

ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG ACADEMIC LIBRARIAN IN UNIVERSITI TEKNOLOGI MALAYSIA

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Abstract

Organizational justice plays an essential role in affecting extra role behaviour which is above and beyond formal role requirements. It is believe that there is a relationship between organizational justice and organizational citizenship behaviour. Therefore, this study was aimed to identify the level of organizational justice and the level of organizational citizenship as well as to investigate the relationship between organizational justice and organizational citizenship behaviour among academic librarian in Universiti Teknologi Malaysia Library. This study is a cross-sectional study whereby data is collected from a total of 105 respondents. The measures used to assess the two variables were Organizational Justice Scale by Niehoff & Moorman (1993) and Organizational Citizenship Behaviour Scale by Kumar & Shah (2015). The data were analysed using Statistical Package for Social Science version 22. Descriptive statistics and Pearson's correlation coefficient were used for data analysis. Findings showed that there was a moderate level of organizational justice and a high level of organizational citizenship behaviour among the academic librarian. Result also reveals that there is a significant strong positive relationship between all dimension of organizational justice and organizational citizenship behaviour among the academic librarian with interactional justice was found to have the strongest relationship with organizational citizenship behaviour followed by distributive and procedural justice. Therefore, it is necessary to enhance justice in organization by looking into the organizational policy and holding training programs for employees to foster them the tendency to display voluntary behaviours.

Keywords: *Organisational justice, organisational citizenship behaviour, workplace*

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■ 1.0 INTRODUCTION

In an organization, human resources has always been regarded as the key assets and most essential in being the primary source that could lead to organization success. Living in a world of competitiveness, organizations today are constantly trying their best to retain the best talent and lead their competitors by doing the same things differently. In new approach of management and organizational behaviour, individual behaviour in workplace and behaviours like assisting other employees are considered as one of the most basic factor of organization success. The term 'organizational citizenship behaviour' (OCB) which was first coined by Bateman and Organ (1983) has been widely addressed in management research during the past decade. Though it is the definition given by Organ (1988) which was most accepted by many. He regards citizenship behaviour as a unique, discretionary and beyond one's routine duties which is influential in enhancing the effective functioning of the organization. The term denotes that the behaviour is not organizationally enforce on the basis of formal role obligations, nor elicited by the formal reward system.

During the past decade, a vast majority of literature on organizational citizenship behaviour shows this specific behaviour is associated with many organizationally relevant outcomes. Researchers found that perceived organizational justice has been one of the most-studied antecedents of organizational citizenship behaviour and researchers have become increasingly interested in studying workers' perceptions of fairness on the job and the extent to which these perceptions affect job-related attitudes and behaviour (Ali, 2016; Burn & Dipaola, 2013). Many researcher found a significant relationship between the organizational justice and the organizational citizenship (Heidari et al., 2012; Rangriz, 2012; Rego & Cunha, 2010)

It is supposed that when employees have positive attitudes about their interactions with supervisors and about decision-making processes, they are more apt to exhibit behaviours that result in greater organizational efficiency and effectiveness (Burn & Dipaola, 2013). As a return, when employees do not have the opportunity to change their task performance easily, organizational citizenship behaviour may be the kind of performance most likely to be affected (Organ, 1988). In other words, when employees perceive that their manager are treating them fairly, they are more likely to exhibit organizational citizenship behaviour and less likely to depart their jobs.

This can only be possible when organizations provide their employees with satisfied workplace, fair treatment and appraisal for their effective work. There are many factors that influence employee to have intention to leave the organization and one of it is organizational justice. For them if employer treated them fairly, this will encourages them to stay. In other words, when managers and supervisors communicate effectively with their employees, this influence the employees' perceptions that their managers are treating them fairly and this encourages them to promote organizational citizenship behaviour and they are less likely to leave their job. In contrast, when employees perceive that their managers or supervisor are treating them unfairly, then they will exhibit fewer organizational citizenship behaviour and will tend to leave their organizations.

According to Choi (2011) organizational researchers have declared that organizational justice is a necessary demand for effective organizational management. Perceived organizational justice is predicted to influence employees' sentiments toward their job and workplace meaningfulness. Clearly, fairness is important to individuals in everyday life and, particularly, in the work setting (Ambrose, 2002). In organization, employees feel the organization fair will affect employees will, organizational citizenship behaviour, and compliance with the rules (Frazier, Johnson, Gavin, Gooty, & Snow, 2010). One role fairness plays in the workplace involves our inclination to form close relationships at work with those people and organizations that treat them fairly. Thus, it is important for organization to look into fairness as it directly affects workplace attitudes and behaviour.

