004). One hundred and eighty four surveys were returned in Germany and 150 in UK. Information on non-response was not collected. One hundred and thirty of the UK respondents were British nationals. The 20 non-British nationals were dropped from further analyses. Almost all respondents from Leipzig were born in former state socialist East Germany (95.7%). The samples from Germany and UK were roughly comparable. About 51 percent of the participants in both samples were female. There was no difference in occupational status ( $\chi^2 (2) = 3.03$ , n.s.) or size of company ( $\chi^2 (2) = 3.53$ , n.s). There were differences for ownership ( $\chi^2 (2) = 11.77$ ,  $p < .01$ ; tenure:  $F (1,309) = 9.04$ ,  $p < .01$  and age:  $F (1,312) = 29.35$ ,  $p < .001$ ). Proportionally more UK participants were employed by multinationals (22 percent) compared with Germans (7.6 percent), whereas more Germans were employed in publicly owned organisations (32.1 percent) than Britons (25.2 percent). The German sample was older (mean age = 39.46, sd = 10.89) and had worked longer in the current company (mean tenure = 8.82, sd = 8.04) than the UK participants (mean age = 32.18, sd = 12.84; mean tenure = 6.16 years, sd = 7.10).

## Measures

**Procedural justice perceptions.** Procedural justice perceptions were measured with a survey developed by Fischer (2004). Respondents were asked to reflect on what had typically occurred when one or more persons in their organisation had received pay raises, had been promoted or had been asked to leave. Procedural justice perceptions for these three decisions were then measured using two different instruments. First, general perceptions of procedural justice were measured with three items asking participants to evaluate the final decisions about pay rises, promotions and dismissals in terms of their overall fairness (with labels from 'very fair' to 'very unfair'). This has been commonly used to evaluate overall procedural justice perceptions (Colquitt

et al., 2001; Masterson, Lewis, Goldman, & Taylor, 2000; Tyler & Lind, 1992). This question was presented for each decision and was answered first. Individuals then completed a shortened version of Niehoff and Moorman's (1993) procedural justice scale. Three items were rated for each of the three decisions. Example items are: 'To make the decision over the pay rise, accurate and complete information is collected'; 'The decision over the promotion is made in an unbiased manner' and 'Employees are allowed to challenge or appeal decisions made in the company'. Answers were recorded on five-point scales with the labels 'always', 'often', 'sometimes', 'seldom' and 'never'. Altogether there were thus nine items measuring specific procedural justice aspects and three measuring general procedural fairness. Higher values represent greater perceived fairness. The general and the specific items correlated .61 on average across the three decisions. The items were translated into German by the first author and this translation was discussed using a committee approach with a bilingual postgraduate student and two bilingual social psychologists familiar with justice research. A committee approach was used instead of back translation to maximize linguistic and cultural appropriateness of the item contents (e.g., Van de Vijver & Hambleton, 1996).

A confirmatory factor analysis was conducted using LISREL 8.30. Since items were repeated for the different decisions, we allowed error variances to covary (Bollen, 1989; Long, 1983). Several fit indices were compared. The comparative fit index (CFI) as proposed by Bentler (1990) with values ranging from the high 0.80s to 0.90s indicates a good fit (Marsh, Balla & McDonald, 1988). A second set of indices are lack of fit indices. Here, the Root Mean Square Error of Approximation (RMSEA; Browne & Cudeck, 1992) is used since it takes degrees of freedom into account and punishes less parsimonious models. A value of less than 0.05 is ideal, values ranging between 0.06 and 0.08 are acceptable and values larger than 0.10 indicate poor fit. The fit indices for a single justice dimension indicated a very good fit:  $\chi^2(28) = 31.60$ , n.s.; CFI = 1.00 and RMSEA = .02. We also evaluated a second model with two latent factors. All the items from the Niehoff and Moorman (1993) scale were specified to load on the first factor and the three general fairness items were forced to load on the second factor. The fit indices were virtually identical:  $\chi^2$

(29) = 31.97, n.s., CFI = 1.00 and RMSEA = .02. The chi square difference test was not significant, indicating that a one-factor solution is a more parsimonious solution. The alpha for the one scale was .89 in both samples.

