

Organisational Justice as a Determinant of Organisational Citizenship Behaviour among Adhoc Lecturers of Delta State Polytechnic Ogwashi Uku, Nigeria

Hillary O. Odor^{1,*}, Josephine N. Martins-Emesom¹ & Kingsley C. Ugbechie²

¹Department of Business Administration, Delta State Polytechnic, Ogwashi-Uku, Nigeria

²Department of Marketing, Delta State Polytechnic, Ogwashi-Uku, Nigeria

*Correspondence: Department of Business Administration, Delta State Polytechnic, Ogwashi Uku, Nigeria. Tel: 234-706-433-4370. E-mail: hillaryodor@yahoo.com

Received: November 14, 2019

Accepted: December 17, 2019

Online Published: February 17, 2020

doi:10.5430/mos.v6n2p9

URL: <https://doi.org/10.5430/mos.v6n2p9>

Abstract

This study aims at investigating the extent to which of perception of organizational justice predict organizational citizenship behaviour (OCB) among Adhoc teaching staff of Delta State Polytechnic, Ogwashi Uku. OCB here is conceptualized as a term that encompasses any positive and constructive action that employees engage in, on their own volition which supports co-workers and benefits the organization. This study adopted the survey research design. The population of the study consisted of 150 Adhoc teaching staff of the Polytechnic, out of which 120 was conveniently sampled. Data was collected through questionnaires. To determine its reliability, Cronbach-alpha was used (organizational citizenship behaviour 0.81 and 0.83 for organizational justice.) The collected data were analyzed using descriptive and inferential statistics. The results showed that mean of OCB are slightly above average. And there is significant positive relationship between the components of organizational justice and OCB. Furthermore, the three dimensions of organizational justice (distributive, procedural and interactional) indicated a positive relationship with the two main dimensions of OCB, namely OCB-interpersonal and OCB-organisational.

Keywords: organizational justice, distributive justice, procedural justice, interactional justice, organizational citizenship behavior

1. Introduction

Competition has triggered much interest among management scholars and organizational researchers to study the extra role behaviour of employees at the workplace. Just because organisations are now aware that employee commitment alone cannot take them to their desired destination, that is indeed why they have started paying serious attention to the issue of organizational citizenship behaviour, by doing every possible to only engage employees whose performance go well beyond their call of duty. This is what is termed organizational citizenship behaviour. Katz and Kahn (1966) call it extra-role behaviour. Some other authorities refer to it as contextual performance.

OCB has been defined as desirable discretionary work related behaviour on the part of an employee, that is not directly or explicitly recognized by the formal reward system, and that in the end promotes managerial effectiveness and production efficiency (Organ, 1988). Discretionary work related behaviour as used in this context refers to that behaviour that are neither contained in the employees' job description, nor is it an enforceable requirement of the job role, but rather a matter of personal volition such that failure to perform them does not attract sanctions (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). In a related series, Organ (1997: 95) defines contextual performance as "performance that supports the social and psychological environment in which task performance takes place". OCB include such acts as cooperation with colleagues at work, willingness to make compromises and sacrifices; willfully helping out with extra little things without complaining or offering to help someone without being asked. OCB is beneficial to all organizations because research has shown that OCB leads to increase in productivity, efficiency and customer satisfaction (Organ, Podsakoff, & MacKenzie, 2006). OCB can be a strong leverage to an organization and can as well serve as a competitive advantage for an organisation because OCB is not a behaviour that can easily be

imitated (Bolino & Turnley, 2003). It also reduces the rate of employee turnover, production cost, and absenteeism (Podsakoff, Whiting, Podsakoff, & Blume, 2009), which is why it is important for every organizations to encourage its employees to engage in OCB.

The study of organizational justice is very important because justice encompasses all aspects of organizational life and that makes it a social phenomenon. Here, organisational justice is used based on the conceptualization of Cropanzano & Greenberg, (1997) as the overall fairness of both the organisation's reward system as well as the perceived fairness of the actions of individuals responsible for executing the allocation of rewards. Folger and Cropanzano, (1998) specifically define organizational justice as a concept that is concerned with the rules formulated to distribute or to take decisions on distribution of acquisitions such as tasks, goods, services, rewards, punishments, wages, organizational positions, opportunities and roles among employees and societal norms that constitute the basis for these rules. For the fact that human resource represents the most important asset of any organization, care must be taken on how to treat employees at the work setting because the way you treat them will affect their attitude and behaviour (Ramamoorthy & Flood, 2004). Blakely, Andrew and Moorman (2005) posit that when employees perceive fair treatment by their superiors there is a greater possibility of an increase in organizations citizenship behaviour. It is argued, for example, that employees who perceive that their superiors are giving them fair treatment are more likely to reciprocate this gesture with a corresponding positive attitude towards the supervisor, the work, and other work outcomes (Wat & Shaffer, 2005; Deluga, 1994; Walumbwa, Hartnell, & Oke, 2010), while employees who perceive injustice are most likely to reduce their commitment to the organization (Moorman, 1991; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). In fact, research has proven that organisational justice has been considered as an effective attitudinal precursor of OCB (Lv, Shen, Cao, Su, & Chen, 2012). Organizational justice concerns three distinct, but related components of justice, namely, distributive, procedural, and interactional justice (Colquitt, Greenberg, & Zapata-Phelan, 2001) which predicts OCB.

2. Statement of the Problem

In recent years the studies of the relationship between organizational justice and organizational citizenship behaviour have generated a high amount of scholarly attention. However, only a few research have been done in exploring the relationship between organizational justice and OCB in Nigerian organizations. More so, the few ones that are available are only centered on the manufacturing sector (for example, Igbinomwanhia & Akinmayowa, 2014; Shahram, 2011; Wan, 2017; Ebeh, Njoku, Ikpeazu, & Benson, 2017). Furthermore, research on the relationship between organizational justice and OCB on the educational institutions are also very scanty (for instance, Hassan, & Hashim, 2011; Parivash, & Shabnam, 2012; Nwibere, 2014; Monanu, Okoli, Ezeliora, & Okeke, 2014; Ismail, Iqbal, & Adeel, 2018). However, only one of these is based on Nigerian institutions of learning. No study that we know has studied this relationship among Adhoc teaching workers of any institution in Nigeria. It is based on the above that this study sought to investigate whether the perceived unfair treatment of Adhoc staff of the polytechnic do have any effect on their performance of their citizenship behaviour. Perhaps due to the fear of termination of appointment, organizational justice does not affect their performance, but it may affect their performance of extra role behaviour, which is conceptualized here as organizational citizenship behaviour (OCB). Adhoc teaching staff are chosen as a case study because there have been series of real or imagined perceived feeling of marginalization in the allocation of organizational outcomes. Adhoc lecturers are employed directly by the school and their employment is subject to ratification by the state government. They are on a fixed salary of fifty thousand naira per month, not minding their qualifications. They are not entitled to any fringe benefits like medicals, housing etc. The period of the Adhoc-ship is not specified in the letter of engagement that is why some have worked as Adhoc lecturers for 2 or more years. It is only the state government that can change their employment status. Also, the period of their "adhoc-ship" is not counted as years of experience when the employment is eventually endorsed by the government. That is why there is perceived organizational injustice felt by the Adhoc staff. It is on that note that the researchers want to investigate whether or not the perceived injustice do have any relationship with the performance of organizational citizenship behaviour by the concerned staff.

