

ORGANIZATIONAL JUSTICE AND WORKERS' CITIZENSHIP BEHAVIOUR: A STUDY OF HOTELS IN PORT HARCOURT

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ABSTRACT

The relationship between organizational justice and workers' citizenship behaviour was investigated using Spearman's Rank Order Correlation Coefficient and using corporate culture as the moderating variable in hotels in Port Harcourt. The study utilized cross-sectional research design and used questionnaire to collect the primary data. The results of the analysis revealed that there were strong correlation between the dimensions of organizational justice and the measures of workers' citizenship behaviour. Consequently, the study recommends the following: Organizational managers and supervisors must begin to view their functions and actions as messages and communications that have undertone for modeling employees' fairness perception and employers looking for exceptional performance in terms of efficiency and effectiveness should treat employees fairly and appropriately, which will in turn result in transcending the demands of a formal job requirements to extra-role behaviors.

Keywords: Altruism, Conscientiousness, Distributive Justice, Interactional Justice, Organizational Justice, Organizational Citizenship Behaviour, Procedural Justice, Sportsmanship, Workers Citizenship Behaviour

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

As working under changing circumstances becomes an essential feature of organizations (Lee, Dendrick, & Smith, 1991), organizations will necessarily become more dependent on individuals who are willing to contribute to successful change, regardless of formal job requirements (Somech and Drach-Zahavy, 2004: 281). According to Pickford & Joy (2016), workers' citizenship behaviours (WCBs) are individual, discretionary actions by employees that are outside their formal job description. Managers who are aware of the pros and cons of WCBs can help employees contribute optimally to the organization and avoid burnout. Organizations who feel workers' citizenship will "go the extra mile" out of personal motivation which when identified leads to increased performance and job satisfaction and also expecting or formalizing this behaviour can lead to job creep or an unhealthy work/life balance; letting it go unrecognized may diminish motivation. They further stated that positive WCBs reduce the need for supervision, improve workplace moral and result in cost-saving suggestions which free up managerial time. Employees who are willing and happy to go beyond formal job requirements will help organizations cope with change and unpredictable circumstances. Halbesleben & Bellairs (2015) suggest that WCBs are selected by individuals in alignment with personal goals, and with how they see their future work selves. They use the term "equifinality" when a choice of paths can attain one goal, and "multifinality" for a behaviour type in which imminent and distant goals can both be served by one behaviour. Individuals will learn from how their behaviour is (formally or informally) rewarded (or not), and select continuing behaviours accordingly. In addition, individuals' development of their goals is influenced by these rewards (or lack of them).

Fang (2000) opined that justice play a significant role in affecting employee's performance and those employees who are satisfied from sound justice within an organization are higher performers than the less satisfied. In other to keep employees satisfied, committed, and engaged to the organization, the organization needs to be fair at all times.

Little wonder Greenberg (1990), argued that organizational justice has multiple effects on the employees' perception ranging from the way a procedure is made and followed in an organization to a decision taken in an organization. The need for justice within an organization is assumed to be a fundamental aspect of any social organization which tends to motivate positive behaviour among individuals within the organization. This is why Elovainio et al. (2005) revealed that employees' perception of fairness in organizational settings tends to represents sound justice within the organization. It influences their attitudes, behaviours and the overall performance of such organizations. That is; the extent to which employees are treated fairly and honestly. The theory of equity, being also a justice theory, tends to explain rational satisfaction in terms of perception of the distribution of an organization's resources. In any case, an employee wants to feel that their contributions are being rewarded accordingly. According to Greenberg (1997) Organizational justice is defined as the perception of employees about the fair treatment in the organizations. It has become a salient issue and frequently researched topic in

the field of human resource management, industrial organizational psychology and organizational behaviour.

Turnipseed and Rassuli (2005) described workers' citizenship behaviours as behaviours that defend the worker when it is criticized. Daniels, Joireman, Falvy & Kamdar (2006) stated that workers' citizenship behaviours include behaviours that urge peers to invest in the organization or any work behaviour that exceeds routine expectations. Workers' citizenship behaviour was therefore defined as functional, extra-role, pro-social organizational behaviours directed at individual, groups and / or an organization (Sharma, Bajpai & Holani, 2011). Murphy, Athanasau and Neville (2002) noted that workers' citizenship behaviour has been described necessary for the growth, success, effectiveness and productivity of any organization. Zhong and Organ (2004) described workers' citizenship behaviours as those actions that are not demanded by the formal job responsibilities. Although WCBs are coveted by organisations, they are only exhibited based on employees' discretion. This implies that these behaviours cannot be enforced by an organisation because they are not stipulated in the employment contract as part of their job descriptions.

The importance of workers citizenship behaviour (WCB) in any organization cannot be overemphasized. Managers and executives value employees who display citizenship behaviour because they make their job easier. The extra time obtained by management allows manager to improve the organizational effectiveness by having more time for managerial issues. The extra time a manager committed to managerial issues would enable him/her study the in-role and extra-role behaviour of employees at work, In-role behaviour is that which is acceptable behaviour to management. Extra-role behaviour on the other hand is referred to as "innovative and spontaneous behaviour". Extra-role behaviours include the in-role behaviour and 'extra-role gestures that enhance or improve organizational effectiveness, informal acts of cooperation, goodwill and helpfulness (organ & Batman, 1983). Workplace behaviour of employees appears to determine a company's success. Thus, it is very important that workers show extra-role behaviour like helping other employees or taking breaks only if really needed. Workers who display good behaviour at the workplace are those who are willing to go beyond their formal job responsibilities and freely give of their time and energy to make sure that their organization succeeds.

Research in the area of workers citizenship behaviour has expanded in the literature since the work of Organ & Batman (1983) in which they used the Job Description index at two points in time, finding higher correlations than in previous satisfaction-performance studies. Skarlick & Latham (1995) found that peer evaluations correlated negatively with a professor's publications and years on the job. Schnake (1991), Organ & Katherine (1995) have conducted meta-analysis of the workers citizenship behaviour (WCB) literature. Organ & Katherine (1995) conducted a meta-analysis with 55 studies, which show that job attitudes are robust predictors of workers citizenship behaviour (WCB). Different task, leadership, cognitive and positive affect studies have also been conducted.