**The Schwartz value survey.** A 44-item version of the Schwartz value survey (Schwartz, 1992) was administered. The values included were those found to cluster together consistently in at least 75 per cent of the cultures sampled (Schwartz, 1992). A German language version was available (Boehnke, 1994). The importance of each value was rated on a 9-point scale ranging from -1 (opposed to my values), 0 (not important), 3 (important), 6 (very important), to 7 (of supreme importance). Example of conservation values are 'respect for tradition', 'obedient' and 'family security'. Openness to change values include 'pleasure', 'exciting life' and 'freedom'. Ten single values were averaged to form the openness to change measure and 14 items to form the conservation measure. Cronbach alphas for conservation (UK: .84; Germany: .75) and openness to change (UK: .87; Germany: .84) were satisfactory.

**Affective organisational commitment.** The affective commitment sub-scale of Allen and Meyer (1990)'s organisational commitment measure was used, employing the recently validated German translation (Schmidt, Hollmann & Sodenkamp, 1998). Answers were given on five-point scales with points labelled as 'strongly agree', 'agree', 'neither agree nor disagree', 'disagree' and 'strongly disagree'. The psychometric properties of the scale have been extensively reported (Allen & Meyer, 1990; Ko, Price & Mueller, 1997; Meyer, Allen & Smith, 1993; Hackett, Bycio & Hausdorf, 1993; Schmidt et al., 1998). Internal consistencies in the present samples were high (UK: alpha = .86; Germany: alpha = .82).

**Extra-role behaviour (ERB).** We measured extra-role behaviour with items selected from published sources. Following the conclusions of van Dyne et al. (1995), items were selected that focussed on proactive and more compliant aspects of extra-role behaviour. Four items were selected from conscientiousness (Niehoff & Moorman, 1993; Podsakoff et al., 1990), obedience (Van Dyne et al., 1994) and compliance scales (Smith et al., 1983) for our compliant ERB scale. Five proactive

items were selected from previously published scales tapping social participation (Van Dyne et al., 1994), voice (Van Dyne & LePine, 1998), individual initiative (Moorman & Blakely, 1995) and personal initiative (Frese et al., 1996). Confirmatory factor analysis was performed. A two factor solution provided acceptable fit:  $\chi^2(26) = 72.85$ ,  $p < .05$ ; CFI = .95, RMSEA = .07. A one factor solution showed significantly worse fit:  $\chi^2(27) = 314.87$ ,  $p < .001$ ; CFI = .69, RMSEA = .22. Therefore, the two factor solution was used for the present analysis. The internal consistencies for compliant behaviour were .82 in the UK and .80 in Germany. The internal consistencies for proactive behaviour were .70 in Britain and .75 in Germany.

**Overall analysis.** A final CFA was run with all items except values included in a single analysis, to examine the empirical distinctiveness and construct validity of the justice and work outcome variables simultaneously. A four-factor solution showed adequate fit:  $\chi^2(293) = 552.74$ ; CFI = .95, RMSEA = .06. In contrast, single factor:  $\chi^2(299) = 1368.22$ ; CFI = .84, RMSEA = .12 or two factor solutions (with a latent justice and latent work outcome factor):  $\chi^2(298) = 1105.83$ ; CFI = .88, RMSEA = .11 did not perform well. Separate analyses in the two samples showed comparable fit indices. For example, the four factor solution for the British sample was:  $\chi^2(293) = 436.33$ ; CFI = .91, RMSEA = .07 and for the German sample:  $\chi^2(293) = 440.38$ ; CFI = .95, RMSEA = .06. Resembling the findings in the overall data set, single and two factor solutions did not perform well in either sample.

## Results

Means, standard deviations and correlations between all variables in the two samples are given in Table 1. The samples did not differ significantly on conservation ( $p > .50$ ) or proactive extra-role behaviour ( $p > .20$ ). However, the means for organisational commitment ( $t = -7.62$ ;  $p < .001$ ) and compliant extra-role behaviour ( $t = -5.69$ ;  $p < .05$ ) were lower in the British sample, whereas those for organisational justice ( $t = 2.29$ ;  $p < .05$ ) and openness to change ( $t = 5.59$ ;  $p < .001$ ) were higher in the British sample. When adjusting for the overall importance rating of all values (Schwartz, 1992; see also Fischer, 2004), Germans rated conservation relatively more

important than Britons ( $F(1,306) = 3.88, p < .05$ ) and British participants rated openness to change as more important than Germans ( $F(1,306) = 31.30, p < .001$ ).