In the context of this research, academic librarian is among the profession that involves a lot of organizational citizenship behaviour. Particularly working as an academic librarian which is located in higher education institution requires an altruistic behaviour towards others as they serves two complementary purposes, to support the universities curriculum and support the research of the university faculty and students. However, there is a change in the academic libraries service landscape as research and publication becomes crucial when scholarly communication is placed at the forefront of Malaysian research universities (Azura & Abrizah, 2015). Currently, five public universities has been recognized with status of Research University by the Cabinet to become a hub of excellence for education and research. Therefore, the main purpose of this study is to investigate the relationship between organizational justices on organizational citizenship behaviour among academic librarian in Universiti Teknologi Malaysia library.

Research Objectives

The research objective is to investigate the relationship between organizational justice (*i.e.* procedural justice, distributive justice, interpersonal justice) and organizational citizenship behaviours (*i.e.* altruism, courtesy, civic virtue, sportsmanship, conscientiousness) among academic librarian in Universiti Teknologi Malaysia (UTM)?

■ 2.0 LITERATURE REVIEW

Organizational citizenship behaviour (OCB) is one of the most widely linked outcomes of organizational justice (OJ). Several studies have found that justly-treated employees are more likely to comply with workplace policies, show extra conscientiousness, and behave altruistically toward others (Cohen-Charash & Spector, 2001). Research show that employee perceptions of fairness in the workplace are related with a positive view of organizational citizenship behaviour. Different areas of organizational justice (distributive, procedural and interactional) are predictor of organizational variables such as absenteeism, turnover, organizational commitment (Ghazi & Jalali, 2017). Organ stated that employee perceptions of justice manifested by the increase or decrease of organizational citizenship behaviour. Therefore, decreasing the organizational citizenship behaviour can be one answer to not existing of justice in organization. The employees who believed that they personally were treated fairly by their supervisors also reported that they were significantly more likely to exhibit citizenship behaviours (Ali, 2016). In-deed, workers tend to tailor their citizenship behaviours carefully, distributing them out to those groups or individuals who have treated them justly and withholding them from those who have not.

Mayer, Salovey & Caruso (1998) had pointed out four branches of abilities available in understanding the level of emotional intelligence of an individual which are the ability to perceive emotion, the ability to use emotion to facilitate thoughts, the ability to understand emotions, and the ability to manage the emotions. However, Goleman (1998) has manage to elaborate in more precise through its five competencies of emotional intelligence namely self-awareness, self-regulation, motivation, empathy and social skills. Each of these competencies can be measured in pursue to establish the emotional intelligence acquired by an individual (Goleman, 1998). Therefore this research will use the competencies which were brought by Goleman (1998) in establishing the respondents emotional intelligence.

With regards of the potential importance of OCB to the psychology of organizational behaviour, researchers' efforts have been directed towards identifying variables that may influence the level of OCB. Majority of research has demonstrated the importance of justice for predicting important organizational outcomes. A research examining whether perceived organization justice and some demographic variables influence variation in performance of OCB, in the context of food and beverages employees by Balogun et al (2012) revealed that perceived organizational justice had the strongest relationship with OCB. Meaning that when employees perceive favourable organizational justice, they are likely to develop OCB which may lead to increase organizational performance. Therefore, companies that treat their employees fairly in turn motivate performance of OCB among their employees.

In addition, OCB may be influenced by various demographic factors such as age, gender, marital status and years of working. However, result shows no significant influence between age and OCB which indicates that an increase or decrease age of employees does not lead to a significant change to OCB. Same goes to the working experience on OCB, no significant influence was found. The result also revealed that there is no significant difference in OCB in terms of marital status,

whether employee are single or married, and irrespective of gender, male and female employees are likely to exhibit the same levels of OCB. This finding is consistent with previous findings (Wagner & Rush, 2000; Alotaibi, 2001)