3. The Objective of the Study

This study examines the relationship between perceived organisational justice and organisational citizenship behaviours among Adhoc academic staff of Delta State Polytechnic, Ogwashi Uku, Nigeria. The aim of this research is to find out the impact of the relationship among the three dimensions of OJ and OCB. The organisational justice construct represents the independent variable while organisational citizenship behaviour (OCB) construct is

dependent variable.

4. Conceptual Framework

Based on the work of Organ (2000), a five factor model was developed which was the most popular of all the dimensions ever given by any authority. They include altruism, courtesy, conscientiousness, sportsmanship and civic virtue. William and Anderson (1991) later compressed these dimensions into two, on the basis of target of the behaviour. They are OCB-interpersonal and OCB-organisational. The former has to do with those behaviours and actions that positively affect the organization indirectly. In other words, the organization only benefit through the benefits derived by the individuals in the organization. The two dimensions that fall into the OCB-individual are altruism and courtesy. Example of OCB-individual behaviours are helping a colleague out of a difficult task, helping a colleague to meet his deadline etc. The later has to do with behaviours that directly benefit the organization, for example being punctual at work, loyalty, preventing act of wastages, avoiding taking longer than necessary lunch breaks, making positive contributions that will benefit the organization even when you are not consulted. The three dimensions that fall into the OCB-organisational are conscientiousness, sportsmanship and civic virtue.

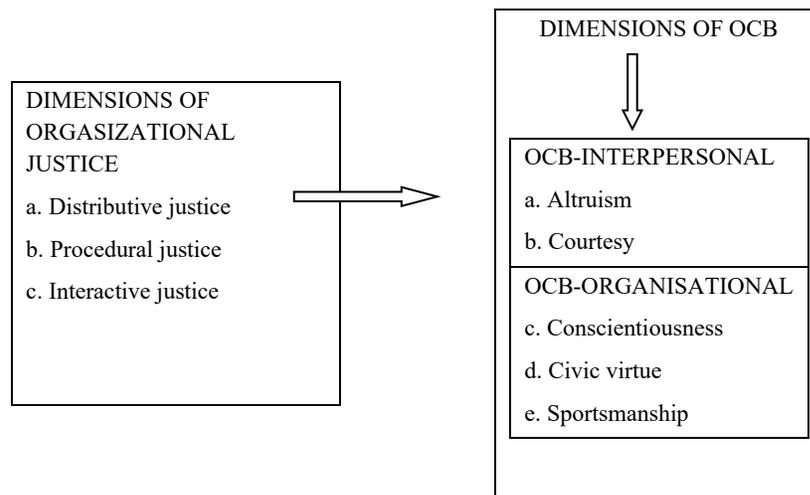


Figure 1. Relationship between Organizational Justice and OCB

Source: The Authors, 2019

To perfectly investigate the extent of the relationship, the following hypothesis were formulated

H01: There is no significant relationship between distributive justice and OCB.

H02: There is no significant relationship between procedural justice and OCB.

H03: There is no significant relationship between interactional justice and OCB.

H04: There is no significant relationship between distributive justice and OCB-Interpersonal.

H05: There is no significant relationship between interactional justice and OCB-Organisational

5. Review of Related Literature

5.1 The concept of Organisational Justice

Organizational justice is a term that is used to describe the important role of trust and fairness as it directly relates to the work environment. According to Moorman (1991) organizational justice refers to employees' perception as to whether or not they have been treated fairly at the workplace. Cropanzano, Bowen, and Gilliland (2007) describe organizational justice as an individual evaluation of the ethical and moral standing of managerial conduct. Organizational justice research over the last four decades has identified the relevance of perceptions of fairness and equity for several work behaviours and motivation (Loi, Hang-yue, & Foley, 2006; Colquitte, 2001). At least,

researchers have agreed that the determination of what is fair is critically based on the prevailing culture of an organization. They have therefore identified three basic rules used in the identification of what is fair in an organizational setting: The first rule is the equity rule which is based on the notion of merit. The rule is that people in organizations should be rewarded based on their individual contribution. This rule is usually adopted when an organization's objective centers on high productivity and employee performance. The second rule is the equality rule. This rule states that organizations should allocate outcomes equally among all organizational members regardless of individual contributions. This rule is usually applied by organization that seeks to pursue social harmony. The third rule is the need rule and it is based on the need norm. The implication of the need rule is that everyone should be rewarded according to their needs. In other words, rewards should not be based on ones' contribution to the organization or equality, but based solely on one's social and economic needs.

Organisational justice arises when employees compare the treatment they receive in their organisations with the treatments their colleagues receive and make judgments on the basis of their own perceptions (Ebeh, Njoku, Ikpeazu, & Benson, 2017). The construct of organisational justice within organisations has been researched extensively in industrial and organisational psychology (Greenberg, 1990) and it is on that basis that several authorities have documented a direct and positive relationship between the components of organizational justice and organizational citizenship behaviour (Beckley, 2014).

Perception of organisational injustice could account for why employees protest against inequitable outcomes or inappropriate process and interaction in their treatment (Alsalam & Ahaimi, 2007). A few authors like Adams (1965) and Hassan and Hashim (2011) agree that organizational justice consists of two components, namely distributive and procedural justice. They explained that distributive justice is concerned with perception of fairness in the allocations of reward, while procedural justice has to do with the fairness of the process of allocating decisions. Some other authors, like McDowall and Fletcher (2004) argue that organizational justice has four dimensions: distributive justice, procedural justice, interactional justice and informational justice. However, from the review of extant literature majority of management authorities agree that there are only three major dimensions of organisational justice viz: distributive justice, procedural justice and interactional justice (Martinz-tur, Peiro, Ramos, Moliner; 2006).

