INVESTIGATING THE EFFECT OF "PERCEIVED SUPERVISOR SUPPORT" AND "PERCEPTION OF JUSTICE" ON "TENDING TO INVOLVE IN CUSTOMER-ORIENTED BEHAVIORS"

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ABSTRACT
The purpose of the present research is to investigate the effect of employees' perception of justice and the supervisor's support on their tendency to involve in customer-oriented behaviors. The research sample included 118 employees of governmental banks in Isfahan whom were randomly selected, answering the research tools including the questionnaires on perceived supervisor support, organizational justice, and the tendency to involve in customer-oriented behaviors. The results show that the perceived supervisor support, the procedural justice and the interactive justice, directly and the distributive justice, indirectly through the procedural justice, affect the employees' tendency to involve in customer-oriented behaviors. Based on the findings, supervisors of organizations can be recommended to support their employees as well as to apply justice in their procedures and interactions so as to increase their employees' tendency to service their customers more appropriately.

KEYWORDS: customer-oriented behavior, organizational justice, perceived supervisor support.

INTRODUCTION
Nowadays, in the highly competitive climate of modern organizations, recruiting and retaining competent human resources is considered more essential than providing one's employees with benefits and reward programs. During recent years, customer-orientation has appeared as the basis for theory and practice in marketing management (Brady and Cronin, 2001). Customer-orientation is defined as the set of beliefs that puts the customers' interests first, while not excluding those of all other stakeholders, in order to develop a long-term profitable organization (Hartline, Maxham and McKee, 2000). It is vastly shown that a customer-oriented company probably satisfies its customers and creates the desired behavioral results more than a company without such characteristics (Brady and Cronin, 2001). Customer-orientation is significant to all types of companies but it is vitally important for service-providing companies (Hartline et al, 2000; Kelly, 1992). Due to the intangible, heterogeneous, and inseparable nature of service section, servicing process is an important determinant of perceived quality on the part of the customer (Kelly, 1992). Hoffman and Ingram (1992) expressed that, for service organizations, the customers' perception of the quality of the services is influenced by the company's employees; this implies that companies have employees whose behaviors can result in customers' long-term satisfaction. Employees should have the tendency for and be capable of getting involved in customer-oriented behaviors; in some cases, they are possibly able to do so but may lack the required tendency for doing it (and vice versa). The employees' ability to get involved in customer-oriented behaviors is the function of such organizational programs as employees' training and empowerment. For example, empowering the employees can increase their control on situations related to their job and decision-making (Conger and Kanungo, 1988). This control by itself makes employees more flexible and compatible with customers' needs and finally makes them customer-oriented (Hartleen et al, 2000). Since one of the main organizational concerns is the employees' appropriate perception about their assigned tasks (Farrokhnejad *et al,* 2011), employees believe that if their employer supports them they can make sure that their organization has decided to effectively undertake its commitments toward them (Rezaee Rad and Doaee, 2012). Therefore, since the supervisor is often considered as the representative of the organization, with respect to what mentioned above, studying the determinants of the employees' customer-oriented behavior is interesting for both managers of service-providing companies and the researchers.

researchers have so far attempted to determine the organizational factors affecting customer-oriented behaviors (e.g. Hartleen et al, 2000). Susskind, Borchgrevink, Kacmar and Brymer (2000) proved that an attitude like Perceived Supervisory Support(PSS) increases the rate of customer-oriented behaviors. Eisenberger, Huntington, Hutchison and Sowa (1986) have coined the concept of Perceived Organizational Support (POS). Perceived organizational support is