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Insert Table 1 about here

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To test for the interactions specified by our hypotheses, the data were analysed using moderated multiple regressions. Separate analyses were conducted for each outcome variable. We accounted for demographic differences between samples before testing our hypotheses in order to rule out alternative interpretations of the results in terms of background sample characteristics. After controlling for demographic differences (sector, age, tenure) and country differences (1 = 'German sample') in the first two steps, the mean-centred main effects of justice perceptions and of values were entered at step 3 (Aiken & West, 1992). At step 4, the interactions for country by justice and country by values were entered. We included these interactions to control for potential sample differences in value and justice effects. For example, testing interaction effects between values and justice without adjusting for mean differences in either values or justice (and potentially different regression slopes in each cultural sample) would make the interaction effect ambiguous and open to alternative interpretations. Previous researchers did not control for these effects. By including these interactions in our analysis and testing them prior to testing the interactions of interest, our tests are more conservative. At the critical step 5, we included the justice by values interaction. These interactions test our three hypotheses. At step 6, the three-way interaction between openness to change or conservation and country and justice were entered, to investigate the research question of whether the justice-value interaction effects differ between the samples. Significant effects are plotted by displaying the relationship between justice and outcome variables at one standard deviation above and below the mean on the moderator and the predictor variables. Table 2 displays the results of the regressions.

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Insert Table 2 about here

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At step 3, procedural justice significantly predicted commitment and both types of extra-role behaviour. As was found in the meta-analyses (Cohen-Charash & Spector, 2001; Colquitt et al., 2001), justice predicts extra-role behaviour less well than it predicts commitment. Values also predicted some variance in outcome variables: openness to change was negatively associated with self-reported compliant ERB and conservation was positively associated with compliant ERB, whereas openness to change related positively to proactive ERB.

Tests of Hypotheses 1-3 are shown by the  $R^2$  increase at Step 5. The predicted moderation effects for organizational commitment and self-reported compliant ERB are both significant, but no effect for proactive ERB was found. Therefore, hypotheses 1 and 2 were supported, but hypothesis 3 was not. Figures 1 and 2 depict the relationships that were found. In line with hypothesis 1 concerning commitment, the regression slope for employees valuing openness to change was steeper compared with those that did not value openness to change to a great extent. Individuals endorsing openness to change reported higher levels of commitment when they perceived their organization to act procedurally fairly, whereas they reported lower levels of commitment when they perceived their organization to have used unfair procedures.

As predicted in hypothesis 2, employees endorsing openness to change values differentiated their compliant ERB more in line with their justice perceptions than did those who did not value openness to change. The slope for those who did not endorse openness to change values was flat, whereas the steeper and positive slope for people endorsing openness to change indicated that those endorsing openness to change values are more strongly affected by the presence or absence of perceived justice. The biggest difference is actually observed in situations of subjective injustice. Those who do not endorse openness to change values do not differ in their reported levels of compliant ERB if they perceive that their organization uses unfair procedures. However, those who value openness to change report much lower compliant ERB when they think that their organization is using unfair procedures. It is the absence of justice that seems to be most important.

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Insert Figures 1 and 2 about here

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Finally, an examination on our three-way interactions between country, values, and justice on the dependent variables will allow an investigation of our research question, e.g., whether value salience in the larger cultural context is associated with stronger moderation at an individual level within that context. Among the three-way interactions, the interaction between openness to change, procedural justice and sample for compliant ERB was significant. To examine the pattern of the interaction more clearly, separate regressions were performed within each sample. The interaction effect between conservation and procedural justice was not significant in the German sample ( $\beta = .04, p > .1$ ), whereas the effect was significant in the British sample ( $\beta = .24, p < .0001; \Delta R^2 = .077$ ). Plotting the effect showed a pattern very similar to Figure 2 in the British sample, whereas greater perceived fairness was associated with higher levels of self-reported compliant ERB in the German sample, irrespective of values. Since openness to change was more important in the British sample, the stronger effect of openness to change as a moderator provides a preliminary answer to our research question concerning the salience of different values. Furthermore, the three way interaction between conservation, justice and country for commitment was significant (the step in the overall sample was marginally significant,  $p < .08$ ). However, separate analyses in the two samples showed that the moderation effect of conservation was significant in the German sample ( $\beta = -.14, p < .05$ ), but not in the British sample ( $\beta = .06, p > .2$ ). This effect shows a mirror image of the effects that we found for openness to change in the combined sample; the regression line for those Germans who valued conservation was relatively flat, whereas the regression line for those low on conservation was steeper. This indicates that Germans who do not endorse conservation are more likely to report less commitment if they perceive their organization to use unfair procedures but more commitment if they report greater procedural fairness in their workplace. Since we also found that Germans overall reported that conservation is relatively more important compared to other



values, this provides a further response to our question as to whether the relative salience of each value might influence the extent to which it operates as a moderator variable.