Distributive justice refers to the degree to which rewards are allocated in an equitable manner (Niehoff & Moorman, 1993). It is concerned with the reality that not all workers are treated alike, that the allocation of outcomes should be differentiated in the workplace. According to Greenberg and Baron (2008), distributive Justice is a dimension of organisational justice that focuses on people's belief, that they have received fair amounts of valued work- related outcomes (e.g. pay, etc). In fact, Dailey and Kirk (1992) found that perceived unfair distribution of reward is enough to make employee rationalize their desire to quit. Procedural justice refers to the means by which outcomes are allocated, but not specifically to the outcomes themselves (Cropanzano et al., 2007). It is the degree to which those affected by allocation decisions perceive them to have been made according to fair methods and guidelines specified (Folger & Konovsky, 1989; Greenberg, 1990). According to Folger and Cropanzano (1998) criteria for consideration of a fair procedural justice include the following: 1. opportunities for control of the process and the outcomes, 2. ability to voice one's viewpoints, 3. consistency, 4. lack of bias and availability of appeal mechanisms, 5. use of accurate information, and 6. following ethical and moral norms. For organizations to function properly justice requires explicit rules, process and procedures that are fair and which will facilitate the access of everyone (Ramin-Mehr, Hadizadeh-Moghadam, Ahmadi, 2009). Interactional justice is concerned with the treatment which an individual receives as decisions that concern him or her are made. This type of organizational justice can be developed by providing justifiable explanations for decisions and actions with empathy and respect (Bies & Moag, 1986). According to Bahari-Far and Javaheri-Kamel (2010) interactional justice is concerned primarily with all aspect of the communication process (such as respect, courtesy and politeness) among organizational members. Colquitt, Conlon, Wesson, Porter, and Ng (2001) suggest that interactional justice should be broken into two components: interpersonal and informational justice. Interpersonal justice refers to perceptions of respect and propriety in one's treatment. It reflects the degree to which people are treated with politeness, dignity, and respect by authorities and third parties involved in executing procedures or determining outcomes. On the other hand, informational justice relates to the adequacy of the explanations given in terms of their timeliness, specificity, and truthfulness. It focuses on explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion.

5.2 Organisational Citizenship Behaviour (OCB)

The concept of OCB was developed by Organ in 1988 and he gave a vivid definition of that concept as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the

aggregate promote the effective functioning of an organisation.” He went further to describe discretionary as the behaviour which is not an enforceable requirement of a particular role or job description, which is the clearly specifiable terms of the person’s employment contract with the organization. In other words, the behaviour is a matter of personal choice, such that its omission will not attract any punitive measure (Organ, 1988). This discretionary behaviour have no place in formal reward system, in other words, employees that engage in OCB are doing it on their own volition and are not expecting a reward. In fact that is why some authors conceptualize OCB as contextual performance and some others refer to it as spontaneous behaviour. Once there is an indication that the performer of that behaviour is expecting a reward for that behaviour, it can no longer be referred to as OCB. Contextual performance is defined as performance that is supportive of the social and psychological environment in which task performance takes place (Organ, 1997:95). According to Organ (1998), social and voluntary actions such as assisting colleagues who are facing challenges with their tasks, polite behaviour with personnel and consistently telling others positive things about your organization, not hiding information that can assist one in the performance of his tasks, are good examples of OCB.

He further gave five dimensions of organizational citizenship behaviour as altruism, courtesy, conscientiousness, sportsmanship and civic virtue.

5.3 The Major Dimensions of OCB according to Organ (1988)

Altruism: This simply means being helpful. Some authors refer to altruism as interpersonal helping. This involves voluntarily giving time and/or energy to support co-workers (Moon, Van Dyne, & Wrobel, 2004). Interpersonal helping according to Igbinomwanhia, & Akinmayowa, (2014) involves assisting others with heavy workloads, helping colleagues who are absent, willingly giving one’s time and helping colleagues with work related tasks or problems, and taking initiative to orient new employees. Altruism, falls under individually focused OCB.

Courtesy: This means avoiding conflict situations by being polite and courteous to people. It means avoiding the occurrence of unnecessary work-related frictions with colleagues. It is a discretionary behaviour aimed at preventing work related problem, for example giving notice to colleagues when you make any change that may adversely affect them. Courtesy falls under individually focused OCB.

Conscientiousness: This means doing more than the minimum required of you without complaint. It also means paying attention to details to minimize errors at work. It means going well beyond their usual call of duty in the areas of daily attendance at work, adhering to policies, norms, rules and regulations, etc, example include punctuality, adherence to company’s rules and regulations when nobody is watching you. Conscientiousness falls under organizationally focused OCB.

Civic virtue: This means showing interest and involvement, for example defending your organization outside, speaking good about your organization. It has to do with taking active part and involving oneself in, or is concerned about the welfare or success of the organization. It refers to employee’s deep concern and active interest in the existence and survival of your organization (Organ, Podsakoff, & MacKenzie, 2005). Civiv virtue falls under organizationally focused OCB

Sportsmanship: Accepting changes and obeying instructions without complaints. It is concerned with employees’ willingness to tolerate less than ideal organizational situations without complaining. It also concerns sacrificing one’s own personal interest for the organizational interest, Sportsmanship is under organizationally focused OCB.

Some of the most robust attitudinal predictors of OCB are employee’s perceptions of fairness (e.g. Jafari, & Bidarian, 2012; Colquitt, Greenberg, & Zapata-Phelan, 2005; Moorman, 1991; Organ and Konovsky, 1989; Podsakoff, MacKenzie, Paine, & Bachrach, 2000) and job satisfaction (e.g. Bateman, & Organ, 1983; Smith, Organ, & Near, 1983; Williams, & Anderson, 1991).

5.4 The Relationship between Organizational Justice and Organizational Citizenship Behaviour

Research findings on the relationship between OJ and OCB are mixed. Uhiara, Njoku, Ngozi, and Jimogu (2011) established that organizational justice is not a good predictor of OCB since they could not dictate any significant relationship between the two constructs. Meanwhile, some scholars like Moorman, 1991; Asgari, Silong., Ahmad, & Abu Samah, 2008; Young, 2010, Igbinomwanhia, & Akinmayowa. 2014; Nwibere, 2014; Ishmail, (2014) document a positive and significant relationship between all the three dimensions of OJ and all the dimensions OCB.

Furthermore some other scholars, like Masterson, Lewis, Goldman, and Taylor, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Lazar, Zinger, Lachterman, 2007; Nadiri, & Tanova, 2010; Farzin, Mohammadreza, Morad, & Maryam, 2012) posit that the relationship is only positive between some dimensions of OJ and some dimensions of

OCB. For example, Nadiri and Tanova (2010) demonstrated that distributive justice is only associated with altruism and conscientiousness and therefore a stronger predictor of OCB. Wan (2017) documented that perceived fairness of interpersonal treatment by managers as well as adequate and sincere communication of procedures and outcomes rather than procedural justice is much stronger in predicting OCB. Also, perceptions of interactional justice are strong predictors of OCB (Hassan, & Jubari, 2010; Lazar, Zinger, & Lachterman, 2007; Moorman, 1991). Also Masterson, Lewis, Goldman, and Taylor (2001), Colquitt et al., (2001) specifically found in their study that interactional justice positively correlated with altruism and courtesy while procedural justice correlated with the three other dimensions of OCB.