the employees' general belief regarding whether their organization does value them and their prosperity or not (Eisenberger et al, 1986, p501). Organizational support theory states that supervisors' beneficial behavior makes the employees to help the organization, increases their commitment, and decreases their tendency to leave the job (Rhoades et al, 2001). Wayne, Shore, Bommer and Tetrick (2002) confirm that employees participate more to achieve organizational purposes if they perceive high degrees of organizational support. Increase in perception of organizational support, on one hand increases the employees' organizational commitment, job satisfaction, performance, as well as their tendency to remain in the organization while it, on the other hand, decreases the rate of job pressures and resignation behaviors (e.g. quit intention) (Baranik, Roling and Eby). However, Levinson (1965) confirms that employees tend to regard the functionaries' behaviors as that of their organization (Cho, Johansson and Guchait, 2009). Furthermore, employees know that the supervisors' evaluation of subordinates is often being sent to higher levels of the organization and will influence the top manager's opinion (Yoon and Thye, 2000). In other words, organization is an abstract concept and the perception of support by an organization depends on the same perception by its functionaries and agents. Such conceptualization leads to introduction of another type of perception of support entitled as perceived supervisor support (PSS). PSS is defined as the employees' general perception about the rate supervisor values the participants and cares for their welfare (Eisenberger *et al.,* 2002).

Several researches have been conducted about the relationship between PSS and other variables (Cole, Bruch and Vogel, 2006). In one research, Laura (2007) concludes that PSS decreases the tendency to leave the job and there is a positive relationship between PSS and job performance (Uhl-Bien and Maslyn, 2003: Dabos and Rousseau, 2004: Shanock and Eisenberger, 2006). Moore has concluded that PSS decreases nurses' burnout and quit intention (Kalliath and Beck, 2001). Lapalme, Tremblay and Simard (2009) have studied the role of POS and PSS. Maertz, Griffeth, Campbell and Allen (2007) proved that the perception of both types of support is effective on employees' tendency to quit. PSS against job-family conflict plays a protective role and such a conflict is significantly low among those employees who perceive more supervisor support (Casper, Harris, Taylor-Bianco and Wayne, 2011). PSS has a moderating role in the relationship between the supervisors' behaviors and the subordinates' attitudes (Watkeens, 2006) as well as the relationship between controlling the job scheduling and the job involvement.

Also, several researches show that the perception of justice strongly affects the tendency to display customer-oriented behaviors and the perceived organizational justice is found to be one of the organizational attitudes affecting the employees' tendency to involve in customer-oriented behaviors(Kim, Moon, Han and Tikoo, 2004). Organizational justice consists of those attempts seeking to express the effect of justice in organization; it is a factor structured based upon working opportunities (Greenberg and Colquitt, 2005). Organizational justice involves fair behavior towards the individuals in an organization and can be considered as a part of social justice (Bies, 2001). Organizational justice is individual or communal judgment about justice or moral appropriateness (Barati, Oreyzi and Nouri, 2009). In other words, organizational justice includes the individuals' general judgments about justice (Cropanzano and Discarfino, 2007). Thus, in order to recognize the process of moral frameworks within organizations, it seems imperative and inevitable to study the organizational justice (Buckley, 2001). Moreover, it is noteworthy that justice is an abstract concept and perception is a process along which the individuals organize and interpret their feelings in order to signify the environment (Obetoh and Idiakheua, 2012). Therefore, the perception of justice, rather than the concept of justice by itself as an objective and external concept, forms the individual's judgment in this case (Bowen *et al.,* 1999).

Presently, after 25 years of research, it is clear that employees' perception of justice in an organization is a very basic and influential factor on several occupational and organizational outcomes including organizational commitment, job satisfaction, organizational citizenship behavior, customer-oriented behaviors, and quit intention (Lipponen, Olkkonen and Myyry, 2004). Perceived justice strongly affects employees' behavior and attitudes; for instance, perceived justice includes such advantages as organizational commitment, job performance, and higher organizational citizenship behaviors and is effective in reducing such constructs as psychological pressure at workplace, absenteeism, quit intention, etc. (Cropanzano and Discorfano, 2007).Feeling of justice has a strong effect on the employees' behaviors and attitudes; individuals who perceive their results as unfair are more apt to become unsatisfied and thus attempt to take actions with the aim to revive the feeling of justice to them (Stroh, Northeraft and Neale, 2002). Perception of justice reduces the psychological pressure of workplace and prevents many diseases caused by psychological pressure (Cohen-Charash and Spector, 2001). Generally, according to the previous researches, individuals in an organization

judge about justice according to the following three general dimensions (Colquitt, Conlon, Wesson, Porter and Ng, 2001):
1-Outcomes: distributive justice
2-Allocation processes: procedural justice
3-Interpersonal encounters: interactional justice

