



**DISTRIBUTIVE JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR OF DEPOSIT MONEY BANKS IN RIVERS STATE, NIGERIA**

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**ABSTRACT**

*The study examined the relationship between study distributive justice and organizational citizenship behaviour in Deposit Money Banks in Rivers State. The effects of distributive justice was tested on organizational citizenship behaviour measures such as civic virtue and conscientiousness. We adopted a cross sectional survey design and data were generated from 193 respondents from the target deposit money Deposit Money Banks in Rivers State. As a quantitative study, the primary data collection instrument for the study was the structured questionnaire. The test for the reliability for the instrument was carried out using the Cronbach alpha reliability instrument with a reliability threshold of 0.70. The Analysis comprised of the univariate (single variable assessments) bivariate (test for hypothetical relationships) while the bivariate analysis was carried out using the Spearman's rank order correlation coefficient at a 0.05 level of significance. Findings from the study revealed that distributive justice significantly impacts on the measures of OCB (civic virtue and conscientiousness). Based on the findings, it was recommended that OCB within an organization should be significantly increased by enhancing organizational fairness, particularly procedural justice. Bank managers should first improve the procedural justice and hence increase overall levels of perceived justice by involving employees in the procedures used in making decisions and allocating rewards.*

**Keywords:** *Distributive Justice, Organizational Citizenship Behavior, Civic Virtue, Conscientiousness*

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## INTRODUCTION

Many contemporary writings on organizations emphasize the importance of core values to the organization (Collins & Porras, 1997). Justice in terms of fair treatment of employees is identified as one of those values and fairness as one of the fundamental bases of cooperative action in organizations (Cropanzo, Bowen & Gilliland, 2007). Truth telling, promise keeping, fairness, and respect for the individual are some of the key guiding principles of effective people management in organizations (Russell, 2001). Justice perceptions can influence employees' attitudes and behaviour for good or ill, in turn having a positive or negative impact on their performance and the organization's success (Baldwin, 2006). Justice is therefore a basic requirement for the effective functioning of organizations and the personal commitment of the individuals they employ (McFarlin & Sweeney, 1992). Employee perceptions of organizational justice in terms of fair formal decision-making procedures (procedural justice), fair decision outcomes (distributive justice), fair interpersonal treatment (interpersonal justice) and information sharing (informational justice) by decision makers have been found to be related to a variety of work-related attitudes and behaviors including commitment (Colquitt, Conlon, Wesson, Porter & Ng, 2001).

Justice perceptions can influence employee attitudes and behaviour for good or ill, in turn having a positive or negative impact on individual, group and the entire organization's performance and success (Baldwin, 2006). Empirical evidence supports the notion that an employee's perception of organizational justice affects their attitude toward the organization (Konovsky & Folger, 2000). If the perception of organizational justice is positive, individuals tend to be more satisfied and committed to their job (McFarlin & Sweeney, 1992).

Organizational justice impacts on employees in organizations since they are the subject of work place

decisions virtually every day of their organizational lives (Cohen et al., 2001). Some of these decisions deal with the salaries individuals earn the projects or programmes they implement while others deal with work place interactions. The importance of those consequences causes individuals to judge the decision making they experience from a justice perspective (Colquitt, 2001). According to Baldwin (2006) the term organizational justice refers to the extent to which employees perceive workplace procedures, interactions, and outcomes to be fair in nature. He concluded that these perceptions can influence attitudes and behaviours of the employees. Cropanzano, Bowen and Gilliland (2007) defined it as a personal evaluation about the ethical and moral standing of managerial conduct.

Organizational citizenship behaviour (OCB) is argued to be one of the vital factors that affects the effectiveness of an organization (Podsakoff, Whitting, Podsakoff, & Blume, 2009). OCB has been quite a concerned problem in organizational behaviour field and it has been commonly used as a criterion variable (Azmi, Desai, & Jayakrishnan, 2016). A major goal or purpose management is to enhance the effectiveness and overall performance of organizations (Ng, Ke, & Raymond, 2014). Amongst some of the identified factors, OCB has been recognized as one of the substantial contributors to the productivity and effectiveness of organizations (Podsakoff *et al.*, 2009).