Furthermore, Farh, Podsakoff, & Organ (1990) suggest that perceptions of fairness are more strongly related to altruism than to the other four dimensions of OCB. Goudarzvandhegini, Gilaninia, and Abdesonboli (2011) posit that there is a positive and direct relationship among the three dimensions of organizational justice and organizational citizenship behaviour when they studied the behaviour of employees of a public hospital in Iran, Guangling (2011) indicate that there is a positive relationship between organizational justice and organizational citizenship behaviour. In addition, Goudarzvand-Chegini (2009) studied a sample of 300 employees of the public organizations and discovered that there is a significant relationship between organizational justice and organizational citizenship behaviour. Igbinomwanhia and Akinmayowa (2014) studied the determinants of citizenship behaviour in Nigerian organizations and concluded that OCB in Nigeria is predicted primarily by the personality of individual employees, the employees' degree of affective commitment, the employee perception of organizational justice, the employee level of spirituality and the sector in which the individual is employed. According to Igbinomwanhia and Akinmayowa (2014) where there is procedural justice (bias-free allocation of outcomes, accurate, consistent and ethical) and interactional justice (information about decisions are shared as the decisions are made and promoted by providing explanations for decisions and delivering the news with sensitivity and respect), organizational citizenship behaviour will be encouraged and sustained.

In a study by Emelle, Jaja, and Ukoha, (2016) the authors found a positive association between procedural justice and organizational commitment and concluded that procedural justice promote organizational commitment among workers. Hassan and Hashim (2017) examined the relationship between the perception of organizational justice and organizational outcomes with special reference to employment conditions of local and expatriate academic staff in some public universities in Malaysia. The authors discovered that, except for job satisfaction, where Malaysians recorded significant higher endorsement compared to expatriates, no significant difference was found between the two groups on perception of distributive, procedural, and interactional aspects of organizational justice, as well as organizational commitment and turnover intention. According to Yilmaz and Tasdan (2008) employee's perception of organisational justice assists employees to feel as members of the organisation and this tend to boost their commitment to their organization. Malik and Naeem's (2011) survey revealed that two dimensions of organizational justice ie distributive and procedural justice had significant positive impact on organisational commitment among junior faculty members while Iqbal and Ahmad (2016) observed that organizational justice has a strong impact on organizational commitment. In the same vein, Bakhshi, Kumar and Rani (2009), reported a positive relationship between organisational justice and organisational commitment of medical college employees in India, just as Bakhshi, Kumar, and Rani (2009) conclude that when employees perceive fair treatment by their employers, they are likely to be more committed to their employers. Also such perception will instill more trust, satisfaction, and control. The reverse is the case when employees feel cheated. In a study by Yavuz (2010) it was discovered that organisational justice and organisational culture have a higher positive influence on teachers affective, normative and continuance commitment, which directly impact positively on their performance. Yaghobi, Javadi, and Agha-Rahimi (2010) share the same opinion by saying that organizational justice can lead to employee's high commitment and extra role behaviour at the workplace. Tansky (1993) posits that procedural justice (perceived justice of the decision making procedures) and fair treatment from managers and supervisors (interactional justice) seem to be the most important component to the relationship between justice and OCB (Abili, Shateri, Yozbashi, & Faraji-Deh Sorkhi, 2009). That is why Ramamoorthy and Flood (2004) contend that perceptions of organizational justice have been identified as an influential factor in employee attitudes at the workplace. In the same vein, Robinson and Morrison (1995) argue that when employees perceive that their employer had failed to fulfill employment obligations, there is a tendency that the employees will not engage in civic behaviour, which is a dimension of OCB. According to Yilmaz and Tasdan (2009) the perception organizational justice has the potential to reinforce affirmative citizenship perceptions. In the same vein, there is a positive relationship between perception of organizational justice and organizational citizenship behaviour.

According to Tansky (1993) perceived justice of the decision making procedures (procedural justice) and fair

treatment from managers and supervisors (interactional justice) seem to be the most important component in explaining the relationship between justice and OCB. Others writers affirm that procedural justice accounts for a linear relationship with altruism (Farh et al., 1990) and altruism, courtesy, sportsmanship, and conscientiousness (Moorman, 1991). It is on the basis of the above that researchers are now paying more attention to the concept of organizational citizenship behaviour significantly due to the strong positive effects it has on performance and other organizational outcomes (Bolino, Turnley, Bloodgood, 2002; Cohen, & Kol, 2004).

Likewise, Robinson and Morrison (1995) argue that employees are less likely to engage in civic behaviour if they perceive that their employer had failed to fulfill employment obligations. Moorman (1991) emphasizes that interactional justice is the sole dimension of fairness to significantly relate to OCB while Giap et al. (2005) stress that the only significant correlation is that between altruism and interpersonal justice (sincerity and respectfulness of authority communication). Additionally, DeConinck (2010) asserts that in order to increase interactional justice, it is imperative for the supervisor to explain the procedure as well as to take questions from the employee regarding the process. In essence, employees are more likely to exhibit OCBs if they perceive that their organizations are treating them fairly. However, Wan (2017) postulated something different by saying that equity in reward distribution, objectivity in decision making process and procedures, and candid explanations of actions do not deter pessimistic behaviours. In other words, there is no direct relationship between OJ and OCB, rather he advised that in order to avoid negative behaviours from workers; organizations provide adequate training and developmental programs to enhance interpersonal skills of superiors.

Hassan and Mohd Noor (2008) assert that there is no significant relationship between organizational justice and extra-role behaviour in a high power distance and collectivistic society like Malaysia. Othman et al. (2005) establish that justice perceptions moderated the relationship between psychological contract violation and OCB. Despite being a high power distance country, where open expression of dissatisfaction is much constrained, interest in research on organizational justice in Malaysia has greatly increased.

6. Methodology

This study is aimed at exploring the relationship between organizational justice and organizational citizenship behaviour among Adhoc staff of Delta State Polytechnic, Ogwashi Uku, Delta State, Nigeria. The data were collected from 120 randomly selected Adhoc lecturers of the Polytechnic through the Organisational Justice and Organisational Citizenship Behaviour questionnaires. Content validity of the questionnaires was approved by expert judgments, while its face validity was tested by pretest of questionnaires. All the three dimensions of organisational justice were measured on a 5- point Likert type scale. The response mode ranges from 5 = strongly agree to 1 = strongly disagree. To determine their reliability, Cronbach-alpha calculation was used (organizational justice questionnaire 0.83 and organizational trust 0.81). Collected data were analyzed using descriptive and inferential statistics. First, descriptive statistical analysis was performed on all variable items. Thereafter, correlation analysis was performed to ascertain whether or not the two variables are linearly related. From the correlation analysis, a regression analysis was also performed to determine if the independent variable (OJ) significantly predict dependent variable (OCB).

7. Presentation and Analysis of Data

The study was targeted to the 150 Adhoc lecturers of the polytechnic. However, only 120 of them were able to be accessed and issued with questionnaires. Out of which, 105 were retrieved with valid input. This shows a response rate of 87.5 percent. From those that responded, 55 percent were male while 45 percent were female. The mean age of the respondents was 39.21 years.