### **Discussion**

Justice is important in relation to work attitudes and self-reported behaviour, but values are associated with variations in the magnitude of these effects. We predicted that employees endorsing openness to change values would report a stronger relationship between perceived procedural justice and commitment and self-reported work behaviour. Supporting evidence for this hypothesis was obtained for organisational commitment (hypothesis 1) and for compliant ERB (hypothesis 2). In line with suggestions by Tyler et al (2000), we found that individuals who are more focused on preserving traditions and adhering to role constraints are less likely to consider justice when reporting their commitment to their organization compared with those who are more open to change and less focussed on values associated with obedience and traditional norms. Similarly, especially British employees with more open values reported compliant behaviour that goes beyond formal role descriptions, but only if they perceived their organisation as using fair procedures. Those less open to change and endorsing more conservation values did not report lower levels of compliant ERB when they felt there was less justice in their workplace. These results are in line with previous studies (Begley et al., 2002; Brockner et al., 2001; Farh et al., 1997; Lam et al., 2002; Lind et al., 1997) that found values moderated the effects of justice on work variables. It is also important to note that the absence of justice is shown to be more important for those with more modern and less traditional values. Therefore, even within the relatively individualistic European work context, values do have significant links with perceived injustice, replicating findings found in the rather different environment of East Asian work organisations (e.g., Farh et al., 1997).

Since allocation decisions are taken by those in authority, it can be argued that these results provide some indirect support for the relational model of authority (Tyler & Lind, 1992). According to these authors, procedural justice is important to individuals because it provides them with information about their standing within their group and their relationship with authorities. The

present study using two European samples showed that those who value independence more than obedience and conservation of traditional relationships give more significance to this information. Thus, those for whom it is most salient are those for whom authority is least clear.

Turning to specific effects of values in context, we found a stronger moderation effect of openness to change values in the British sample for compliant ERB than in the German sample and a moderation effect of conservation values for commitment in the German, but not in the British sample. This provides a preliminary response to our research question asking whether the salience of cultural values would relate to the strength of moderation effects. In our sample, openness to change was significantly more important for British participants, and conservation was more important for German participants (when taking the overall importance given to all values into account). This is consistent with the view that the strength of moderation effects potentially depends on the salience of these values within a society. More indirect evidence for this is found in comparing our results with previous studies conducted in Asian contexts (e.g., Farh et al., 1997), which found stronger effects for conservation - related variables. Openness to change - related values are more important in European contexts, whereas conservation- and tradition - related values are more favoured in Asian contexts (Schwartz, 1994) and not surprisingly, conservation - related values such as traditionalism showed stronger moderation effects than openness to change-related values (Farh et al., 1997) in these more conservative Asian settings. Which values are most relevant for individuals may depend on the importance of that value in their society. Future research using more appropriate statistical methods such as multi-level modelling is necessary (see Fischer, Ferreira, Assmar, Redford & Harb, 2005 for a discussion of this technique for cross-cultural organizational research). As shown by Fu et al. (2004), the cultural salience of values can be used as a moderator variable in such multi-level models. Using these techniques, we will be able to better predict the circumstances under which fair treatment is associated with greater organisational commitment and extra-role behaviour.

It is also important to note that in this study we observed moderation by nation only for compliant ERB, a behaviour which was reported more frequently by Germans than by British respondents. Stereotypical accounts of German employees indicate their greater conscientiousness, punctuality and compliance with rules. Consequently, Germans independent of their values might engage in voluntary behaviours such as being on time and not taking additional breaks. However, in Britain, time keeping and other conscientiousness - related behaviours may be less normative and therefore, culturally salient values such as openness to change would be more relevant to whether individuals will engage in these behaviours. A closer examination of this interplay between salient cultural values and contextual behaviour as found in the present study will open exciting new opportunities for further research.