The relation of OCB and organizational justice has indeed established a considerable relationship. This is supported by the findings obtain in a research conducted towards university staff's which suggest that the staff's OCB is much more influenced by perception of justice and trust, than any other individual and demographic variables which has no great influence on OCB (Jafari & Bidarian, 2012). Findings indicated that when there is more favorable perception toward organizational justice, they have a greater tendency toward involving and participating in showing organizational citizenship behaviour. This latter finding is in consistence with Erick et al (2008); Blakely et al (2005) research findings. The results also show that there is no difference between various age categories, between men and women, as well as between educational levels. Meanwhile, the results tell us that the longer the people have work experience in an organization, the more and better OCB they show. Based on the three components, interactional justice shows a higher relationship than the other two components with citizenship behaviour. Procedural justice also has a relationship with OCB while distributive justice shows a weak, but positive relationship with citizenship behaviour. Thus, it can be concluded that one of the effective factors influencing OCB is organizational justice.

Mathur and Padmakumari (2013) study focused on measuring the influence of justice on citizenship behaviours specifically in the Indian Retail sector. It was found that organizational justice is a key determinant of employees' OCB's. The results signal employees' effort to give back to their supervisor and the organization depends on the justice receives. The study also pointed out that employees value the construct of organizational justice itself. The three components of justice work alongside with each other. The results of the study show that Interactional justice was found to be the most influential in promoting citizenship behaviours, closely followed by procedural and distributive justice. Employer should treat employees fairly and appropriately if they are looking for exceptional performance leading towards extra-role behaviour. The research also aims to investigate whether there were gender differences in justice perceptions, and the findings shows that there was significant gender differences found in the overall justice perceptions as well as in the interactional justice notion.

In other research conducted towards 200 respondents, only two influential variable of organizational justice which is the procedural and distributive justice was used (Iqbal, Aziz & Tasawar, 2012). It has been concluded in their research that the organizational justice has strong influencing power to predict organizational citizenship behaviour. Result suggests that procedural justice is strongly related to the OCB and has strong influence in performing employee's extra role behaviour without any reward. Moreover, distributive justice is also positively related to the employee extra behaviour but it has lesser influence in defining organizational citizenship behaviour.

Blakely et al (2005), in a research done in a variety of organizations, found that when employees have a positive perception of their superior's fair behaviour, the possibility of OCB increases. Similarly, based on a research done by Eric et al. (2008), they concluded that inferiors, who have a higher perception of organizational justice, show a greater tendency to involve and participate in OCB. Moreover, they found out that such inferiors avoid anti-social behaviours. Considering employees positive working viewpoints and the share they can carry on beyond their determined duties and roles is considered one of the most significant competitive merits in organization. In other words, behaviours that have gone beyond the formal expectations of the role and are important and necessary to survive organization are defined as OCB. In another study in five large service organizations among 138 employees', the aim was to find the influence of employees' mood and fairness perceptions on Organizational Citizenship Behaviour. The study revealed that employees' perception of fairness

affected their likelihood to perform organizational citizenship behaviour. Specifically it was found that employees in the ‘fair’ condition reported significantly higher OCB scores than those employees in the ‘unfair’ condition.

■ 3.0 METHODOLOGY

Research Design

Quantitative approach was adopted where questionnaire were distributed and collected among academic librarian in Universiti Teknologi Malaysia.

Population and Sampling

This research involve the academic librarian in Universiti Teknologi where the population in the research consist of approximately 162 employees. Through simple random sampling, 113 librarian were chosen to be the sample according to Krejcie and Morgan (1970) sample size determination table.

Measures

The questionnaire used in the study was adopted from well-known measurement instruments related to the variable. Part A of the questionnaires contains 8 questions items regarding the demographic information of the respondents including gender, age, race, marital status, job position, level of education, personal income and years of employment of the respondents. Part B covers the item on organizational justice. The items were adapted from Niehoff & Moorman (1993) which contains 20 items in relation to 3 dimensions of organizational justice which are distributive (5 questions), procedural (6 questions) and interactional (9 questions). Meanwhile, part C of the questionnaire consists of 15 items that was adapted from Kumar & Shah (2015) to measure the OCB of the employees. The scale measures five dimension of OCB as altruism, courtesy, civic virtue, sportsmanship and conscientiousness.

Data Analysis

Collected data was analysed using the Statistical Package for Social Science (SPSS) software version 22. In order to reach the research objective which is to investigate the relationship between organizational justice and organizational citizenship behaviour, Pearson Correlation was utilised for data analysis.