One way for organizations to be more effective and efficient is to have "good people". That is, employees who work hard, are honest and who will do their utmost to contribute to the effectiveness and efficiency of the organization, but motivating employees is not very easy. Many theories have addressed this subject. Organizational citizenship behaviour (OCB) probably has existed from the very beginning of the creation of organizations in their simplest form, but OCB has been acknowledged by researchers as a separate phenomenon only since 1983 (Organ, 1988).

Borman and Motowidlo (2014) noted that the incidence of conflict and strife within the organization could most times be as a result of the lack of the spirit of sportsmanship, courtesy or civic virtue. In their opinion, the absence of OCB within a work environment creates room for negativity, spite, disrespect and unhealthy rivalry. In their assessment they link some of these problems to workers perceptions of the workplace as either being unfair or favouring a select set of individuals who they turn into targets of gossip, and disrespect; indicating injustice within the workplace. The unwillingness to treat workers fairly and on the same basis is as they noted, a major impediment to OCB. By this, Borman and Motowidlo (2014) identify distributive justice as a possible predictor of OCB.

This study was guided by the following research questions:

- To examine the relationship between distributive justice and civic virtue of Deposit Money Banks in Rivers State.
- To examine the relationship between distributive justice and conscientiousness of Deposit Money Banks in Rivers State.

Furthermore, the study provided answers to the following research questions:

- To what extent is the relationship between distributive justice and civic virtue of banks in Rivers State?
- To what extent is the relationship between conscientiousness justice and Sportsmanship of banks in Rivers State?

## LITERATURE REVIEW

### Distributive Justice

Distributive justice means the perceived fairness of the outcome allocated to an employee in an organization. The outcome can be in several forms such as salary, incentive, reward, recognition, prestige, promotion, connection etc. (Gauri, 2013; Hamlett 2014; McNabb 2009; Oh 2013). With

reference to McNabb (2009), the term “distributive justice” was coined by Homans, (1961) as part of his exchange theory of social behaviour. McNabb (2009) further articulated that this dimension is focused on a person’s judgment and perceptions with regards to whether resources (i.e. year-end incentive) given by the organization to the person is fair and based on his contribution to the organization. This is similar to the Adam’s equity theory mentioned. Hence, if the person perceives unfairness in the resource allocation, then feelings of tension would start to grow. This would not only affect the person who felt treated inequitable, it would also affect the person who was used as comparison (McNabb 2009).

Similar report has been written by Hamlett (2014) who also stated the social exchange model of Homans and Adam’s equity theory served as the beginning of distribution justice. Based on these concepts, a person would view distributive of resources to be fair as far as the allocation is considered as proportionate to his contribution (Hamlett, 2014).

Besides that, Tam (1998) also wrote about the two sub-dimensions of distributive justice that could be further categorized as denoted by Greenberg (Hamlett, 2014). They are the reactive category or the proactive category. Reactive refers to one’s intention to escape or avoid a perceived unfair state while proactive focuses on mechanisms designed to promote fair and just states. Therefore, reactive category would ask question such as “How do individuals react to inequitable distribution outcomes?” While proactive category would question “how individuals create impartial distributions?” These categories serve as the benchmark for the design of questions in investigating distributive justice.

### Organizational Citizenship Behaviour

Studying the duties of the members of an organization that are not included in their job

descriptions, in other words, voluntary behaviours, Chester Bernard (cited in Danaeefard, Balutbازه, & Kashi, 2010) laid the foundations of the concept of organizational citizenship behaviour. Bateman and Organ (1988) define the organizational citizenship behaviour as good soldier syndrome while George (1991) defines it as pro-social behaviour; George and Brief (1992) define it as a spontaneous behaviour. George and Jones (1997) described the features of organizational citizenship behaviour as comprising organizational voluntarism (or willingness).

