

DISTRIBUTIVE JUSTICE, TRUST AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG ACADEMIC STAFFS OF UNIVERSITY OF JOS, PLATEAU STATE

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Abstract

Citizenship behaviour in tertiary institutions is crucial to the University system because teaching is one of the largest professions in the world, and academics seek high performance, professionalism, innovation and flexibility to boost the economy, as well as, the development of individuals and the nation at large. On the one hand, distributive justice involves employees' perception about the extent to which they are treated fairly in organizations, and how such perception influences organizational outcomes such as commitment and satisfaction. On the other hand, employees believe that the organization will have positive activities for individuals or at least that individuals will have no harm from these activities. This study explores the relationship between distributive justice, trust and organisational citizenship behaviour among academic staffs of University of Jos, Plateau State. Three Hundred and Six (306) questionnaires were administered to academic staffs of University of Jos, Plateau State. Data was collected, collated, and analysed with the aid of Statistical Package for Social Science (SPSS) version 22.0. Using regression and correlation analyses, the study found that distributive justice significantly and positively predicts organisational citizenship behaviour. Furthermore, trust has a positive partial mediation on the relationship between distributive justice and organisational citizenship behaviour. The study recommends that the University management should ensure open communication, free flow of information, trust, equitable distribution of outcomes and rewards, consistent and fair procedures regarding employment, promotion and performance assessment, and, high quality of interpersonal relationship among employees in the workplace.

Keywords: Distributive Justice, Trust, Organisational Citizenship Behaviour

Introduction

Tertiary institutions are today seeking for high performance, innovation and flexibility to boost the economy, as well as, the development of individuals and the nation at large (Adeyemi & Oduma, 2022; Onebunne, 2022). This can only be possible when institutions provide their employees with satisfied workplace, fair treatment, remuneration and appraisal for effective work. However, the success of tertiary institutions fundamentally depends on lecturers who are committed to university goals and value, and are willing to go beyond the call of duty to contribute to successful change; that is, to engage in such organizational citizenship behaviours (Kuehn & Al-Busaidi, 2002). Giving this scenario, institutions are shouldered with dual core functions of knowledge creation and knowledge transmission through the process of research and teaching.

Tertiary institutions play an important role to individuals, the economy and society. For instance, in the United Kingdom, in 2015 and 2016, over 75% of academic staff attracted grants worth £1.02 billion to the university which sustained about 134,000 jobs, and contributed \$8.3 billion to GDP (Kelley, 2016). Similarly, Makerere University Business School, Uganda is rated among the best business schools in Africa on account of passion, altruism, civic virtue and commitment of academic staff in teaching and research, which has contributed 2.9% to the Gross Domestic Product (GDP) (Amin, 2005). However, in Nigeria, tertiary institutions have not significantly contributed its full potential to the economic growth and development of the country (Onebunne, 2022). This is due to inadequate funding of the educational sector, which has created a perception of lack of organizational fairness. For instance, education contributed 2.20% in 2017 from 2.24% recorded in 2016 (NBS, 2018). In 2021, the education sector grew by -0.75% and contributed 2.13% to total real GDP (NBS, 2021). It is important to note that Nigeria is a signatory to United Nations and United Nations Educational, Scientific and Cultural Organization (UNESCO) Conventions which requests member nations to allocate 26% of the total annual budget to the education sector. However, the government vote for the education sector has never exceeded 10% till date (Ejiogu, Okezie, & Chinedu, 2013; Olowonefa, Ogunode, & Ohiosumua, 2022). In 2016, it was 8% of 6.07 trillion naira. In 2017, it was 6% of 7.3 trillion naira. In 2018, it was 7% of 8.6 trillion naira. This has practically made it impossible for the university system to achieve its objectives (Ejiogu et. al., 2013; Olowonefa et. al., 2022).