■ 4.0 RESEARCH FINDINGS

Demographic Analysis

Demographic data that was collected include gender, race, age range, marital status, highest level of education, and year of service. As for gender distribution, there are two categories of gender which are male and female. Overall, a majority of 59 female employee has participate in this study (56.2 %), which represent slightly more than half of male employees with only 46 respondents (43.8 %). As for races of the respondents, the findings showed that all of the respondents involved in this study are Malays, which is 105 in total and thus constitutes for 100% of the respondents. Additionally, majority of the respondent aged between 30 to 39 years which has the highest percentage of 41.9% with 44 respondents, followed by

respondent aged between 40 to 49 years with 29 respondent which indicates 27.6 % from total of respondent. It is then followed with 19 respondents with the percentage of 18.1 % from the age range of 20 to 29 years. Lastly, the age range above 50 years shows the lowest respondents with only 13 respondents or 12.4%. In term of marital status, out of 105 respondents, 24 of them are single, which occupied 22.9 % while 2 of them are divorced, which occupied 1.9% of total respondent. The remaining 79 respondent are married. This shows that almost two third of the respondent were married with the percentage of (75.2 %). The highest education background consists of six categories which are SPM/STPM Certificate, Diploma, Degree, Master and PHD. The finding shows that the highest rate was SPM/STPM holder that contributes about 33.3 % with the total of 35 respondents. The second highest educational background category was Degree holder with 27 respondents (25.7 %) followed by Diploma with 18 respondent (17.1 %) and Master with 17 respondents (16.2%). Only a few respondents who are holding a Certificate which are 7 respondent (6.7 %) and 1 respondent (1.0 %) with PHD. Lastly, as for year of service, there are four categories which are service of less than 1 year, 2 to 5 years, 6 to 10 years and more than 10 years. The highest group fall upon the group of 6 to 10 years of working in the company where it consist of 46 respondents (43.8 %). This is followed by 2 to 5 years and more than 10 years of service where both categories represents by 26 respondent with the percentage of 24.8%. Lastly, minority of the respondent had less than 1 year of employment in the organization with 7 respondent represent 6.7 %.

Next, the relationship between organizational justice and organizational citizenship behaviour among academic librarian in Universiti Teknologi Malaysia (UTM) Library was measured. Table 4.1 illustrates the correlation analysis between the dimensions of organizational justice and dimensions of organizational citizenship behaviour.

Table 4.1 Pearson Correlation Analysis between the Dimension of Organizational Justice and Organizational Citizenship Behaviour

	Altruism	Courtesy	Civic Virtue	Sportsmanship	Conscientiousness
Distributive Justice	.616**	.642**	.621**	.622**	.630**
Procedural Justice	.546**	.600**	.631**	.652**	.540**
Interactional Justice	.626**	.709**	.658**	.584**	.593**
	.000	.000	.000	.000	.000
	.000	.000	.000	.000	.000

According to the result, there was a significant, moderate positive relationship between distributive justice and altruism ($rs=.590$, $n= 105$, $p<0.01$), courtesy ($rs=.629$, $n= 105$, $p<0.01$), civic virtue ($rs=.629$, $n= 105$, $p<0.01$), sportsmanship ($rs=.617$, $n= 105$, $p<0.01$) and conscientiousness ($rs=.612$, $n= 105$, $p<0.01$) Next, there was also a moderate, positive relationship between procedural justice and altruism ($rs=.518$, $p=.000$), courtesy ($rs=.585$, $n= 105$, $p<0.01$), civic virtue ($rs=.620$, $n= 105$, $p<0.01$), sportsmanship ($rs=.655$, $n= 105$, $p<0.01$) and conscientiousness ($rs=.564$, $n= 105$, $p<0.01$).

There was also a moderate, positive relationship interactional justice and altruism ($rs=.578$, $n= 105$, $p<0.01$), courtesy ($rs=.676$, $n= 105$, $p<0.01$), civic virtue ($rs=.643$, $n= 105$, $p<0.01$), sportsmanship ($rs=.575$, $n= 105$, $p<0.01$) and conscientiousness ($rs=.607$, $n= 105$, $p<0.01$).