Since the main ingredient of social life encompasses human behaviours that require the involvement of many relevant concepts, the definition of OCB varies. Although Organ's (1988) definition is considered to be the first and most renowned, a detailed literature review of Podsakoff, Whitting, Podsakoff & Blume, (2000) revealed the existence of at least 30 different definitions. Consistent with earlier perceptions, Smith, Organ and Near (1983) define the concept of organizational citizenship as discretionary employee behaviour that has no direct or explicit influence on formal reward mechanisms and aims to enhance the level of organizational functioning. Greenberg and Baron (2003) share Smith *et al.*, (1983) ideas and characterize organizational citizenship as an informal individual behaviour that includes an effort larger than the formally expected endeavour in order to enhance organizational productivity and personnel satisfaction.

By focusing on the central functions, Farh, Podsakoff and Organ (1990) emphasize that organizational behaviour requires helping manners among employees as well as being punctual and playing a dynamic role through fulfilling administrative decisions and performing temporary tasks. Similarly, George and Brief (1992) describe citizenship behaviour as an employee's sense of intentional involvement in organizational activities without expecting any type of benefits. In their study on citizenship and marketing services, MacKenzie,

Podsakoff and Fetter (1991) state that citizenship behaviour requires discretionary functions in an effort to improve organizational effectiveness without taking individual benefits into account.

## **Measures of Organizational Citizenship Behaviour**

### **Civic Virtue**

This is the act of embracing the business as family, feeling individualistic responsibility in events which concern the organization and being active, showing voluntary commitment. According to George and Brief (1992) employees with goals of personal development have a higher tendency to express and show civic virtue which is the third dimension of OCB adopted in this paper (Podsakoff *et al.*, 2000). Civic virtue refers to the constructive involvement in the political process of the organization and contribution to this process by freely and frankly expressing opinions, attending meetings, discussing with colleagues the issues concerning the organization, and reading organizational communications such as mails for the wellbeing of the organization. Civic virtue is behaviour on the part of an individual that indicates that employee dutifully participates in, is actively involved in, and is concerned about the life of the company (Podsakoff *et al.*, 1993). Civic virtue represents a macro level interest in, or commitment to, to the organization. It shows willingness to participate actively in organization's events, monitor organization's environment for threats and opportunities, to work out the best alternative for the organization. These behaviours occur when employees reckon themselves with the organization and consider themselves to be part of the organization. (Podsakoff *et al.*, 2000).

Civic virtue is defined as subordinate participation in organization political life and supporting the administrative function of the organization (Deluga, 1998). Civic virtue refers to the responsibility of the employees to actively and willingly participate in the life of the firm such as attending meetings which are not required by the firm and keeping apprised with

the changes in the organization (Organ, 1988). This dimension of OCB is actually derived from Graham's findings which stated that employees should have the responsibility to be a good citizen of the organization (Graham, 1991). These behaviours reflect an employees' recognition of being part of organization and accept the responsibilities which entail as a result of being citizen of the organization (Podsakoff *et al.*, 2000). Other researchers have found that civic virtue enhances the quantity of performance and help to reduce customer complaints (Walz & Niehoff, 1996).

According to Organ (1988), civic virtue refers to participating in organizational life that shapes political preferences. To a certain extent, this requires a commitment through joining in activities including involvement in critical decision-making regarding policies, voluntary attendance in meetings and complying with organizational announcements (Podsakoff *et al.*, 2000). By taking civic virtue's organizational-directed trait into account, George and Brief (1992) direct attention to the protective nature of this dimension and label it as protecting the organization.