An interesting line of research involves unions, their members and the role that workers citizenship behaviours (WCBs) can play within a union (Latham & Karambayya, 1997; Skarlicki & Latham 1996). Articles in the marketing and organizational decision journals have studied salespersons and managerial performance appraisals and evaluations (Mackenzie, Podsakoff & Fetter, 1993). Not all these studies have embraced the new conceptualization of workers citizenship behaviour (WCB) as a new and better measure of performance. Morrison (1994) calls for research clarifying the meaning of in-role and extra-role performance or re-conceptualizing workers citizenship behaviour (WCB). Still studies continue to explain workers citizenship behaviour (WCB) in regard to rewards, in-role, extra-role, dispositional factors (big five), personality, and satisfaction (*Eastman, 1994; Konovsky & Organ, 1993; Moorman, 1993*).

The hotel industry is an organization where high level of organizational justice is needed. This is because hotel businesses provide essential products and services that facilitate business activities. Hotel businesses also render accommodation services, catering services, recreational facilities, etc which are very important to businessman especially foreigners and local travelers. Therefore, for the hotels to grow, workers must exhibit a positive attitude and behaviour to work. Successful hotels have employees who go beyond their formal job responsibilities and freely give of their time and energy to succeed. The willingness of workers to exert effort beyond the formal obligations of their positions will depend on how they perceived organizational justice in their respective organizations.

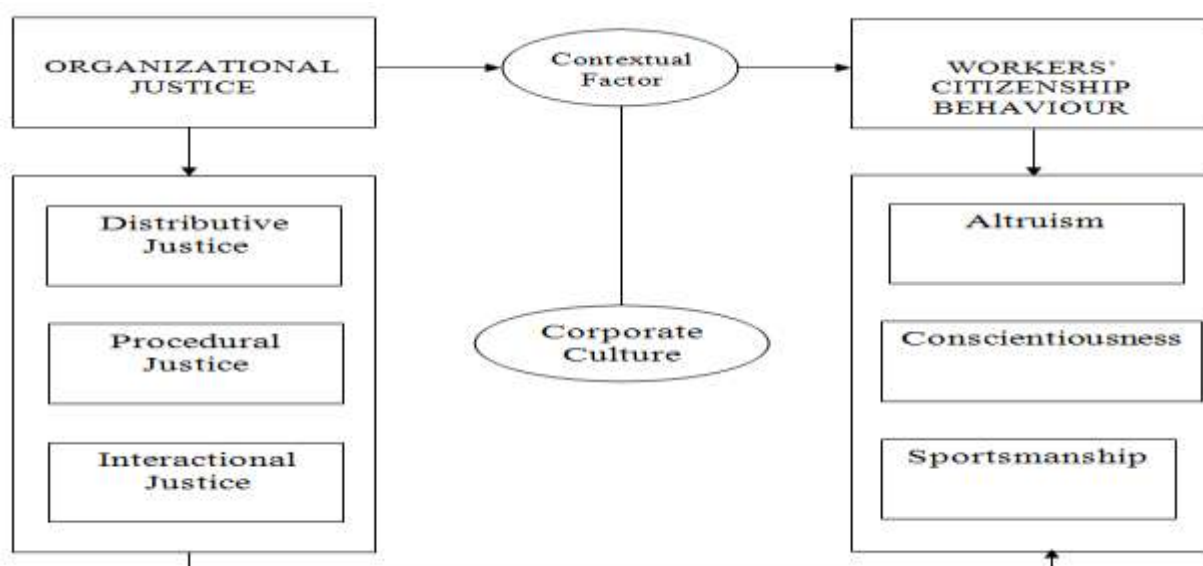
Studies by Moorman (1991) posit that perception of justice is an important indicator in the development of citizenship behaviour of 270 medium scale enterprises, also Organ and Moorman (1993) stated that the perception of justice rather than job satisfaction influences citizenship behaviour. Tansky (1993), found a positively significant relationship between the perception of organizational justice and altruism and conscientiousness. Most of the studies in the empirical review and also from literatures indicate significant relationship between variables but not recent and none have been able to identify the relationship between dimensions of organizational justice and workers' citizenship behaviour as used in this study. This study therefore examines organizational justice and workers citizenship behaviour using selected hotels in Port Harcourt as a survey study.

1.2 STATEMENT OF THE PROBLEM

Oparanma & Gabriel (2012) posit that location/ size, menu/ services, management problems, employment wages, employee competence and planning of menu/ service as the main causes of failures in hospitality industry in Port Harcourt. They discovered that the typical restaurant operator who desires to increase his sales volume must not only change his menu every day, but also offer a large variety of menu items. The problems of a constantly changing inventory, coupled with an increase in the number of menu items carried in inventory, can be very expensive to resolve. The performance of many hotels in Nigeria is very low. It is estimated that approximately 75% of the hotels in Nigeria failed to meet up their expected profit level (Inyanga 1998), and some of them have not experienced any significant growth (Sw Reich

1997). The reason is, most of the hotels are not able to sustain in the industry profitably due to lack of competitiveness especially during the economic crisis. The inability of Nigerian hotels to compete favourably in the global market usually is related to the poor attitude and behaviour of workers (Kings & Facchim, 2009). This situation is doubled by the injustice in the organizations. Hotel employees have often lamented that they are not adequately rewarded in their present position while some others claimed that they have not been promoted after serving the organization faithfully for years. There are some weaknesses in the execution of justice in the organizations that we should discover to improve their sustainability and competitiveness. Therefore, this research tries to discover the contributions of organizational justice to workers' citizenship behaviour in the hotel industry.

1.3 OPERATIONAL FRAMEWORK OF THE STUDY



Source: Adapted from: Greenberg (1990) postulated the dimensions of Organizational Justice while; Podsakoff, Mackenzie, Moorman & Fetter, (1990), postulated the measures of Workers' Citizenship Behaviour.

1.4 AIM AND OBJECTIVES OF THE STUDY

The aim of this study is to examine the relationship between organizational justice and workers citizenship behaviour using selected hotels in Port Harcourt as a survey study.

In order to achieve this, the study intends to attain the following objectives:

- 1) To evaluate the relationship between distributive justice and workers' citizenship behaviour.
- 2) To measure the relationship that exists between procedural justice and workers' citizenship behaviour.
- 3) To explain the relationship between interactional justice and workers' citizenship behaviour.