■ 5.0 DISCUSSIONS, LIMITATIONS AND RECOMMENDATION

The organizational justice and organizational citizenship behaviour are interrelated because when the academic librarian perceived a high level of organizational justice in terms of distributive justice, procedural justice and interactional justice, this will then lead them to exhibit a high level of organizational citizenship behaviour where they are willing to avoid destructive and undesirable behaviour by behaving in a volunteering manner that is beneficial for the effective functioning of the organization.

In order to study these relationships, statistical test was used and the result in this current study demonstrated a significant, strong positive relationship between organizational justice and organizational citizenship behaviour among academic librarian in Universiti Teknologi Malaysia (UTM) Library ($r_s=0.804$, $n= 105$, $p<0.01$). There were three dimensions of organizational justice and five dimension of organizational citizenship behaviour that was test to identify the relationship. The findings of the current study revealed that all three dimensions of organizational justice were associated with all five dimensions organizational citizenship behaviour. In other words, organizational justice is significantly correlated with organizational citizenship behaviour.

Significantly, the result of this study is in line with earlier findings which support the relations between perceived organizational justice and organizational citizenship behaviour. Vuuren, Dhurup & Joubert (2016) correlation analysis reveal that all the three dimensions of organizational justice are related significantly and positively with organizational citizenship behaviour among the employees in the police service. In another study conducted among academics staff by Buluc (2015) found out that the main findings of the study indicates that there was a positive and significant relationship between perceptions of justice and organizational citizenship behaviour. Burn & Dipaola (2013) also found a similar findings whereby a study among school teacher perception of fairness regarding the appropriateness of outcome and process in school revealed a significant relationship between organizational justice and organizational citizenship behaviour. Heidari et al (2012) also pointed out that there was a significant relationship between organizational justice and organizational citizenship behaviour. Meanwhile, a study conducted in Iran by Rangriz (2012) obtained a results that indicated that there is a positive relationship between organizational justice and organizational citizenship behaviour.

This positive relationship between organizational justice and organizational citizenship behaviour has been supported and clearly showed by many other previous researches. The result of the current study is consistent with equity theory whereby employees who believe they are being fairly treated will see continued citizenship behaviour as a reasonable contribution for the productiveness of the organization, whereas employee who perceive unfairness may reduce the frequency or magnitude of their citizenship behaviour. The findings support the view that employees' perceptions of procedural, distributive and interactional justice influence the way in which they behave within the organization and has a definite impact on organizational citizenship behaviour.

Limitations and Recommendation

There were several limitations in this study. Firstly, the respondent did not represent the academic librarian in all five research universities libraries in Malaysia. This is because this research in only focused on the academic librarian in UTM Library. The respondents also were not able to represent the academic librarians in other research universities in Malaysia. As a result, generalized results cannot be found in this study.

Besides that, the level of honesty among the respondents cannot be measured throughout the research as self-report measures had been used in data collection. Bias can be made by the respondents when answering the questionnaire. There is also a high probability that the respondents in this study might not be taking seriously in answering the questionnaire used in this study as the questionnaires were distributed during working hours and they might be busy with their work routines and commitments. As a result, it might impact on the result of data analysis performed while conducting the study.

For the recommendation, it would be beneficial if the result of study can be extended and replicated using other samples and methods to improve the general application of this study. The present study only involved one research university in Malaysia which is Universiti Teknologi Malaysia. Therefore, a recommendation is that further research should involve other research universities in Malaysia so that comparison can be made on the level of perception of organizational justice and organizational citizenship behaviour. Conducting the study in a larger setting allows the findings to be generalized. On the other hand, it is possible to obtain varying results if the study takes place in other research industries in Malaysia. Next, peer evaluation can be used in the research instead of solely depending on self-report data. The observation about employees' organizational citizenship behaviour from coworkers may contribute to more reliable data as respondents had a tendency to use their perceptions in answering the questionnaire if the self-report measure had been used in the research.

■ 6.0 CONCLUSION

This study tested the relationship between organizational justice and organizational citizenship behaviour among academic librarians in Universiti Teknologi Malaysia (UTM) Library. Findings show that organizational justice has a significant relationship with organizational citizenship behaviour. This empirical evidence can add to the literature and serve as the guideline for future researchers who are keen in knowing more on organizational justice and organizational citizenship behaviour.

Besides that, this study provides a picture for the organisation to take appropriate actions by ensuring that all employees are being fairly treated to improve the organizational citizenship behaviour among its employees, which in turn will lead to improved organizational performance.

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