Distributive justice is predicted based on values (Ambrose and Amaud, 2005); it is the perceived justice about results or allocations an individual receives in an organization. All researchers approve the notion that distributive justice results in organizational effectiveness (Mohy-al-din and Soleyman, 2007). In fact, distributive justice is based on the exchange principle: individuals compare what they do in exchange with what they receive (Lambert, 2003). More recently, researches have shown that individuals not only consider the resources distribution but also the procedures. This concept results in another definition of justice, being completely different from that of the distributive justice; procedural justice is a perception of justice resulting from evaluating processes by which decisions related to resource allocation or results are made. In procedural justice, justice is considered in those methods resulting in success and is in line with the perceived justice in procedures and policies commonly used in decision-making (Tyler and Blader, 2000). Luria and Yagil (2007) show that the procedural justice might result in paying more attention to customers and presenting them better services; in addition to formal processes and outcomes, researchers have found out that interpersonal encounters which an individual receives are important parts of his/her perceptions of justice. This aspect of justice (i.e. the interactional justice) is the perception of justice about individuals' relationships and communications within an organization. In proportion to distributive and procedural justice, it has been more recently identified but is well-structured as a variable in working environment. Bies and Moag (1986) have introduced "interactional justice" as the third dimension of justice, being defined as the interactional behaviors individuals perceive during the procedures (e.g. support, correct explanations, etc.) (Akhbari, 2008).

Therefore, the present research tries to find out whether it is possible to create a kind of more customer-oriented behavior among employees through determining the supervisor's rate of supporting the employees as well as the employees' perception of justice?

MATERIALS AND METHODS
The present research is of relational type (Gall, Bourg and Gall, 2005); the population included all employees of governmental banks in Isfahan, central Iran, in which 120 samples were randomly selected from among all employees of the above-mentioned organization. Since the research is relational and due to existence of the four predictor variables (i.e. PSS, distributive justice, procedural justice, and interactional justice), 15 employees was sufficient as the sample volume for each predictor variable (Farahani and Oreyzi, 2005). Therefore, the required sample volume could be 60 employees; however, with respect to the low number of these individuals and to reduce the risk of incomplete questionnaire-filling, the sample volume was finally considered 120 employees from which 118 questionnaires were filled out completely and were thus analyzable. In order to achieve the multiple purposes of this research, appropriate descriptive statistics, correlation coefficients, regression analysis, and path analysis were applied.
In the present research, the following tools were used for data-collecting:

1.PSS Questionnaire for measuring the PSS: except for questions 10, 27, and 35 (which were modified more), all other questions of the Eisenberg, et al (1986)'s POS questionnaire (36 questions), were used intact and only the word "supervisor" was used instead of "organization" (Barati, Oreyzi and Sadeghiyan, 2011). For instance, one of the questions would look like as follows: "My supervisor really cares for my calmness", which could be answered on a 5-point Likert scale (1=completely disagree to 5=completely agree). The advantage of this scale was its complete similarity to the questions of the main scale from the viewpoint of type as used by Roudes (2001) and Eisenberg et al (2002). It should be mentioned that for measuring the validity coefficient in one question, the concept of the scale was questioned generally: "How much do you think your supervisor is supportive?"; then the correlation between this and the list score was considered as the reliability coefficient($r=0.72$).