- 4) To examine the moderating effect of corporate culture on organizational justice and workers' citizenship behaviour.

1.5 RESEARCH QUESTION

In order to adequately address the objectives of this study, the following questions are put forward:

- 1) What is the relationship between distributive justice and altruism of hotels in Port Harcourt?
- 2) What is the relationship between distributive justice and conscientiousness of hotels in Port Harcourt?
- 3) What is the relationship between distributive justice and sportsmanship of hotels in Port Harcourt?
- 4) What is the relationship between procedural justice and altruism of hotels in Port Harcourt?
- 5) What is the relationship between procedural justice and conscientiousness of hotels in Port Harcourt?
- 6) What is the relationship between procedural justice and sportsmanship of hotels in Port Harcourt?
- 7) What is the relationship between interactional justice and altruism of hotels in Port Harcourt?
- 8) What is the relationship between interactional justice and conscientiousness of hotels in Port Harcourt?
- 9) What is the relationship between interactional justice and sportsmanship of hotels in Port Harcourt?
- 10) To examine the effect of corporate culture on organizational justice and workers' citizenship behaviour of hotels in Port Harcourt?

1.6 RESEARCH HYPOTHESES

The following hypotheses are formulated to guide this study:

- H0₁:** There is no significant relationship between distributive justice and altruism.
H0₂: There is no significant relationship between distributive justice and conscientiousness.
H0₃: There is no significant relationship between distributive justice and sportsmanship.
H0₄: There is no significant relationship between procedural justice and altruism.
H0₅: There is no significant relationship between procedural justice and conscientiousness.
H0₆: There is no significant relationship between procedural justice and sportsmanship.
H0₇: There is no significant relationship between interactional justice and altruism.
H0₈: There is no significant relationship between interactional justice and conscientiousness.
H0₉: There is no significant relationship between interactional justice and sportsmanship.
H0₁₀: Corporate culture does not significantly moderate the relationship between organizational justice and workers' citizenship behaviour.

LITERATURE REVIEW

2.1 Theoretical Framework

The theoretical foundation of this study is based on equity theory. This is because most empirical studies have relied heavily on these theories as the baseline theory when discussing organizational justice and workers' citizenship behaviour (e.g.; Greenberg, 1990, 1997; Rishipal and Manish, 2013; Antoncic and Antoncic, 2011, and Adams, 1965).

According to Adams (1965), equity theory focuses on determining whether the distribution of resources is fair to both relational partners. It proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress, and that this distress could lead to efforts to restore equity within the relational cycle. It focuses on determining whether the distribution of resources is fair to both relational parties. Equity is measured by comparing the amount of contributions and benefits of each person within the relationship. Partners do not have to receive equal benefits or make equal contributions, as long as the ratio between these benefits and contributions is similar. Equity theory acknowledges that subtle and variable individual factors affect each person's assessment and perception of their relationship with their relational partners (Adams, 1965). In any case, an employee wants to feel that their contributions and work performance are being rewarded with their pay. If an employee feels underpaid then it will result in the employee feeling hostile towards the organization and perhaps their co-workers, which may result in the employee not performing well at work anymore. It is the subtle variables that also play an important role in the feeling of equity. Just the idea of recognition for the job performance and the mere act of thanking the employee will cause a feeling of satisfaction and therefore help the employee feel worthwhile and have better outcomes. Adams (1965) proposes assumptions of equity theory as follows:

- i. Individuals seek to maximize their outcomes.
- ii. Groups can maximize collective rewards by developing accepted systems for equitably apportioning rewards and costs among members.
- iii. When individuals find themselves participating in inequitable relationships, they become distressed.
- iv. Individuals who perceive that they are in an inequitable relationship attempt to eliminate their distress by restoring equity. The greater the inequity, the more distress people feel and the more they try to restore equity.

Equity theory has been widely applied to business settings by industrial psychologists to describe the relationship between an employee's motivation and his or her perception of equitable or inequitable treatment. In a business setting, the relevant dyadic relationship is that between employee and employer. Equity theory in business, however, introduces the concept of social comparison, whereby employees evaluate their own input/output ratios based on their comparison with the input/outcome ratios of other employees (Poole, 2007). Inputs in this context include the employee's time, expertise, qualifications, experience, intangible personal qualities such as drive and ambition, and interpersonal skills. Outcomes include monetary compensation, perquisites, benefits, and flexible work arrangements.

Convincingly, the treatment of employees in a fair manner has been perceived as organizational justice. The significance of organizational justice is revealed by the growing body of knowledge regarding notions of fairness in organizations. When employees feel that they are treated fairly by the organization in every aspect, they are inclined to show more positive attitude and behaviours towards the organization as perceptions of organizational justice are contextual.

Although certain norms may influence perceptions of justice in particular situations, norms do not necessarily determine or predict how individuals or groups will interpret or respond to particular situations (Poole, 2007).

Organizational justice research has shed considerable light on how employees respond to perceived fairness or lack of fairness in the workplace. For example, when employees feel unfairly treated their loyalty level to the organization falls, their job performance drops, job satisfaction declines, they become much less likely to assist their coworkers (Ambrose, 2002; Cropanzano and Greenberg, 1997), and they may engage in deviant behaviours in the workplace, including sabotage (Ambrose, Seabright, and Schminke, 2002).

2.2 EMPIRICAL REVIEW

In the literature, there are many studies which focus on the relationship between the perception of organizational justice and organizational citizenship behavior. These studies suggest that employees will show extra-role behavior if they believe that actions and practices in the organization are honest and fair. In this respect, Moorman (1991) found that the perception of justice is an important indicator in the development of citizenship behavior in the study he conducted with 270 employees of two medium scale enterprises. Organ and Moorman (1993) stated that the perception of justice rather than job satisfaction influences citizenship behavior. In his study conducted with 101 employees in a company listed in the Fortune 100, Tansky (1993) found a positively significant relationship between the perception of organizational justice and altruism and conscientiousness, two sub-dimensions of organizational citizenship behavior.