Civic virtue has been defined as 'behaviour indicating that employees take an active interest in the life of their organization' (Podsakoff *et al.*, 2009). Employees who are focused on the future are more likely to think about developments and changes that may affect the organization in the future (Das, 1987). Civic virtue behaviours entail monitoring the environment for changes that may affect the organization in the future (Podsakoff *et al.*, 2000) and attending organizational meetings to keep abreast of changes inside and outside the organization (Podsakoff *et al.*, 1990). Therefore, future focus may prompt individuals to exhibit civic virtue behaviours. Furthermore, individuals with long term organizational plans may also be more likely to be concerned about how the organization's image or reputation may develop in the future. Therefore, it is plausible to assume that such individuals will exhibit

high levels of interest in functions that foster the corporate image, which is part of civic virtue behaviours (Podsakoff *et al.*, 1990).

### **Conscientiousness**

Conscientiousness has been defined as 'behaviour indicating that employees accept and adhere to the rules, regulations, and procedures of the organization' (Podsakoff *et al.*, 2009). We expect that conscientiousness will be positively influenced by future focus. First, future-focused thinking leads individuals to think more about their future career development (Marko & Savickas, 1998; Savickas, 1997), which may lead to enhanced levels of conscientiousness as such behaviour is generally positively rewarded and may contribute to career advancement. Second, future-oriented individuals are more prone to consider the negative future consequences of present behaviour (Podsakoff & MacKenzie, 1997).

Conscientiousness is a discretionary behaviour that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra-long days (MacKenzie *et al.*, 1993). Conscientiousness is a prototype of going well beyond minimally required levels of attendance, punctuality, and housekeeping, penchant towards conserving resources, and overall giving an impression of being a responsible citizen of the organization. If the employee is highly conscientious it implies that he is highly responsible and needs less supervision (Podsakoff & MacKenzie, 1997). Altruism and conscientiousness are the two major or overarching dimensions of OCB (Borman *et al.*, 2001). Conscientiousness is used to indicate that a particular individual is organized, self-disciplined, accountable and hardworking. Organ (1988) defined it as dedication to the job which exceed formal requirements such as working long hours, and volunteer to perform jobs besides duties. It is interesting to note that Kidder & McLean, (1993)

posited the fact that males are more likely to engage in conscientious behaviour than females in view of the fact that males have preference for equity over equality.

### Distributive Justice and Organizational Citizenship Behavior

The foremost dimension of organizational justice identified is distributive justice which largely consider the employees' perception about the fairness perception of outcomes (Greenberg, 2000). For instance, employee receiving monetary rewards from the organization (Ramamoorthy & Greenberg, 2000). This was defined by Moorman (1991) as "the fairness of outcomes an employee receives such as pay and promotions". Wang *et al.*, (2010) described that distributive justice justifies treatment on the basis of ethical and objective criteria among individual workers. As such benefits are distributed similarly among similar individuals and differently to different individuals.

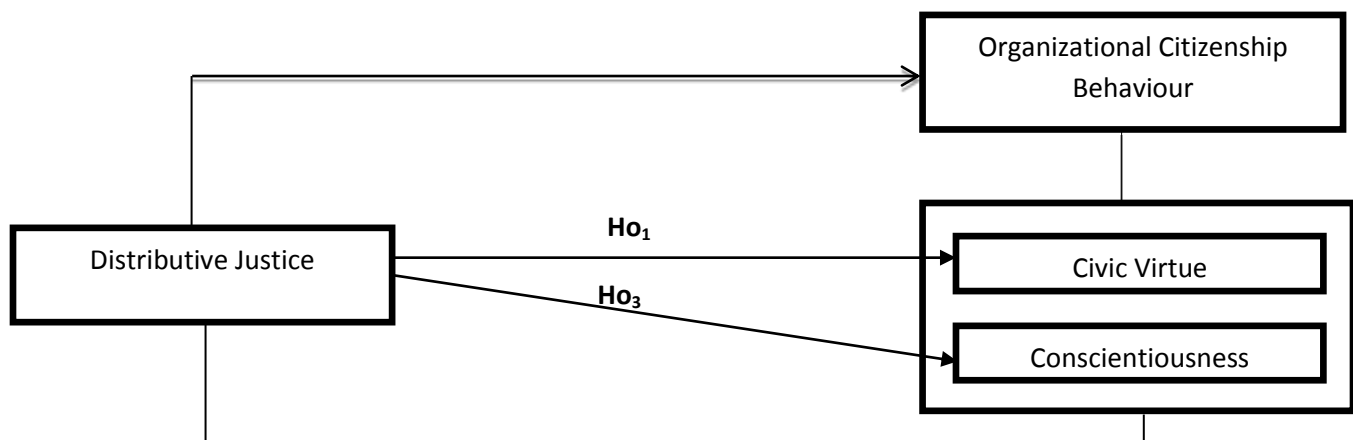
Distributive justice is established on the basis of equity theory (Hubbel & Chory-Assad, 2005). Equity theory explains about the employees' judgments regarding the outcomes (for example, promotion, monetary rewards such as pay) the organization offer for their effort. Distributive justice is very important factor for any types of organizations for their