2. Questionnaire of organizational justice: justice questionnaire of Nihoof and Moorman (1993) which includes three questionnaires: 1) Distributive justice questionnaire which has 5 questions, such as:" my agenda is fair." 2) Procedural justice questionnaire including 5 questions, such as: "the job decisions adopted by my manager in an unbiased manner."

3) Interactional justice questionnaire including 5 questions which the research participants should answer on a 5-point Likert scale from "completely agree" to "completely disagree". Synchronous reliability of the questionnaire was measured by Colquitt's organizational justice scale (2001) including 11articles in which 4 distributive justice articles measure 7 procedural justice articles and the credibility coefficient for the scale was 0.78 and hence acceptable.

3. Questionnaire of tending to involve in customer oriented behaviors, by Kim et al (2004) which includes 4 questions and the participants should answered on a 5-point Likert scale from "completely agree" to "completely disagree". It should be mentioned that for measuring the validity coefficient in one question, the concept of the scale was questioned generally: "How much do you want to desirably service your customers?"; then the correlation between this and the list score was considered as the reliability coefficient($r=0.73$).

The obtained reliability coefficients of the tools used in research are represented in Table 1. With respect to the question number of each tool, these coefficients were in the desirable level.

RESULTS AND DISCUSSION
Descriptive indices of the research tools are shown in Table 1.

Table 1- reliability coefficients, descriptive statistics and internal correlation coefficients of the research variables

Variable	mean	SD	1	2	3	4	5
1.perceived supervisory support	36.16	6.39	0.77				
2. Procedural justice	14.26	3.42	0.12*	0.76			
3.Distributional justice	12.80	3.31	0.24*	0.48*	0.75		
4.Interactional justice	13.76	3.39	0.18*	0.42*	0.28*	0.77	
5.Tending to involve in customer-oriented behavior	12.11	3.10	0.39*	0.59*	0.13*	0.26*	0.80

As seen in Table 1, the least average was that of "tending to involve in customer-oriented behaviors" while the most value went to "procedural justice"; in contrast, the most distribution was that of "procedural justice" and the least distribution went to "tending to involve in customer-oriented behaviors".
Also, the internal correlation coefficients of the research variables are depicted in Table 1. As it can be observed in Table 3, the most correlation was that of "procedural justice" and "tending to involve in customer-oriented behaviors". In addition, there was a positive relationship between "procedural justice", "distributive justice" and "interactional justice". There was also a positive relationship between "distributive/interactional justice" and "tending to involve in customer-oriented behaviors". In addition, there was a positive relationship between "PSS" and "all the three kinds of justices" and "tending to involve in customer-oriented behaviors". The coefficients on the diagonal were Cronbach's coefficient alpha.

The results of the regression analysis of different kinds of organizational justice for predicting the tendency to involve in customer-oriented behaviors are given in Table 2.

Table 2- Prediction of the tendency to involve in customer-oriented behaviors

Variables	R	R^2	Adjusted R^2	SEM	F	b	SEb	β	t
Procedural justice	0.68	0.47	0.44	11.68	18.74	1.85	0.34	0.45*	5.44
Interactional justice						2.43	0.96	0.20*	2.52
Perceived supervisor support						2.46	0.99	0.18*	2.47

According to the results of the regression analysis inserted in Table 2, the procedural justice, the interactional justice, and the PSS included 47% of the variance of "tending to involve in customer-oriented behaviors"; besides, by adding one unit to the procedural justice, the interactional justice, and the PSS, respectively 0.45, 0.20, and 0.18 was added to "tendency to involve in customer-oriented behaviors".

The predicting variables of procedural justice are presented in Table 3.