Arslan and Pekdemir (2007) conducted a study with 233 blue-collar workers serving at different departments of a production company and found a significant relationship between the perception of organizational justice of workers and the organizational citizenship behavior they exhibit, and determined that distributive and interpersonal justice dimensions are influential in this significant relationship. Chen et al. (2008) collected data from 529 participants consisting of executives and other employees and established as a result of the study that only the perception of distributive justice is influential on individuals who exhibit organizational citizenship behavior. Chegini (2009) evaluated the relationship between the dimensions of justice and organizational citizenship behavior on the basis of five hypotheses and revealed as a result of correlation analysis that all dimensions of justice are correlated with the organizational citizenship behavior. In the study conducted by Poyraz et al. (2009) on workers of 4- and 5-star thermal hotels at the city center of Afyonkarahisar, they concluded that interactional justice is more influential on organizational citizenship behavior than the distributive and procedural justice.

Kamani and Namdari (2012) conducted a study on employees of Melat Bank in Iran and found that four dimensions of organizational support and justice show a significant and positive relationship with the organizational citizenship behavior, and procedural justice is more significant compared with other dimensions.

In his study conducted on 295 academic personnel serving at eight different faculties in a state university in Ankara, Buluc (2015) found a positive and significant relationship between perception of justice of academic personnel and their organizational citizenship behavior.

Also, there are also studies which examine the relationship between organizational justice and organizational citizenship behavior from the perspective of health workers. In this context, Gilaninia and Abdesonboli (2011) included in their study 314 people who serve at state hospitals in Rasht, Iran. As a result, a significant relationship was found between all dimensions of justice and organizational citizenship behavior.

Similarly, in the study conducted by Bahrami et al. (2014) on 100 people who work at an educational hospital in Iran, a positive and significant relationship was found between all dimensions of organizational justice and conscientiousness, civic virtue, altruism and sportsmanship behaviors. Yardan et al. (2014) collected data from health workers consisting of nurse, midwife, laboratory technician and medical secretary at a hospital. They found a significant relationship between each dimension of organizational justice and civic virtue and conscientiousness behaviors. As a result of their regression analysis, they found that distributive justice has positive influence on conscientiousness and courtesy and interactional justice has a positive influence on conscientiousness and civic virtue. Yıldız (2014) examined the intermediary role of job satisfaction in the influence of justice on organizational citizenship behavior, through nurses who work at hospitals in Kars, Turkey. As a result of this study, the researcher found that job satisfaction play full intermediary role in the influence of procedural justice on organizational citizenship behavior related to the organization and the influence of interactional justice on organizational citizenship behavior related to the person. Chang (2014) focused on intermediary role of organizational justice between organizational support and organizational citizenship behavior and included the nurses of a major hospital in Taiwan in his study. As a result of this study, the researcher found that perception of justice of nurses play an intermediary role between organizational support and organizational citizenship behavior.

2.3 CONCEPT OF WORKERS' CITIZENSHIP BEHAVIOUR (WCB)

Workers' citizenship behaviour (WCB) has been conceptualized in various ways. Begum (2005) stated that organizational citizenship behaviour is referred to set of discretionary behaviours that exceed one's basic job requirement, whereas, Krishnan and Arora (2008) defined the Workers Citizenship Behaviour (WCB) as discretionary behaviour that increase the organizational effectiveness by helping coworker, supervisor, and the organization. According to Organ (2000), Workers citizenship behaviours are work-related behaviours that are discretionary, not related to the formal organizational reward system, and in the aggregate promote the effective functioning of the organization. This definition includes three main features of WCB. First, the

behavior must be voluntary. Second the behaviour benefit from the organization perspective. Third, organizational citizenship behaviour have multidimensional nature (Bogler and Somech, 2005). Moreover, Workers citizenship behaviour (WCB) is behaviour that extends beyond that required by an organization in a formal job description and refer to actions performed by employee, which surpass the minimum role requirement expected by organization and promote the welfare of co-workers, work groups, or the organization (Lovell, 1999).

Williams and Anderson (1991) identified two broad dimensions of WCB as: (i) OCBO or general compliance behaviours that is directed toward the organization benefit in general (e.g., adhere to keep, maintain, respect, observe, be true, fulfill, obey, heed, kept to, abide by, be loyal, mind, be constant, be faithful to organization informal rules and (ii) OCBI or altruism behaviours that Immediately benefit specific individuals within the organization and indirectly through this means contribute to the organization effectiveness (e.g. help other who have been absent).

2.4 WORKERS CITIZENSHIP BEHAVIOUR AT INDIVIDUAL LEVEL

Studies on workers' citizenship behaviour (WCB) can be largely divided into the study of prerequisite factors and consequential factors. In its initial stage, WCB studies had a focus on examining the effects its prerequisite factors, until research efforts began to gradually identify the factors that affect WCB on the tangible performance of an organization (Podsakoff, Ahearne & Mackenzie, 1997; Podsakoff & Mackenzie, 1994). Prerequisite factors, usage scale, and measuring methods were generally contemplated from studies and international studies on WCB. To date, these studies which have examined numerous organizational aspects including influences on WCB are chiefly job satisfaction (Bateman & Organ, 2003; Moorman, 2001; Williams and Anderson, 1001), justice (Farh, Podsakoff, & Organ, 2000; Moorman, 2001; Niehoff & Moorman, 1993), and cynicism (Ackfeldt, 2000; Van Dyne, Graham & Dienesch, 1994). Of these, organizational justice appears most frequently as a prerequisite for WCB. As subordinate concepts to justice, procedural justice has been identified as having more of an effect on WCB than distributive justice. Procedural justice is an independent variable of WCB by itself, and also has an indirect effect through other variables (Moorman, Blakely, & Niehoff, 1998, Moorman, 1991). Some studies report that this justice, affected by a leader's behaviour, acts as a parameter to have effect on WCB (Niehoff & Moorman, 1993; Tepper & Taylor, 2003). Although, most studies' results show agreement in that Determinants of Organizational Citizenship Behaviour. Organizational justice has an effect on WCB, each researcher has different views on the relative influences of each level of organizational justice on organizational justice. Therefore this study attempts to empirically verify the effects of perceived distributive justice and procedural justice on WCB at individual level.