effective function (Tang & Sarsfield-Baldwin, 1996). Therefore, it makes sense that belief and trust of people to the fair distribution of outcome can motivate them to willingly engage in organizational citizenship behaviour. Individuals with high degree of distributive justice perception will show dedication to the development of organizations, pay attention on their self-development, and pay attention to their work.

This situation may further boost the employees to exert more effort for the organizational effectiveness and may work more time voluntarily. When people perceive that they enjoy distributive justice they may feel that they are rewarded against their effort fairly for their extra effort which is a form of OCB. Since they are treated according to ethical and objective criteria it encourage them to perform more it may in the form of OCB.

From the foregoing argument, the study hypothesized thus:

- Ho<sub>1</sub>:** There is no significant relationship between distributive justice and civic virtue of Deposit Money Banks in Rivers State.
- Ho<sub>2</sub>:** There is no significant relationship between distributive justice and conscientiousness of Deposit Money Banks in Rivers State.



**Figure 1: Operational framework for the hypothesized relationship between distributive justice organizational citizenship behaviour**

Source: Author's Desk Research, 2018

**METHODOLOGY**

We adopted a cross sectional survey design. The population of the study was 455 employees of 18 deposit money banks in Rivers State from which the population of 213 was determined using Taro Yamen formula. Data was generated from 193 respondents from the target deposit money Banks in Rivers State. As a quantitative study, the primary data collection instrument for the study was the structured questionnaire. The test for the reliability for the

instrument was carried out using the Cronbach alpha reliability instrument with a reliability threshold of 0.70. The Analysis comprised of the univariate (single variable assessments) bivariate (test for hypothetical relationships) while the bivariate analysis was carried out using the Spearman’s rank order correlation coefficient at a 0.05 level of significance. The measurement scale for the variables in this study was based on 5-point Likert scale ranging from No extent (NE) to Very high – extent (VHE).

**Table 1: Reliability statistics for the instruments**

	Dimensions/Measures of the study variable	Number of items	Cronbach’s Alpha
1	Distributive Justice	5	.761
2	Civic Virtue	5	.790
3.	Conscientiousness	5	.812

Source: Research data, 2018

**RESULTS**

**Bivariate Analysis**

Data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests covered the hypotheses that were bivariate and declared in the null form. We based on the statistic of Spearman Rank (rho) to carry out the analysis.

**Decision rule:** The decision rule which applies for all bivariate test outcomes is stated as follows: where  $P < 0.05$ , reject hypothesis on the basis or evidence

significant relationship; and where  $P > 0.05$ , accept hypothesis on the basis of insignificant relationship between the variables. The extent of influence is on this basis assessed using the rho interpretations provided by Bryman and Bell (2003), where:

Rho = 00-.19 “very weak”