No moderation effect was found for proactive ERB. However, it was found that greater openness to change was associated with higher reported proactive behaviour across both samples. While the main focus of the present study was to investigate the interactions between justice and values in relation to work outcomes, the main effect for proactive ERB emphasises the direct relevance of values to work behaviours. Previous studies in East Asian and US contexts have shown that values have direct links with work variables. For example, Moorman and Blakely (1995) found that US individuals holding collectivist values reported more citizenship behaviour even after the effects of procedural justice and common method variance were taken into account. Van Dyne, Vandewalle, Kostova, Latham and Cummings (2000) reported similar results in a non-work setting. Residents in a housing co-operative in the US with collectivist values showed higher levels of citizenship behaviour than did individualists. In line with these findings, the present results indicated that endorsement of conservation predicted self-reported compliant ERB.

Finally, we did not find any direct effects of values on commitment. Wasti (2003) found that Turkish employees endorsing higher collectivism (conceptually related to conservation) reported greater organizational commitment. In contrast, Clugston, Howell and Dorfman (2000) studying employees of a US state department found that collectivism was associated with greater affective

commitment to one's workgroup, but not to the organization or one's supervisor. We measured affective organizational commitment and focused on just two specific value domains. Future research needs to investigate different commitment foci (commitment to supervisor or work group) and commitment aspects (affective, continuance and normative commitment) as well as other value orientations since these have been shown to be of importance (see Fischer & Mansell, 2005).

### **Limitations**

When interpreting this study's findings one must bear in mind a number of limitations. First, this study used self-report measures and a cross-sectional design. Although the measures were found to factor separately, some common method variance may have influenced the results. However, common method variance or socially desirable responding would make the detection of interaction effects less likely and main effects more likely. This was not what was found. The cross-sectional design does limit the extent to which cause-effect relations can be inferred. Future research with longitudinal designs could help to establish causal relationships between our study variables.

Secondly, the sampling strategy used was intended to obtain respondents from as many different organisations and backgrounds as possible. However, the representativeness of this strategy cannot be determined and future studies might include employees from directly matched samples (in terms of industry, status, sector, etc.) or employees from subsidiaries of multinational organizations operating in both countries to better control for potential confounds.

Finally, future research should investigate the relationship between values, justice and work variables in greater detail. In the present study, we relied on the relational model of authority (Tyler & Lind, 1992) and subsequent research has suggested that relational concerns might vary between cultural samples (Lind et al., 1997; Tyler et al., 2000). We used procedural justice as a proxy and future research could use instruments that directly measure relational concerns to test hypotheses more directly. We also observed a number of direct linkages of values with work variables. Although other researchers have also reported association of values with work variables (e.g.,

Moorman & Blakely, 1995), the underlying theoretical mechanism requires fuller exploration and more adequate testing.

Despite these qualifications, this study has shown that values can explain significant variance in work attitudes and behaviours, mainly via a different relationship with organisational variables such as perceived justice. Managers need to keep this in mind when working with an increasingly diverse work force.

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TABLE 1

Means, standard deviations and correlations between the variables

	UK		1	2	3	4	5	6	Germany	
	M	SD							M	SD
1. Justice	3.22	0.75	-	.05	-.01	.49**	.17*	.25**	3.02	0.76
2. Conservation	3.66	1.04	.09	-	.37**	.22**	.19*	.20**	3.58	0.88
3. Openness to change	4.73	1.09	.12	.19*	-	-.02	-.12	.28**	3.99	1.16
4. Organisational commitment	2.94	0.85	.46**	.04	-.16	-	.25**	.36**	3.66	0.81
5. Compliant ERB	3.36	0.87	.15	.39**	-.23*	.26**	-	.10	3.86	0.70
6. Proactive ERB	3.59	0.54	.14	-.12	-.00	.19*	.30**	-	3.51	0.60

*Note:* \*\*  $p < .01$ ; \*  $p < .05$ ; Upper triangle shows the German correlations (N = 168-184); Lower triangle shows the UK correlations (N = 128-130).