2.5 WORKER CITIZENSHIP BEHAVUOUR AT GROUP LEVEL

With regard to uncertainty of organizational environments and employment-related contracts, leadership's perception built into the relationship with one's supervisors has also been identified as having an effect on WCB, together with an emphasis on psychological aspect (Marlowe &

Nyhan, 1992; Podsakoff et al., 1990; Robinson & Morrison, 1995). As for the relationship between transformational leadership and WCB, Mackenzie, Podsakoff, and Fetter (1991) clarified that each behavioral element of transformational leadership has a high correlation with each component of WCB. In addition, Koh, Steers, and Berborg (1995) analyzed the effects of a principal's transformational leadership on teachers' attitudes and students' schoolwork performance and found that transformational leadership has a positive effect on predictions of WCB. This means a leader with a higher transformational characteristic forms higher commitment levels and WCB aspects compared to his or her subordinates.

Kirkman and Rosen (1999) also found that the autonomy of a team was the most important element to constitute team empowerment in a team's level of empowerment. This choice is the most important in the individual level of empowerment. However, even if a team's autonomy can explain much of a team's empowerment, for their high validity, a team should feel an assurance of, influence on, and importance of their duties. Thus, autonomy is an important requisite for a team's empowerment, but autonomy alone does not always accompany team empowerment. Through team empowerment, Organization members belonging to a group are allowed to increase their self-confidence and inspire their sense of belonging. These characteristics improve the possibility of taking on WCB along with their own duties because team empowerment can improve autonomy within an organization. Therefore, this study assumed transformational leadership and team empowerment as independent factors and verified their relationships to WCB. These variables that are as variables of group level are treated as important variables in Nigeria.

2.6 WORKERS' CITIZENSHIP BEHAVIOUR AT ORGANIZATIONAL LEVEL

Details of an organizational structure characteristic factor can be classified into levels of formulation, centralization and complexity. This factor includes the following content: all authority and responsibilities are stated clearly and concretely; general procedures of handling duties are made into regulations; content of duties and methods for their performance are stipulated; results of performing duties necessarily are checked out by comparing with a plan and assigned goals; controlling date are used without fail even for deciding on rewards and punishments; and there is rare flexibility according to the situation. Chung and Oh (2002) verified the effect of organizational characteristics on the WCB of members. Analysis results showed that in terms of a procedural characteristic, allowing a merit system and having more active communication in an organization leads to more negative effect on loyalty behaviour and functional participation behaviour. At the same time, it has a positive effect on change-initiative participation behaviour, which means securing more up-to-date knowledge and capacity for an organization. They also discovered that the more a structural characteristic is emphasized, that is, the more formulation and centralization is stressed and strengthened, the more negative effect it has on loyalty behaviour but a positive effect on obedience behaviour of endeavoring to increase an organization's performance results. In addition, Determinants of Workers Citizenship Behaviour as a result of verifying which of organizational characteristic or individual characteristic has more effect on WCB, individual characteristics had more of an effect on WCB than organizational characteristics. Nonetheless, because organizational

characteristics also have a very important effect on WCB, they proposed that an appropriate harmony that is suited for the organization must be achieved.

In this study, the author selected complexity as a group level variable, assuming that among the factors of an organizational structure characteristic, complexity (ie., Levels of specialization) will make a difference in exercising WCB among employees.

2.7 ORGANIZATIONAL JUSTICE

The description and explanation of fairness in the workplace is known as organizational justice (Coetzee, 2004). Rawls (2001) stated that justice is the primary virtue of social organizational. Colquitt et al., (2001) defined organizational justice as the focus on antecedents and consequence of two types of subjective perceptions, namely the fairness of outcome distribution and allocation.

In the law of trusts, the allocation of cash dividends earned by a stock that makes up the principal of a trust for a beneficiary usually means that the dividends will be treated as and the fairness of the procedures used to determine outcome distributions and allocations.

Generally, maintaining good organizational justice can lead to ideal and favourable outcomes in the workplace. It is expected that employees will act according to organizational rules and regulations if they are treated fairly and receive the outcomes; they desire. In research, it has been shown that employees are more committed to the organization, have more trust, and are more satisfied when the procedures within an organization are perceived as being just (Lovell, 1999). There is also research that compared organizational justice to various employee behaviours and elements of interpersonal communication, such as sexual harassment, ethics, performance, feedback and citizenship behaviour

2.8 DIMENSION OF ORGANIZATIONAL JUSTICE

Several studies have examined organizational justice (Greenberg, 2000). These studies resulted in the emergence of several approaches to just. In general there are three dimension of OJ, namely: distributive justice, procedural justice, and interactional justice (Bies and Moag, 2006).

2.8.1. DISTRIBUTIVE JUSTICE

Distributive justice is the form of the organizational justice that focused on the people's beliefs that they have received fair amount of valued-work related outcome (Giapet, al., 2005). Moreover, Folger and Greenberg (2008) have defined the distributive justice as the fairness of the outcome the employee receive, while procedural justice as the fairness of the procedures used to determine those outcome.

Distributive fairness reflects how fair employees in an organization perceive the actual allocation of outcomes they receive to be (Bogler and Somech, 2005). Problems with distributive justice may arise if employees feel something negative cannot be avoided, when

everyone cannot receive the same thing or what they each want, and when valuable resources or outcomes are scarce (Bies and Moag, 2006). Furthermore distributive justice is the people perception whether the gain they earned was distributed in such a fair manner (Folger and Cropanzano, 2008).

2.8.2. PROCEDURAL JUSTICE

Much evidence proves that organizational justice perception not only includes judgment about the outcome of fairness but also judgment about the way the allocation decision was made (Greenberg, 2000, Lind and Tyler, 2009). Procedural justice refers to the people's perception of the fairness of the outcome they receive (Giap, et al., 2005). Moreover, procedural justice deals with the procedures that the organization uses to reach a decision (Koopmann, 2001). According to Muchinsky (2000), a decision is considered procedurally just if it is consistent over people and time, without bias, holds accurate information, and with an outcome which can be modified.

Procedural justice is characterized by the fairness of the processes that are used to determine what outcomes are used, how they are distributed, and to whom the outcomes are given (Folger and Greenberg, 2005). Suggested attributes of organizational procedural justice include freedom from bias, accuracy, consistency, representation by stakeholders, correction of errors and ethical consistency (Muchinsky, 2000).