Table 3-prediction of procedural justice

Variables	R	R^2	Adjusted R^2	SEM	F	b	SEb	β	t
distributive justice	0.43	0.19	0.17	3.52	10.14	0.31	0.10	0.27∗	3.15
Interactional justice						0.32	0.16	0.18∗	2.03

As it is evident in Table3, "distributive justice" and "interactional justice" included 19% of total variance of "procedural justice". In addition, it can be seen by adding one unit to "interactional justice", 0.18 will be added to "procedural justice" and by adding one unit to "distributive justice", 0.27 will be added to procedural justice.
Path coefficients between the research variables based on path analysis are represented in Figure 1.
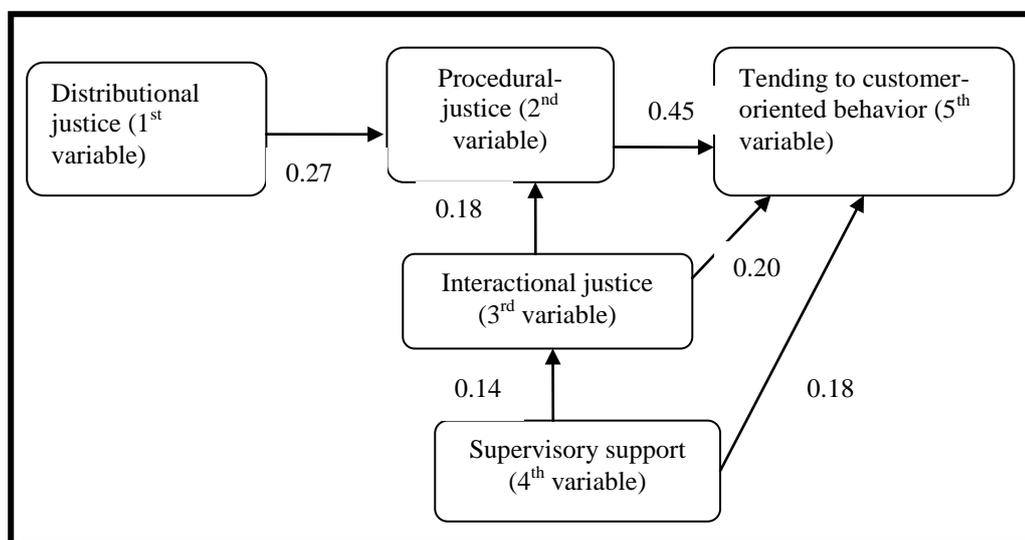

Figure1-Pattern of path analyzing for the research variables

As seen in Figure 1, the variables of "PSS" (p45-0.20), "interactional justice" (p35-0.20), and "procedural justice" (p25-0/45) had a direct effect on "tending to involve in customer-oriented behaviors", whereas "distributive justice" had an indirect effect on "tending to involve in customer-oriented behaviors"; in other words, through affecting the "procedural justice" (p12 -0.27), this variable indirectly affects the "tending to involve in customer-oriented behaviors". "Interactional justice" has a direct effect on "procedural justice" (p32-0.18) and "PSS", too, directly affects the "interactional justice" (p43 -0.14).

CONCLUSION
In the present research, the effects of PSS and perception of justice on customer-oriented behaviors were studied. The results showed that PSS had a direct effect on "tending to involve in customer-oriented behaviors". Employees who feel supported by the company's management (supervisors and managers) tend to have higher customer orientation and perform better (Vandenberghe *et al.,* 2007). A supportive staff environment includes appropriate organizational

standards for service delivery. Organizational standards for service delivery are shown to be a key influence upon employee behaviors because they influence positively the employees' feelings and job performance. Other sources of support within an organization namely, co-workers and supervisors' support, have been found to influence positively employee's customer orientation attitudes and found to create desirable customer perceptions of the overall service organization (Susskind *et al.,* 2003).

And there was a positive relationship between them. Perceived supervisory support (PSS), that is, the extent to which supervisors develop a climate of trust, helpfulness, and friendliness; high PSS implies that important socio emotional resources are immediately available in the work environment. Perceived supervisory support is the single most powerful predictor of job satisfaction and employee service effort (Bulgarella, 2005).