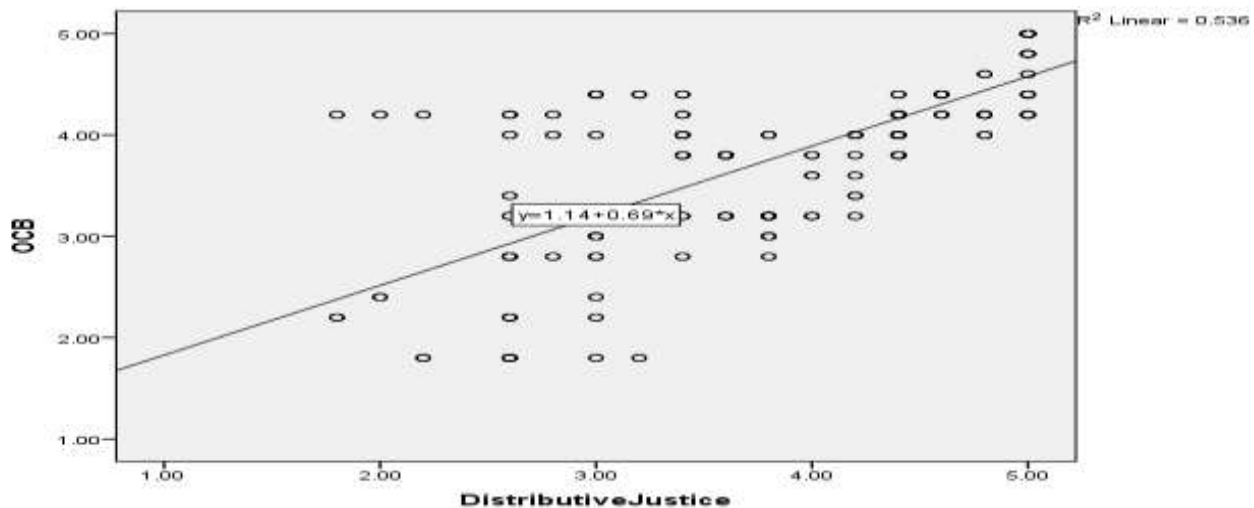
Rho = .20-.39 “weak”

Rho = .40-.59 “moderate”

Rho = .60-.79 “strong”

Rho = .80-1.0 “very strong”

We will begin by presenting first a test of existing relationships.



**Figure 1: Scatter plot relationship between procedural justice and organizational citizenship behaviour**



The scatter plot graph shows at  $R^2$  linear value of (0.536) depicting a strong relationship between the two constructs. The implication is that an increase in distributive justice simultaneously brings about an increase in the level of organizational citizenship

behaviour. The scatter diagram provided vivid evaluation of the closeness of the relationship among the pairs of variables through the nature of their concentration.

**Table 2: Correlation matrix for procedural justice and measures of OCB**

			Distributive Justice	Civic Virtue	Conscientiousness
Spearman's rho	Distributive Justice	Correlation Coefficient	1.000	.399**	.652**
		Sig. (2-tailed)	.	.000	.000
		N	193	193	193
	Civic Virtue	Correlation Coefficient	.399**	1.000	.959**
		Sig. (2-tailed)	.000	.	.000
		N	193	193	193
	Conscientiousness	Correlation Coefficient	.652**	.959**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	193	193	193

\*\* . Correlation is significant at the 0.01 level (2-tailed).

***Ho<sub>1</sub>: There is no significant relationship between distributive justice and civic virtue of deposit money banks in Rivers State***

From the result in the table above, the correlation coefficient showed that there is a positive relationship between distributive justice and civic virtue. The *correlation coefficient* 0.399 confirmed the magnitude and strength of this relationship and it is statistically significant at  $p$  0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between distributive justice and civic virtue of Deposit money banks in Rivers State

***Ho<sub>2</sub>: There is no significant relationship between distributive justice and conscientiousness of deposit money banks in Rivers State***

From the result in the table above, the correlation coefficient showed that there is a positive

relationship between distributive justice and conscientiousness. The *correlation coefficient* 0.652 confirms the magnitude and strength of this relationship and it is statistically significant at  $p$  0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate accepted. Thus, there is a significant relationship between distributive justice and conscientiousness of banks in Rivers State

**DISCUSSION OF FINDINGS**

The results from the analysis revealed significant relationship between distributive justice and organizational citizenship behaviour in deposit money banks in Rivers State. Research had consistently shown that relationships exist between varying organizational dimensions and employee behaviours within both public and private workplace settings (Colquitt *et al.*, 2005; Cropanzano *et al.*, 2007). There are numerous reasons why fairness perceptions

matter within an organization. One reason is that perceived fairness can provide motivation to engage in positive behaviours without the use of instrumental control mechanisms (discipline sanctions). A second important reason is that fairness judgments are used to evaluate one's status within a group or organization.