2.8.3. INTERACTIONAL JUSTICE

Interactional justice is the third type of organizational justice and concerns the perception of fairness in procedural treatment of others. Interactional justice is referred to the quality of the relationship between individuals within the organization (Folger and Cropanzano, 2008). Moreover, Bies and Moag (2006) defined it as the perception of the fairness of interpersonal skills treatment received during the implementation of a procedure. Issues with interactional justice can arise when employees are lied to, judged unfairly and denied privacy or respect. A low level of interactional justice may be related to a greater likelihood of sexual harassment. A study suggested that existing individual differences in personality and hostile behaviour influence how individuals react to unfairness in the organization (Moorman, 2001). How employees perceive the validity and relevance of their performance ratings at their jobs relates to employees' perceptions of procedural justice; by using a rating system that is, and perceived as valid to enhance the employees' perceptions of organizational justice.

According to Greenberg (2000), in interactional justice, decision maker's treatment for those affected by the decision is crucial because persons identify attitudes as indicators of justice within the organization. Moreover the decision maker's explanation for their decision is another important factor that will have its effect on the individual perception of the fairness of the decision. Individuals will consider the decision to be fair if enough explanation is made even if unfavorable results are expected (Greenberg, 2000).

2.9 ORGANIZATIONAL JUSTICE AND WORKERS CITIZENSHIP BEHAVIOUR (WCB)

Research constantly shows that individual behavior in workplace is affected by perception of organizational justice (Colquitt et al., 2001) For example, researchers have found that employees perform organizational citizenship behaviours to their supervisor and organization, and demonstrate higher levels of commitment to their organization and supervisor in exchange for fair treatment, procedures and outcomes (Bobocel and Holmvall, 1999, 2001; Byrne and Corpanzano, 2000). Moreover, recent research has shown that employee perceptions of both distributive and procedural justice influence WCB (Moorman, 2001; Organ, 2008). That is, if employees perceive the outcomes of their evaluations to be fair or perceive the process by which outcome allocation decisions are made to be fair, they will be likely to reciprocate by performing behaviors to benefit their organization that go beyond the in-role performance of their jobs (Niehoff and Moorman, 2003). Furthermore, Williams et al. (2002) indicated that the likelihood of organizational citizenship behaviors increased when employee perceptions of fair treatment by supervisors became more positive. Organ and Konovsky (2009) claimed that the fair treatment for the subordinate inside the organization will spur them and make them obligated for the reciprocal social exchange relation with the organization through various favourable behaviors, whereas, unfair treatment for the employee will spoil their perception about their relation with the company. According to Organ and Konovsky (2009), it is more likely to be are of economic exchange, in which they will execute actions that guarantee compensation for them.

An empirical search for knowledge; “their pottery deserves more research than it has received” supports the relationship between overall fairness and WCB (Greenberg, 1993; Niehoff and Moorman, 1993; Organ and Konovsky, 1989). On the other hand, Tansky (1993) found that the overall fairness have no direct effect on WCB. In this study it has been assumed that the overall justice will be related to WCB.

2.9.1 DISTRIBUTIVE JUSTICE AND WORKERS CITIZENSHIP BEHAVIOUR

When individual’s outcomes are fair, it is signal that an individual’s abilities are valued by the organization (Moon et al., 2008). When one is perceived as a valued member of an organization, he is more likely to show behaviours that will help the organization to achieve its goals as a form of social exchange (Eisenberger et al., 2000).

Organ (2000) suggested a theoretical basis for the relationship between distributive justice and citizenship using equity theory and Blau’s (2004) distinction between economic and social exchange. According to equity theory (Adams, 1965), perception of unfair distribution of work rewards relative to work inputs create tension within an individual, and the individual motivated to resolve the tension. If WCB is considered a work input, then employee’s response to underpayment could be decreased in WCB (Organ 2008). Some researchers (Farh et al., 1997; George, 1991) found that distributive justice is positively correlated with WCB, whereas, other found no relationship between distributive justice’ and WCB (Moorman, 1999; Niehoff and

Moorman, 1993). But in this study it has been argued that there is a significant association between distributive justice and WCB's two dimensions (OCBO, OCBI).

Based on the above discussion it has been proposed that the fair distribution for the outcomes in terms of pay, promotion, and incentives will enhance the education worker's motivation to reciprocate by displaying of WCB toward their supervisor, Coworker and their organization.

2.9.2 PROCEDURAL JUSTICE AND WORKERS CITIZENSHIP BEHAVIOUR

Procedural justice is concerned with the fairness of the procedures used to determine the decision outcomes, this fairness is determined by factors such as whether individuals is given voice in procedures and the decision outcome (Thibaut and Walker, 2095), and whether the procedure is deemed to be consistent, ethical, free of bias, accurate, and correctable (Leventhal, 2000). When an organization offers members a voice in procedures, it implies that their ideas and thoughts are of concern to the organization. Similarly, a perception that procedures are consistent across the employee population, and that they are ethical and appropriate, suggests to employees that the organization cares about their welfare (Lind et al., 2003).

According to Skarlicki and Folger (1997), the consequences of procedural justice can include a favourable behaviour such as organizational commitment, trust in administration, satisfaction, and organizational citizenship behaviours. Furthermore, organizational citizenship behaviors have constantly been shown to be a consequence of procedural justice (Moorman, 1999) Moreover, if employees believe that the procedures used in allocation organizational outcomes are fair and just, they will be satisfied and more likely to engage in WCB behaviour (Konovsky and Pugh, 1994), whereas Schappe (1998) believed that procedural justice were not able to predict WCB. But in this study it has been assumed that procedural justice will be positively associated with OCBI and OCBO. When subordinate will perceive that their organization value them then they will find themselves obligated to reciprocate by WCB toward their organization, supervisor, and their coworker.

2.9.3 INTERACTIONAL JUSTICE AND WORKERS CITIZENSHIP BEHAVIOUR

Previous researches have proven that the level of organizational justice reflected in the management decisions about the employees is directly related to the quality of resulting social exchange relationship between the individuals and their organizations as well as between employees and their immediate managers (Corpanzano et al., 2001; Maasterson et al., 2006). The resulting social exchange relationship has proven to be related to favorable attitude and behaviours from the employee side like job satisfaction, organizational commitment, and WCB (Tekleab et al., 2005).

Interactional justice is the fairness of the interpersonal treatment displayed during the enactment of the procedures underlying organizational justice (Bies and Moag, 2006). Fair treatment is assumed to produce open-end social exchange relationships, these types of relationship will result in obligations for the employee to repay the supervisor or organization, therefore,

performance, WCB, and commitment are likely to result (Corpanzano et al., 2001). Some studies have supported the relationship between interactional justice and citizenship behaviour (Coyle-Shapiro et al., 2003; Moorman et al., 1993).