Table 1 shows the mean responses, standard deviations, and correlations between/among the variables of study. From the table, it will be observed that the three dimensions of organizational justice have a mean score that is slightly above average. The mean and standard deviation for the two major dimensions of OCB were 5.17 and 5.29 for OCB-interpersonal and OCB-organisational respectively. Their corresponding standard deviations were .87 and .79 for interpersonally focused OCB and organizationally focused OCB. It is interesting to note that distributive justice and interactional justice appear to have more weight than the interactional justice.

Table 1. Means, Standard Deviations, and Correlations among the Variables

S/N	Variable	M	SD	1	2	3	4	5	6	7
1	Organizational Justice	4.22	1.27	1						
2	Distributive Justice	4.27	1.19	.817**	1					
3	Procedural Justice	3.88	1.44	.798**	.389**	1				
4	Interactional Justice	4.16	1.22	.808**	.402**	.448**	1			
5	OCB	4.89	.86	.277**	.307**	.291**	.327**	1		
6	Interpersonally Focussed OCB	5.17	.87	.301**	.186**	.117**	.315**	.653**	1	
7	Focussed OCB	5.29	.79	.285*	.318**	.211**	.412**	.787**	.609**	1

Note: * $p < 0.05$; ** $p < 0.01$; (N=105)

From the above table, it can be documented that there exist a direct positive and significant relationship between organizational justice and OCB at $p < 0.01$. Furthermore, the three dimensions of organizational justice (distributive, procedural and interactional) indicated a positive relationship with the two main dimensions of OCB, namely OCB-interpersonal and OCB-organisational also at $p < 0.01$.

Regression analysis was also performed to determine the predictive power of the independent variable over the sampled population. The result of the analysis is shown in tables 2 to 10 in the appendix.

From the regression table (Table 2), it can be confirmed that distributive justice and transactional justice have very significant positive relationship with OCB. Procedural justice is positively related to OCB but it is not significant ($\beta = .147$ and a p-value .725). The implication of this is that an increase in the perception of distributive and transactional justice by the respondents will lead to an increase in their performance of OCB, all other things being equal. From the analysis also, we can conclude that distributive justice is the highest predictor of OCB among the respondents ($\beta = .325$ and p-value .000). Therefore, we reject H01 and H03 and accept H02.

Furthermore, table 3 and 4 show that the model is significant to predict the relationship between distributive justice and OCB. In other words, we are right to say that about 16 percent (Adjusted R-Square .159) of variations in OCB can be attributed to distributive justice.

From table 5 in the appendix we can see that β is .314 with a p-value of $\leq .0005$ which shows that distributive justice significantly predict OCB-interpersonal more than any other dimensions of organizational justice. We therefore reject H0 4. From the analysis of variance (ANOVA) we could also see that the model is significant. We also saw from table 6 and 7 that about 21 percent (Adjusted R-Square) of variations in the dependent variable (OCB-Interpersonal) is caused by the independent variable (distributive justice). Also the coefficient of determination shows that about 16 percent variations in the dependent variable can be explained by the two dimensions of the independent variables (organizational justice vis a vis distributive and interactional justice.)

From table 8, we discovered that interactional justice is significantly related to OCB-organisational with a β of .219 and p-value of less than 5 percent. Therefore, we reject Hypothesis 5 that interactional justice is not significantly related to OCB –organisational. From table 8, we see that distributive justice also predicts OCB-organisational, but not very significant.

Furthermore, table 9 and 10 show that the model is significant to predict the relationship between interactional justice and OCB-organisational. In other words, we are right to say that about 20 percent of variations in OCB-organisational can be attributed to interactional justice (Adjusted R-Square .197), while about 15 percent of variations on OCB-organisational can be attributed to distributive justice.

Table 2. The Coefficient of Correlation

Model	Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.
	β	SE	β		
1 (Constant)	5.737	.233		28.242	.000
DSTBVJSTC	.153	.078	.325	5.331	.000
PRDRLJSTC	.049	.053	.147	.402	.725
TRSNLJSTC	.232	.057	.288	5.636	.002

a. Dependent variable: OCB

Table 3. Analysis of Variance (ANOVA) for the Regression Model

Model	Sum of Squares	Degree of Freedom	Mean Squares	F	Sig.
1 Regression	33.427	3	9.866	29.927	.000 ^a
Residual	255.212	102	.416		
Total	288.639	105			

a. Predictors (Constant): DSTBVJSTC, PRDRLJSTC and TRSNLJSTC

b. Dependent Variable: OCB

Table 4. The Coefficient of Determination for the Regression Model

Model	R	R-Squared	Adjusted R-Squared	Std Error of the Estimate
1	.519 ^a	.169	.159	.587112

a. Predictors (Constant): DSTBVJSTC, PRDRLJSTC and TRSNLJSTC

Table 5. The Coefficients^a of Correlation

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	Beta	Std Error	Beta		
(Constant)	5.147	.170		25.339	.000
DSTBVJSTC	.214	.024	.314	5.80	.000
PRDRLJSTC	.069	.074	.077	2.35	.866
TRSNLJSTC	.198	.013	.108	7.15	.638

a. Dependent Variable: OCB-Interpersonal

Table 6. Analysis of Variance (ANOVA) for the Regression Model

Model	Sum of Squares	Degree of Freedom	Mean Square	F	Sig.
Regression	19.636	3	17.112	18.525	.000 ^a
Residual	255.121	102	.480		
Total	274.757	105			

a. Predictors (Constant): DSTBVJSTC, PRSDRLJSTC and TRSTNLJSTC

b. Dependent Variable: OCB-Interpersonal

Table 7. Results of Regression Analysis between OJ and OCB-interpersonal

Model	R	R-Squared	Adjusted R-Squared	Std Error of the Estimate
1	.388	.216	.206	.27526

a. Predictors (Constant): DSTBVJSTC, PRSDRLJSTC and TRSTNLJSTC

Table 8. The Coefficients of Correlation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	Beta	Std Error	Beta		
1 (Constant)	5.222	.187		31.445	.000
DSTBVJSTC	.018	.045	.147	2.511	.000
PRSDRLJSTC	.104	.047	.075	4.202	.656
TRSTNLJSTC	.178	.055	.219	5.777	.000

a. Dependent Variable: OCB-Organisational

Table 9. Analysis of Variance (ANOVA) for the Regression Model

Model	Sum of Squares	Degree of Freedom	Mean Square	F	Sig
Regression	47.258	3	15.753	27.574	.000a
Residual	301.638	102	.571		
Total	346.896	105			

a. Predictors (Constant): DSTBVJSTC, PRSDRLJSTC and TRSTNLJSTC

b. Dependent Variable: OCB-Organisational

Table 10. The Coefficients of Determination for the Regression Model

Model	R	R-Squared	Adjusted R-Squared	Standard Error of the Estimate
1	.368	.186	.197	.75583

a. Predictors (Constant): DSTBVJSTC, PRSDRLJSTC and TRSTNLJSTC

8. Summary of Findings

This study is aimed at determining the relationship between organizational justice (OJ) and organizational citizenship behaviour (OCB) among Adhoc teaching staff of Delta state polytechnic, Ogwashi Uku, Nigeria. From the analysis of data we discovered that the Adhoc teaching staff exhibited a high level of organizational citizen behaviour. It was also found that the Adhoc teaching staff engage more of OCB-organisational than the OCB-interpersonal. On the extent to which organisational justice predicts OCB, it was discovered that organisational justice impact positively and significantly to OCB. It is important to note that from our study the relationship between procedural justice and OCB is not very significant.