Previous research has found that employees' perceptions of workplace fairness are formed over time and comprised of different fairness dimensions (Colquitt *et al.*, 2005). There is also support that the longer the amount of time an employee is at an organization, the more an employee may perceive that organization as being unfair. For example, Lambert, Hogan, and Griffin (2007) found that correctional officers with more tenure were less likely to perceive their organization as being fair.

Increased perceptions of injustice can impede working relationships based on group value and group engagement models (Lind & Tyler, 1988; Tyler & Blader, 2003; Tyler & Lind, 1992). According to these models, employees use fairness perceptions to make judgments as to one's status and contributing worth within a group or organizational context. In addition, fair treatment provides comfort that the individual will not be mistreated or taken advantage of by the organization. According to Tyler and Blader (2003), the need for acceptance and positive affirmation of self-worth is vital for a person beyond pecuniary benefits because fairness helps fill emotional needs.

Perceptions of fair treatment are important because they not only help meet emotional needs, but they are critical for positive reciprocation between individuals. Social exchange theory (Blau, 1967; Homans, 1958) is based on the idea of reciprocation in relationships where people's actions are based upon a cost benefit analysis. Thus, people have certain expectations of how their actions should be reciprocated given varying types of relationships and

base their actions accordingly to promote the most beneficial outcome. Therefore, mistreatment in the form of perceived unfairness violates people expectations of how they should be treated which hinders relationships.

Perceptions of fairness matter because these perceptions influence individuals' behaviours and attitudes. Consequently, understanding how perceptions of fairness affect employees is crucial to fully understand employee performance. If employees feel they are being mistreated, they will begin to believe that the organization is unfair and react according to these held beliefs. Organizational leaders are dependent upon employees to meet organizational goals; employers need the cooperation of their employees, regardless of occupation (Tyler, 2004; Tyler *et al.*, 2007).

However, individuals differ not only in degree to which they are willing to follow rules and the law but also their reasons for compliance and cooperating with authorities (Tyler, 2004, 2006; Tyler & Fagan, 2008). This holds true within work organizations as well as in society (Tyler, 2004). Promoting cooperation in terms of rule deference and pro-social work behaviours is even more crucial in organizations in which employees have limited supervision and often work autonomously, such as in policing (Tyler & Fagan, 2008). As a whole, meta-analyses have found that perceptions of fairness have been linked to increased organizational citizenship behaviours, task performance, trust, perceived organizational support, and other positive work-related attitudes and behaviours, while perceptions of unfairness have been shown to increase counterproductive work behaviours (Colquitt *et al.*, 2013).

## **CONCLUSION AND RECOMMENDATION**

Based on the results of the Spearman correlation, the study concluded that there is a significant relationship between distributive justice and the measures of organizational citizenship behavior (civic

virtue and conscientiousness) of Deposit Money Banks in Rivers State.

When employees have favorable distributive justice perceptions, they are likely to have more positive emotions and more favourable attitudes and behaviours directed toward the organization that has provided the outcomes. The study recommended that banks promote OCB by designing employment terms that are internally commensurate with

employee's efforts and externally competitive. These include establishing clear pay rules establishing the degree to which one is paid fairly relative to co-workers, and the degree to which pay raises and promotions are fairly administered, pay levels demonstrating that salaries paid are fair compared to those paid outside the organization and fair pay administration where supervisors are perceived to be fair in executing rules for raises and promotions.

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