TABLE 2

Values as moderators of relations between justice and work attitudes and behaviour

		Openness to Change versus Conservation as moderator		
Variables		Organizational commitment	Compliant ERB	Proactive ERB
Step 1	Sector <sup>a</sup>	-.07	.12*	.02
	Age	.35***	.43***	.13
	Tenure	.06	.03	.07
		$\Delta R^2 = .17$ $\Delta F(3,284) = 19.39***$	$\Delta R^2 = .18***$ $\Delta F(3,284) = 20.87***$	$\Delta R^2 = .03***$ $\Delta F(3,284) = 3.03*$
Step 2	Country <sup>b</sup>	.30***	.21***	-.13*
		$\Delta R^2 = .08$ $\Delta F(1,283) = 31.61***$	$\Delta R^2 = .04$ $\Delta F(1,283) = 14.80***$	$\Delta R^2 = .01$ $\Delta F(1,283) = 4.28*$
Step 3	Justice	.42***	.13**	.17**
	Conservation	.05	.29**	-.10
	Openness to change	.02	-.16*	.36***
		$\Delta R^2 = .18$ $\Delta F(3,280) = 28.65***$	$\Delta R^2 = .09$ $\Delta F(3,280) = 11.71***$	$\Delta R^2 = .12$ $\Delta F(3,280) = 13.44***$
Step 4	Country x Justice	-.03	.00	.08
	Country x Conservation	.12	.10	.14
	Country x Openness	.05	-.15	.13
		$\Delta R^2 = .01$ $\Delta F(3,277) = 1.51$	$\Delta R^2 = .01$ $\Delta F(3,278) = 1.44$	$\Delta R^2 = .03$ $\Delta F(3,277) = 2.82*$
Step 5	Justice x Conservation	-.07	-.09	.01
	Justice x Openness	.12*	.17**	.02
		$\Delta R^2 = .01$ $\Delta F(2,275) = 3.03*$	$\Delta R^2 = .03$ $\Delta F(2,275) = 5.33**$	$\Delta R^2 = .00$ $\Delta F(2,275) = .06$
Step 6	Country x Conservation x Justice	-.17*	.10	-.03
	Country x Openness x Justice	-.02	-.20*	-.13
		$\Delta R^2 = .01$ $\Delta F(2,273) = 2.68$	$\Delta R^2 = .02$ $\Delta F(2,273) = 3.19*$	$\Delta R^2 = .01$ $\Delta F(2,273) = 1.29$

Note: \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ <sup>a</sup> Dummy coded: 1 'Private sector'<sup>b</sup> Dummy coded: 1 'German sample'

FIGURE 1.

Interaction effect of procedural justice and openness to change on organisational commitment.

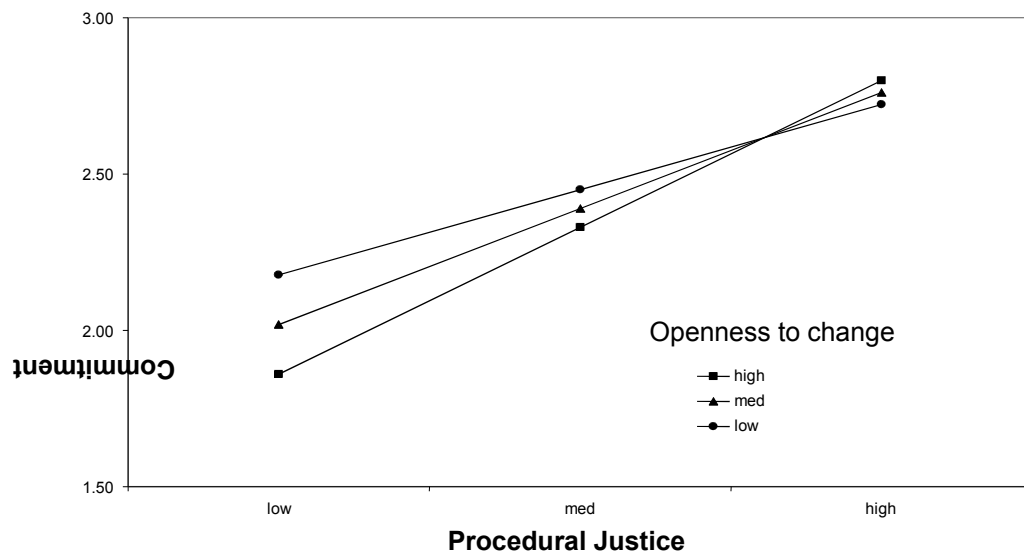


FIGURE 2.

Interaction effect of procedural justice and openness to change on compliant extra-role behaviour