9. Conclusions and Recommendations

Employers of labour can promote and encourage the engagement in OCB by creating a workplace environment that is conducive and supportive of OCB notwithstanding the fact that the behaviour is discretionary. Based on the findings of this study, it is strongly recommended that organisational participants, in this case the superiors should ensure fairness and justice in their dealing with their Adhoc employees in the institution. The Adhoc staffs are working at full capacity but they are being treated like second class citizen in their place of work. Such action demoralizes worker and can lead to unproductive behaviour. Secondly, it is recommended that the Adhoc employees' salaries should be reviewed upward to meet the challenges of time. A situation where Adhoc staffs are paid about one quarter of what their colleagues who are on permanent employment are paid is not just unfair and unjust, but demotivating.

Thirdly, the period spent by Adhoc staff should be made to count while still on Adhoc. A situation where an Adhoc works for three or more years and still remains as a starter even when he is finally absorbed is not fair and just to the Adhoc staff. The experience he or she has garnered as an Adhoc staff should count whenever he or she is finally absorbed.

Fourthly, school management has to remove the disparity between Adhoc staff and permanent staff in the aspect of course allocation, project supervision, training and task allocation. This will help to improve the sense of belonging among the Adhoc staff because employee sense of belonging in teams enhances perceptions of fairness and encourage citizenship behaviours.

Furthermore, Adhoc staff should be treated with respect because treating employees with dignity and respect, has been found to correlate positively with OCB. The way some permanent lecturers treat the Adhoc lecturers has a significant influence on their attitudes and commitment and, as a consequence, on their performance. Permanent staff should be sensitized on the need to treat the Adhoc staff as colleague and not as inferior in their daily interpersonal dealings.

School management should ensure that they actively communicate their effort at acting fairly and justly through interaction because it will help to improve Adhoc staff perceptions of interactional justice.

Finally, school management should be made to understand the relevance of OCB and should consider the inclusion of OCB in their performance appraisal in order to encourage and promote the engagement of OCB, especially among the permanent teaching staff.

In conclusion, Jafari and Bidarian (2012) proposed the following as ways to promote organizational justice. First and foremost, organisations should show more concern about the welfare of their staff and show support, consideration, and helpfulness at all times. Secondly, more attention should be paid to the process of distribution of outcomes and rewards. Thirdly, consistent and fair procedures regarding employment, promotion and performance assessment should be developed.

Fourthly, organizations should foster the development of close relationship between superiors and their subordinates with a view to harnessing a good quality interpersonal relationship among lecturers. Fifthly, there should be free flow of information, trust to employees, open and a two- ways communication to improve interactional justice. School management should convince the concerned employees about their sincerity in ensuring equity through information sharing. Willful manipulation intentions by management may generate counterproductive behaviour that can spiral beyond the effective control of management. School administration can improve employee perceptions of justice by providing timely information, ensuring equity in distribution of outcomes, enacting fair procedures, and treating the Adhoc staff the same way other permanent employees are treated.

Finally, in view of the results, there is a call on the management of Delta State Polytechnic to build, develop and sustain a culture of fairness especially when taking decisions that have to do with the sharing of organizational rewards (distributive justice); when considering the methods and procedures that will be used in determining the decisions or outcomes (procedural justice); and finally, in the quality of their interpersonal relationship with their Adhoc employees (interactional justice).

References

- Abili, K. H., Shateri, K., Yozbashi, A., & Faraji-Deh Sorkhi, H. (2009). *Organizational citizenship behaviour: characteristics, dimensions and outcomes*. 1st National Conference of Management of Organizational Citizenship Behaviour.
- Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (2nd ed.) New York, NY: Academy Press. [https://doi.org/10.1016/S0065-2601\(08\)60108-2](https://doi.org/10.1016/S0065-2601(08)60108-2)
- Alsalem, M., & Alhaiani, A. (2007). Relationship between organizational justice and employee's performance. *Aledari*, 108, 97-110.
- Arslan, M. M. (2009). Organizational trust and perceptions of the teachers of technical and industrial vocational high school. *Journal of Method and Practice in Education*, 5(2), 274-288.
- Asgari, A., Silong, A. D., Ahmad, A., & Abu Samah, B. (2008). The relationship between transformational leadership behaviours, organizational justice, leader-member exchange, perceived organizational support, trust in management and organizational citizenship behaviours. *European Journal of Scientific Research*, 23(2), 23-36.
- Bahari-Far, A., & Javaheri-Kamel, M. (2010). The survey of outcomes of organization ethical values. *Journal of Tosse Ensani Police*, 7(28), 23-34.
- Bakhshi, A., Kumar, K., & Rani, E. (2009). Organisational justice perception as predictor of job satisfaction and organisational commitment. *International Journal of Business Management*, 4(9), 145-154. <https://doi.org/10.5539/ijbm.v4n9p145>
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: the relationship between affect and employee citizenship. *Academy of Management Journal*, 26, 587-595. <https://doi.org/10.2307/255908>