METHODOLOGY

3.1 RESEARCH DESIGN

According to Unamma (2003), research design deals with the programme, plan and method of proof which guides a researcher in the process of collecting, analyzing, testing hypotheses or research questions, and interpreting useful data, information and observations. In this study, the quasi-experimental research design will be adopted. Here, the survey design will be employed. The survey design collects information from the pre-determined sample that represents the entire population of the study. In this regards, the survey design was used to examine the relationship between, organizational justice and workers citizenship behaviour.

3.2 POPULATION OF THE STUDY

The target population for the study consists of 121,128 staff from the 309 registered & functional hotels from traveljumia.com. The accessible population for this study is 392 staff obtained from the human resource department of the hotels under review. The Rivers State Tourism Board does not have statistics on the total number of hotels in Rivers State.

3.3 SAMPLING TECHNIQUE

The study is on organizational justice and workers' citizenship behaviour of hotels in Port Harcourt. In this study, the stratified sampling technique was adopted. This is because the population from which the sample is to be drawn does not constitute a homogeneous group. We selected the 30 hotels from the 309 Hotels found in travel.jumia.com in order to obtain a representative sample. However, 30 registered hotels will be selected. Taro Yamen's (1967) formula will be used to determine the sample size. Sample size is 198 workers

3.4 DATA COLLECTION TECHNIQUE

Primary and secondary data will be used in this study. The primary data will be obtained with the aid of questionnaire which will be administered to the respondents. Oral interviews were used to supplement the questionnaire data. The questionnaire which was the major instrument for data collection will be made up of structured (closed ended) questions. The questionnaire will be divided into three (3) sections (A-C). Section A sought information on the demographic variables (factors) of the respondents, section B gathered information on the various elements of organizational justice (distributive, procedural and interactional justice), and section C obtained information on workers citizenship behaviour (altruism, conscientiousness and sportsmanship).

On the other hand, the secondary data will be collected from textbooks, journals, magazines and periodicals. The data will be used to complement those data obtained from primary source.

3.5 OPERATIONAL MEASURES OF VARIABLES

The independent and dependent variables of this study were measured with the ordinal scale. The independent variables are the dimensions of organizational justice (distributive, procedural and interactional justice), while the dependent variable is workers citizenship behaviour (altruism, conscientiousness and sportsmanship). The data collected on the above variables were ranked in a four (4) point Likert scale which range from strongly agree, agree, disagree to strongly disagree. Through such ranking, the researcher was able to establish the relationship that exists between the independent and dependent variables using a correlation of rank test statistics.

3.6 DATA ANALYSIS TECHNIQUES

The analytical tools applied in this study will be the simple percentage and frequency tables and the Spearman Rank Order Correlation Coefficient. The response (data) obtained will be first presented and analyzed in percentage and frequency tables, while the hypotheses will be tested with the Spearman Rank Order Correlation Coefficient.

RESULTS AND DISCUSSION

4.1 DATA ANALYSIS

4.1 Summary of Hypotheses

Hypotheses	Significance	Final Result
Ho₁ : there is no significant link in distributive justice and altruism of hotels in Port Harcourt.	Significant Rho=.805, P < .05	Rejected
Ho₂ : there is no significant link in distributive justice and conscientiousness of hotels in Port Harcourt.	Significant Rho=.704, P < .05	Rejected
Ho₃ : there is no significant link in distributive justice and sportsmanship of hotels in Port Harcourt.	Significant Rho=.796, P < .05	Rejected
Ho₄ : there is no significant link in procedural justice and altruism of hotels in Port Harcourt.	Significant Rho=.771, P < .05	Rejected
Ho₄ : there is no significant link in procedural justice and conscientiousness of hotels in Port Harcourt.	Significant Rho=.719, P < .05	Rejected
Ho₄ : there is no significant link in procedural justice and sportsmanship of hotels in Port Harcourt.	Significant Rho=.605, P < .05	Rejected
Ho₄ : there is no significant link in interactional justice and altruism of hotels in Port Harcourt.	Significant Rho=.711, P < .05	Rejected
Ho₄ : there is no significant link in interactional justice and conscientiousness of hotels in Port Harcourt.	Significant Rho=.792, P < .05	Rejected
Ho₄ : there is no significant link in interactional justice and sportsmanship of hotels in Port Harcourt.	Significant Rho=.805, P < .05	Rejected
Ho₁₀ : Corporate Culture does not significantly moderate the link in firm justice and WCB of hotels in Port Harcourt.	Significant	Rejected

4.2 DISCUSSION OF FINDINGS

Based on the above findings, the study realizes:

Hypotheses One: The findings of this study indicate that distributive justice positively predicted altruism. A possible explanation for this finding is that as hotels workers perceive fairness in the distribution of resources in line with their inputs, the more altruistic attitude and behaviours are practiced and adopted by them in the organization. Theoretically, when workers see that they are treated fairly and justly in the allocation of resources within an organization, they feel happier and are likely to exhibit more helping behaviours that can benefit the organization [Ertürk, A. (2007)., Aslam, R. &Sadaqat, S. (2011), Adams, J. S. (1965)., Ishak, N. A. &Alam, S. (2009), Chegini, M. G. (2009)].

Hypotheses Two: The analyses also show that distributive justice significantly predicts conscientious behaviour. The result agrees with other studies [Ishak, N. A. & Alam, S. (2009)., Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C.O.L.H. & Ng, K.Y. (2001).].

Hypotheses Three: Similarly, distributive justice is found to be a significant predictor of sportsmanship. The report by Moorman is in line with this result. Moorman who was among the first researchers to conduct research on organizational justice and organizational citizenship behaviour reported that there is a relationship between distributive justice and majority of the dimensions of OCB including sportsmanship [Moorman, R. H. (1991)]. This result also conforms to that of Deluga who found that when employees perceive fair treatment and trust in managers, they perform voluntarily beneficial acts for the organizations that are not their formal responsibilities [Deluga, R. J. (1994)].