The results also delineated a positive relationship between "procedural justice" and "tending to involve in customer-oriented behaviors" and this kind of justice was proved to have a direct effect on "tending to involve in customer-oriented behaviors". Some scholars have used group value pattern to express the relationship between "procedural justice" and "customer-oriented behavior (e.g. Lind and Early, 1999); such a pattern states that individuals consider "procedural justice" to be important as long as they want to be a member of the group and because "procedural justice" is regarded by the individual as an important element for group. According to this pattern, if the group considers him/her as valuable, the individual will find the procedures to be "fair". When an individual feels valued, this is a motivation for improving the group's rewards and "behaving toward the customers in a desirable way" will be one the ways to achieve such a purpose (Kim et al, 2004).

There was a positive relationship between "interactional justice" and "tending to involve in customer-oriented behaviors"; this variable directly affects the above-mentioned tendency. Researchers have utilized an approach based on "trust" with the aim to express the relationship between "interactional justice" and "employee's behavior". According to Lind (2001), using the "interactional justice" by managers will build "trust" between the employees mainly for the reason that this behavior eradicates the employees' feeling of being exploited; in addition, "interactional justice" shows that the organization respects the employee's rights and behaves toward them politely. Therefore, "trust" motivates the employees to positively interact toward the organization.

The results also showed a positive relationship between "distributive justice" and "tending to involve in customer-oriented behaviors". The relationship between "distributive justice" and "positive behaviors toward organization" can be expressed according to the theories of Social Interaction (Blau, 1964) and the Norm of Interaction (Gouldner, 1960), according to which if a relationship presents a reward more than the relationship's costs, it will result in interactional trust and attraction and the employees will consequently act mutually. According to our findings and in line with the notion just stated, this dimension of justice has an indirect effect on "tending to involve in customer-oriented behaviors". This variable, through affecting the "procedural justice", can indirectly affect the "tending to involve in customer-oriented behaviors". Our results are in line with Pourezzat and Zeinali's (2009). Perception of justice in distributions by employees results in their satisfaction and motivation; resultantly, employees will attempt more for improving the behaviors related to their performance (such as behaving toward the customer more appropriately). Robbins, Summers, and Miller (2000) concluded that perception may affect the "distributive justice" during judgment period about the procedural justice but stated that the reverse is not true; in other words, the employees who feel there is no procedural justice in the organization will have the same feeling even though there exists distributive justice.

Similarly, the direct effect of "PSS" on "interactional justice" was determined in this pattern. This result may have its roots in organizational support theory; as previously mentioned, organizational support theory states that the supervisor's beneficial behaviors make the employees to help the organization, to increase their commitment, and to decrease the probability of their quit intentions (Roudes *et al.,* 2001). In other words, supervisors, through their supportive behaviors, can increase the perception of justice (especially the "interactional justice") and by doing so, they can be the agent of trust-building within their organization (DeConinnk, 2010). This means that supervisor's support through trust-building can strengthen the perception of organizational support. Therefore, if supervisors support the employees at the right time, employees will feel that they are supported as a member of the organization (Oreyzi and Golparvar, 2001). The concept of "perceived justice" is crucially important; in fact, justice and fairness should prepare equal opportunities for all individuals in the process of performing their duties. Hence, we can say that justice is the

need for existence of rules and clear methods as well as the fair execution of law and is possible only when all people easily benefit from the existence and governance of law (Farasati and Ziaaddini, 2013).

Limitations and future research
The methodology, of course, limits the results of this study. The data are self-reported and subject to biases and may not be accurate, although some studies suggest that self-reported data are not as limited as commonly suspected (Spector, 1992).

The generalizability of our findings is also limited in that we only examined a specific company; thus, future studies should attempt to investigate a broader sample of offices in more jurisdictions to obtain more extensive comparisons.
Practical implications
If these results, can be replicated and extended, they have potentially important implications for managers of companies specially service companies.

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