- Beckley, A. (2014). Organisational justice: is the police service ready for it? *Journal of Policing, Intelligence and Counter Terrorism*, 9(2), 176-190. <https://doi.org/10.1080/18335330.2014.940820>
- Bies, R. J., & Moag, J. S. (1986). Interactional justice: communication criteria of fairness. *Research on Negotiation in Organizations*, 1, 43-55.
- Blakely, G., Andrew, M., & Mooreman, R. (2005). The moderating effect of equity sensitivity on the relationship between organizational justice and organizational citizenship behaviours. *Journal of Business and Psychology*, 20, 259-273. <https://doi.org/10.1007/s10869-005-8263-3>
- Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship behaviour and the creation of social capital in organizations. *Academy of Management Review*, 27(4), 505-522. <https://doi.org/10.5465/amr.2002.7566023>
- Cohen, A., & Kol, Y. (2004). Professionalism and organizational citizenship behaviour: An empirical examination among Israeli nurses. *Journal of Managerial Psychology*, 19(4), 386-405. <https://doi.org/10.1108/02683940410537945>
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., & Porter, C. N. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86, 425-445. <https://doi.org/10.1037/0021-9010.86.3.425>
- Colquitt, J. A., Greenberg, J., & Zapata-Phelan, C. P. (2005). What is organizational justice? A historical overview. In J. Greenberg & J. A. Colquitt (Eds.), *The handbook of organizational justice* (pp. 3-56). Mahwah, NJ: Erlbaum.
- Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organisational justice. *Academy of Management Perspectives*, 18, 34-48. <https://doi.org/10.5465/amp.2007.27895338>
- Dailey, R. C., & Kirk, D. J. (1992). Distributive and procedural justice as antecedents of job dissatisfaction and intent to turnover. *APA spy Net*. <https://doi.org/10.1177/001872679204500306>
- DeConinck, J. B. (2010). The effect of organizational justice, perceived organizational support, and perceived supervisor support on marketing employees' level of trust. *Journal of Business Research*, 63(12), 1349-1355. <https://doi.org/10.1016/j.jbusres.2010.01.003>
- Deluga, R. J. (1994). Supervision trust building, leader - member exchange and OCB. *Journal of Occupational and Organizational Psychology*, 67, 315-326. <https://doi.org/10.1111/j.2044-8325.1994.tb00570.x>
- Ebeh, R. E., Njoku, E. C., Ikpeazu, O. C., & Benson, L. (2017). Organisational commitment and job involvement among casual workers: The role of organizational justice. *Global Journal of Human Resource Management*, 5(4), 17-32.
- Elovainio, M., Kivimaki, M., & Vahtera, J. (2002). Organizational Justice: Evidence of a new psychosocial predictor of health. *American J. Public Health*, 92, 105-108. <http://dx.doi.org/10.2105/AJPH.92.1.105>
- Emelle, O. U., Jaja, S. A., & Ukoha, O. (2016). Procedural justice and organisational commitment: A study of selected hotels in Port Harcourt, Nigeria. *International Journal of Advanced Academic Research*, 2(5), 51-62.
- Farh, J. I., Earley, P. C., & Lin, S. C. (1997). Impetus for action: A cultural analysis of justice and organizational citizenship behaviour in Chinese society. *Administrative Science Quarterly*, 42, 421-444. <https://doi.org/10.2307/2393733>
- Farh, J., Podsakoff, P. M., & Organ, D. W. (1990). Accounting for organizational citizenship behaviour: Leader fairness and task scope versus satisfaction. *Journal of Management*, 16(4), 705-721. <https://doi.org/10.1177/014920639001600404>
- Farzin, F., Mohammadreza, A., Morad, R. D., & Maryam, N. J. (2012). Organizational citizenship behaviour: The role of organizational justice and leader—member exchange, Interdisciplinary. *Journal of Contemporary Research in Business*, 3(9), 893-903.
- Folger, R., & Cropanzano, R. (1998). *Organizational justice and human resource management*. London: Sage Publications.
- Folger, R., & Konovsky, M. A. (1989). Effects of procedural and distributive justice on reactions to pay raise decisions. *Academy of Management Journal*, 32, 115-130. <https://doi.org/10.2307/256422>
- Giap, B. N., Hackermeier, I., Jiao, X., & Wagdarikar, S. P. (2005). Organizational Citizenship Behaviour and Perception of Organizational Justice in Student Jobs. *Workplace Behaviour in Student Jobs*, 1-14.

- Goudarzvandchegini, M., Gilaninia, S., & Abdesonboli, R. (2011). Organisational justice and organisational citizenship behaviour case study: Rasht Public Hospitals. *International Journal of Business Administration*, 2(4), 42-49. <https://doi.org/10.5430/ijba.v2n4p42>
- Goudarzvand-Chegini, M. (2009). The relationship between organizational justice and organizational citizenship behaviour. *American Journal of Economics and Business Administration*, 1(2), 171-174. <https://doi.org/10.3844/ajebasp.2009.173.176>
- Goudarzvandchegini, M., Gilaninia, S., & Abdesonboli, R. (2011). Organizational justice and organizational citizenship behaviour – A case study of Rasht public hospitals. *International Journal of Business Administration*, 2(4), 42-49. <https://doi.org/10.5430/ijba.v2n4p42>
- Greenberg, J. (1990). Organization justice: yesterday, today and tomorrow. *Journal of Management*, 16(2), 399-432. <https://doi.org/10.1177/014920639001600208>
- Hassan, A., & Hashim, J. (2011). Role of organizational justice in determining work outcomes of national and expatriate academic staff in Malaysia. *International Journal of Commerce and Management*, 21(1), 82-93. <https://doi.org/10.1108/10569211111111711>
- Hassan, A., & Al Jubari, I. H. A. (2010). Organizational justice and employee work engagement: LMX as mediator. *Journal of International Business and Entrepreneurship Development*, 5(2), 167-178. <https://doi.org/10.1504/JIBED.2010.037000>
- Hassan, A., & Hashim, J. (2011). Role of organizational justice in determining work outcomes of national and expatriate academic staff in Malaysia. *International Journal of Commerce and Management*, 21(1), 82-93. <https://doi.org/10.1108/10569211111111711>
- Igbinomwanhia, O. R., & Akinmayowa, J. T. (2014). The determinants of citizenship behaviour in Nigerian organisations. *European Journal of Business and Management*, 6(35), 155-167.
- Iqbal, Q., & Ahmad, B. (2016). Organisational justice, trust and organisational commitment in banking sector of Pakistan. *Journal of Applied Economics and Business*, 4(1), 26-43.
- Ishmail, H. (2014). Organizational Justice and Citizenship Behaviour, the Mediating Role of Trust. *International Journal of Human Resource Studies*, 5(1), 86-96. <https://doi.org/10.5296/ijhrs.v5i1.6757>
- Ismail, S., Iqbal, Z., & Adeel, M. (2018). Impact of organizational justice and organizational citizenship behaviour on employee's performance. *International Journal of Human Resource Studies*, 8(2), 188-202. <https://doi.org/10.5296/ijhrs.v8i2.13070>
- Jafari, P., & Bidarian, S. (2012). The relationship between organizational justice and organizational citizenship behaviour. *Procedia - Social and Behavioural Sciences*, 47, 1815-1820. <https://doi.org/10.1016/j.sbspro.2012.06.905>
- Katz, D., & Kahn, R. L. (1966). *The social psychology of organizations*. New York: Wiley.
- Lazar, A., Zinger, A., & Lachterman, B. (2007). The influence of pre-feedback selection justice on perceptions of overall procedural justice and organizational attractiveness in a real-life selection procedure. *European Journal of Work and Organizational Psychology*, 16(1), 94-109. <https://doi.org/10.1080/13594320600980814>
- Loi, R., Hang-yue, N., & Foley, S. (2006). Linking employees' justice perceptions to organizational commitment and intention to leave: the mediating role of perceived organizational support. *Journal of Occupational & Organizational Psychology*, 79, 101-120. <https://doi.org/10.1348/096317905X39657>
- Lv, A., Shen, X., Cao, Y., Su, Y., & Chen, X. (2012). Conscientiousness and organizational citizenship behaviour: The mediating role of organizational justice. *Social Behaviour and Personality: An International Journal*, 40(8), 1293-1300. <https://doi.org/10.2224/sbp.2012.40.8.1293>
- Malik, M. H., & Naeem, B. (2011). Impact of perceived organizational justice on organizational commitment of faculty members: Empirical evidence from Pakistan. *Interdisciplinary Journal of Research in Business*, 1(9), 92-98.
- Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2001). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal*, 43, 738-748. <https://doi.org/10.2307/1556364>
- Martinez-Tur, V., Peiro, J. M., Ramos, J., & Moliner, C. (2006). Justice perceptions as predictors of customer