Hypotheses Four, Five and Six: The results shows that procedural justice is significantly related to measures of workers' citizenship behaviour as employees of the hotels feel that the process that are used to determine what outcomes, how they are distributed and to whom the outcomes are given is fair. Procedural justice is more important than distributive justice in determining their evaluations of the parties or the institution that enacted the decision (Brockner & Siegel, 1996). Wong, Mun, and Wong (2004) reported that distributive justice and procedural justice are positively related to OCB in the Chinese setting. They explored the relationship between perceived organizational justice and OCB among diverse employees working in Joint Ventures (JV) and State-Owned Enterprises (SOE) using 295 and 253 supervisors–subordinates dyads. It is noteworthy however that there was less emphasis on interactional justice. In an era where people to people interaction is given priority, it is least expected that interactional justice which involves personal respectful and polite treatment of employees and customers be ignored. Procedural justice is more important than distributive justice in determining their evaluations of the parties or the institution that enacted the decision (Brockner & Siegel, 1996). Wong, Mun, and Wong (2004) reported that distributive justice and procedural justice are positively related to OCB in the Chinese setting. They explored the relationship between perceived organizational justice and OCB among diverse employees working in Joint Ventures (JV) and State-Owned Enterprises (SOE) using 295 and 253 supervisors–subordinates dyads. It is noteworthy however that there was less emphasis on interactional justice. In an era where people to people interaction is given priority, it is least expected that interactional justice which involves personal respectful and polite treatment of employees and customers be ignored.

Hypotheses Seven, Eight and Nine: This study from the high correction values from the three hypotheses shows that interactional justice significantly relates with altruism, conscientiousness and sportsmanship. It was stated that interactional justice will significantly account for more variance and be positively related to WCB than distributive and procedural justice. The results of the present study support these hypotheses. This presupposes that when employees perceive fair treatment with regards respect and dignity, their commitment to perform increases compared to merely distributing resources or following laid down principles. This is consistent with many past findings (Mcfarlin & Sweeney, 2001; Rego & Cunha, 2009; Rego et al., 2004).

A look at the findings of Rego and Cunha's (2009) study gives a similar support for confirming these hypotheses in the Ghanaian setting.

Consistent with Farh et al. (1990), interactional justice was found to be related to behaviors directed toward the supervisor or manager. When employees feel fairly treated by the supervisor, they feel obligated to reciprocate by performing activities above and beyond written in-role job descriptions. Supervisor's fair and respectful treatment of subordinates evokes a feeling that it is worthwhile working for the organization (Farh et al., 1990).

Hypotheses Ten: A critical look at the literature reveals that distributive justice is usually grounded on the equity principle (Adams, 1965) and the economic exchange principle (Blau, 1964). Consistent with Rego and Cunha (2009), people feel fairly treated when they receive outcomes proportional to their contributions. The better the performance, the higher the outcomes must be. However, not until lately, rewarding performance was not a strong feature of Nigerian organizational culture as majority of organizations were state-owned that emphasizes on seniority instead. Furthermore, some evidence suggest that equity is less preferred in collectivistic cultures (Gelfand et al., 2007), where equality may be preferred. Nigeria is also high in power distance and, as Paine and Organ (2000) suggest, employees in higher power distance cultures may keep demonstrating WCB even when things are not fair, because inequity is accepted, while employees in low power distance cultures may withhold WCB when they perceive inequity in terms of procedural and distributive justice. Nigerian employees are potentially more reactive to the interactional dimension of justice as suggested by the findings of the present study. Concern for individual employees, their plight, sensitivity, dignity and respect which encompasses interactional justice is of more importance than distributive and procedural justice. The results of the present study seem to suggest that Nigerian employees value affiliative relationships, and want to be treated with dignity and respect by their supervisors. It is vital that management of organizations provide information about procedures, be genuine and sound explanations of decisions.

The fact that interactional justice accounted for more variance in predicting WCB than distributive and procedural justices implies that the leader or supervisor plays a vital role in creating interactional fairness in the Nigerian context.

CONCLUSION AND RECOMMENDATIONS

5.1 CONCLUSION

In conclusion, this study finds that organizational justice is strongly and significantly associated with workers' citizenship behaviour; a relationship which is further enhanced by the moderating effect of organizational structure. This assertion is based on the outcomes of its analysis and the results of the tests of the hypotheses; hence the study states conclusively as follows:

Theoretically, this study adds empirical support to the assertion that organizational justice as one of the key indicators associated with employees' willingness to go above and beyond their job requirements. The findings have inference for human resource practitioners in showing the importance of interactional justice in employees' display of WCB.

The study provides empirical evidence that in organizational contexts, efforts to increase WCB should be focused on treating employees with dignity, respect and stateliness especially through leader-subordinate relations.

The present study enjoins managers/ supervisors (who act as embodiment of the organization) appreciate the need to treat valuable employees in a fair with more emphasis on interactional justice so as to increase employees' sense of engaging in citizenship behaviours that benefits the organization as a whole. This is in line with Weick's (1995) suggestion that managers serve as interpretative filters of relevant work events, features and processes.

The performance of positive behaviours are based on the concept of exchange due largely to the fact that workplace practices such as fairness climate has the potential to lead to the reciprocation of positive behaviours like WCB in organizations. The findings obtained in the study are consistent with the social exchange theory (Blau, 1964). Specifically, organizational justice significantly and positively predicted the performance of WCB in hotels of Port Harcourt.

Additionally, it was observed that interactional justice accounted for a significant amount of variance in the measures of WCB than procedural and distributive. The empirical evidence reported in this study clearly shows that, employees engage in a form of transaction with organization in which they trade their behaviours (WCB) exchange for better treatment and conditions.

5.2 RECOMMENDATIONS

The study based on its results and conclusions, suggests the following solutions:

- Organizational managers and supervisors must begin to view their functions and actions as messages and communications that have undertone for modeling employees' fairness perception.
- Employers looking for exceptional performance in terms of efficiency and effectiveness should treat employees fairly and appropriately, which will in turn result in transcending the demands of formal job requirements to extra-role behaviors.
- Therefore, all hotels in Port Harcourt and Rivers State should enhance the level of Workers' Citizenship Behaviors by investing on acceptable WCB, because if it is higher, job satisfaction and institutions' productivity will improve.
- Administrators should follow fair and reasonable procedures, establish a good communication system with the workers in the decision-making process and organizational relations by following the principle of organizational justice, include their ideas and rights in the communication process and ensure the participation of workers.

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