- satisfaction: The impact of distributive, procedural and interactional justice. *Journal of Applied Social Psychology*, 36(1), 100-119. <https://doi.org/10.1111/j.0021-9029.2006.00005.x>
- McDowall, A., & Fletcher, C. (2004). Employee development: an organizational justice perspective. *Personnel Review*, 33(1), 69-75. <https://doi.org/10.1108/00483480410510606>
- Mehrdad, G., Shahram, G., & Abdesonboli, R. (2011). Organizational justice and organizational citizenship behaviour: A case study of Rasht public hospitals. *International Journal of Business Administration*, 2(4), 42-49. <https://doi.org/10.5430/ijba.v2n4p42>
- Monanu, O. G., Okoli, I. E., Ezeliora, M. M., & Okeke, P. A. (2014). Organisational justice and organisational citizenship behaviours among academic staff of private universities in Southeast Nigeria. *Journal of Economics and Sustainable Development*, 5(21), 12-23.
- Moon, H., Van Dyne, L., & Wrobel, K. (2004). The circumplex model and the future of organisational citizenship behaviour research. In D. L. Turnipseed (Eds.), *Handbook of Organisational Citizenship Behaviour*, pp. 1-22, New York: Nova Science.
- Moorman R. H. (1991). Relationship between organizational justice and organizational citizenship behaviours: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76, 845-855. <https://doi.org/10.1037/0021-9010.76.6.845>
- Nadiri, H., & Cem, T. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behaviour in hospitality industry. *International Journal of Hospitality Management*, 29, 33-41. <https://doi.org/10.1016/j.ijhm.2009.05.001>
- Niehoff, B. P. (2004). *A motive based view of organisational citizenship behaviour: Applying an old lens to a new class of organisational behaviours*. Paper presented at the 28th Annual National Agriculture Education Research Conference.
- Niehoff, B., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36(3), 527-556. <https://doi.org/10.2307/256591>
- Nwibere, B. M. (2014). Organisational justice as a determinant of organisational citizenship behaviour in the Nigerain work environment: A study of selected universities in the Niger Delta Region. *International Journal of Business and Management*, 9(4), 191-205. <https://doi.org/10.5539/ijbm.v9n4p191>
- Organ, D. W. (1988). *Organisational citizenship behaviour: The good soldier syndrome*. Lexington MA: Lexington books.
- Organ, D. W. (1997). Organizational citizenship behaviour: it's construct clean-up time, *Human Performance*, 10, 85-97. https://doi.org/10.1207/s15327043hup1002_2
- Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behaviours. *Journal of Applied Psychology*, 74, 157-164. <https://doi.org/10.1037/0021-9010.74.1.157>
- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organisational citizenship behaviour: Its nature, antecedents and consequences*. Thousand Oaks: Sage Publications.
- Othman, R. A., Rashida, H., Noor A., & Rosmah, M. (2005). Psychological contract violation and organizational citizenship behaviour. *Gaja Mada International Journal of Business*, 7, 325-349. <https://doi.org/10.22146/gamaijb.5582>
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviours: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26, 513-563. <https://doi.org/10.1177/014920630002600307>
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual and organizational-level consequences of organizational citizenship behaviours: A Meta-Analysis. *Journal of Applied Psychology*, 94, 122-141. <https://doi.org/10.1037/a0013079>
- Price, J. L., & Mueller, C. W. (1986). Handbook of organizational measurement. *Teaching Sociology*, 16(4), 465-466. <https://doi.org/10.2307/1318173>
- Pitman, Marshfield, M. A., Skarlicki, D., & Latham, G. (1996). Increasing citizenship behaviour within a labor union: A test of organizational justice theory. *Journal of Applied Psychology*, 81, 161-169.

<https://doi.org/10.1037/0021-9010.81.2.161>

- Ramamoorthy, N., & Flood, P. C. (2004). Gender and employee attitudes: The role of organizational justice perceptions. *British Journal of Management*, 15, 247-258. <https://doi.org/10.1111/j.1467-8551.2004.00417.x>
- Ramin-Mehr, H., Hadizadeh-Moghadam, A., & Ahmadi, I. (2009). The relationship between perceive of organizational justice and organizational citizenship behaviour (case study: Tehran petroleum company). *Journal of Change Management*, 1(2).
- Robinson, S. L. (1996). Trust and breach of the psychological contract. *Administrative Science Quarterly*, 41(4), 574-599. <https://doi.org/10.2307/2393868>
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behaviour: its nature and antecedents. *Journal of Applied Psychology*, 68, 653-63. <https://doi.org/10.1037/0021-9010.68.4.653>
- Tansky, J. W. (1993). Justice and organizational citizenship behaviour: What is the relationship? *Employee Responsibilities and Rights Journal*, 6(3), 195-207. <https://doi.org/10.1007/BF01419444>
- Uhiara, A. C., Njoku, J. C., Ngozi, A. S., & Jimogu, S. C. (2011). The relationship between organisational justice and organisational citizenship behaviour in a small Nigerian sample. *Journal of Research and Development*, 3(1), 133-138.
- Walumbwa, F. O., Hartnell, C. A., & Oke, A. (2010). Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behaviour: a cross-level investigation. *J Appl Psychol*, 95(3), 517-29. <https://doi.org/10.1037/a0018867>
- Wan, H. L. (2011). The role of leader-member exchange in organizational justice and organizational citizenship behaviour. *Research and practice in Human Resource Management*, 19(2), 71-91.
- Wat, D., & Shaffer, M. A. (2005). Equity and relationship quality influences on organizational citizenship behaviour: the mediating role of trust in the supervisor and empowerment. *Personnel Review*, 34(4), 406-422. <https://doi.org/10.1108/00483480510599752>
- William, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship behaviour and in-role behaviours. *Journal of Management*, 17(3), 601-617. <https://doi.org/10.1177/014920639101700305>
- Yaghibi, M., Javadi, M., & Agha-Rahimi, Z. (2010). The relationship between knowledge management and students demographic characteristics in Isfahan Medical University. *Iranian Journal of Education in Medical Science*, 11, 123-134.
- Yavuz, M. (2010). The effects of teachers' perception of organizational justice and culture on organizational commitment. *African Journal of Business Management*, 4(5), 695-701.
- Yılmaz, K., & Taşdan, M. (2009). Organizational citizenship and organizational justice in Turkish primary schools. *Journal of Educational Administration*, 47(1), 108-126. <https://doi.org/10.1108/09578230910928106>
- Young, L. D. (2010). Is organizational justice enough to promote citizenship behaviour at work? A retest in Korea. *European Journal of Scientific Research*, 45(4), 637-648.