Organizational Citizenship Behaviour (OCB) deals with the phenomenon that affects individuals, teams and groups that work in an organization, and is crucial to the existence and success of the organization. According to Katz (1964), employees' willingness to cooperate enhances the productivity of the organization. This relates to the effort which employees use to do extra things for organizational interest. In predicting organisational citizenship behaviour, organizational justice is important. Thus, distributive justice deals with the distribution of tasks, property, rewards, sanctions, pay, organizational positions, opportunities, and roles within an organization, the rules by which decisions concerning these distributions are made and the norms on which these rules are based (Folger & Cropanzano, 1998). Additionally, organizations have come to rely on organizational trust as a trigger to organizational citizenship (Dirks & Ferrin, 2002). Therefore, organizational trust is crucial in enhancing organizational citizenship behaviour. Organizational trust has been identified as a plausible explanation for regulating the impact of organizational justice on organizational citizenship (Konovsky & Pugh, 1994; Aryee, Budhwar, & Chen, 2002). It increases the socio-economic equity and the development of the organization (Guh, Lin, Fan & Yang, 2013).

The variables of justice, trust and citizenship behaviour have been investigated widely because of the notion that employee behaviour tends to increase efficiency. Researchers suggest several factors that affect employee's citizenship behaviour which include low performance, fairness perception, employee loyalty, justice and accountability (Podsakoff, MacKenzie, Paine & Bachrach, 2000; Organ, Podsakoff & MacKenzie, 2005; Iqbal, Aziz & Tasawar, 2012). In line with the above, this study examines the relationship between distributive justice, trust and organisational citizenship behaviour among academic staffs of University of Jos, Plateau State.

Research Objectives

The general objective of this study is to examine the relationship between distributive justice, trust and organisational citizenship behaviour among academic staffs of University of Jos, Plateau State. Our specific objectives are:

1. To examine the relationship between distributive justice and organisational citizenship behaviour among academic staffs of University of Jos, Plateau State.
2. To examine the relationship between trust and organisational citizenship behaviour among academic staffs of University of Jos, Plateau State.
3. To examine the role trust plays in the relationship between distributive justice and organisational citizenship behaviour among academic staffs of University of Jos, Plateau State.

Research Questions

The following research questions were formulated to guide the study:

1. What is the relationship between distributive justice and organisational citizenship behaviour among academic staffs of University of Jos, Plateau State?
2. What is the relationship between trust and organisational citizenship behaviour among academic staffs of University of Jos, Plateau State?
3. What role does trust play in the relationship between distributive justice and organisational citizenship behaviour among academic staffs of University of Jos, Plateau State?

Research Hypothesis

The following hypotheses are formulated for the study:

1. H₁: There is no significant relationship between distributive justice and organisational citizenship behaviour among academic staffs of University of Jos, Plateau State.
2. H₂: There is no significant relationship between trust and organisational citizenship behaviour among academic staffs of University of Jos, Plateau State.
3. H₃: Trust does not play a moderating role in the relationship between distributive justice and organisational citizenship behaviour among academic staffs of University of Jos, Plateau State.

Literature Review

Organizational Citizenship Behaviour

The concept of Organizational Citizenship Behaviour (OCB) emerged in the early 1980s to describe employee behaviour within different organizations' social systems. OCB as a concept has rapidly expanded in recent years. According to Bateman & Organ (1983), organizational citizenship entails helping colleagues solve job-related problems, accepting orders without resistance, performing unexpected tasks at inconvenient times without complaining, keeping the working environment clean and tidy, talking positively about the business, organization and managers. Organ (1988) defined Organizational Citizenship

Behaviour as individual behaviour that is discretionary, not explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. In other words, OCB is an evolving concept concerning how and why people contribute positively to their organisations beyond defined work roles. Organ redefined OCB as the contributions to the maintenance and enhancement of the social and psychological context that supports task performance. The changing definition of OCB means that it is difficult to delineate its dimensions or pinpoint its causes, and as such many different traits have been attributed to its drivers and predictors. For example, Podsakoff et. al. (2000) noted that the influencing variables of OCB are trust in leader, job satisfaction and organizational commitment, while other researchers agree that OCB encompasses obedience, loyalty and participation (DeConinck, 2010; George & Brief, 2010).

Recent research supports the relationship between organizational justice, trust and OCB (Podsakoff & MacKenzie, 2005; Iqbal et. al., 2012; Edezar, 2022). The perception about fairness can be linked and correlated to OCB. Thus, the attention of employee's will most probably change their OCB if they feel and perceive anything unfair happening in the workplace. In the same vein, trust provides the basis for social exchange relationship. Trust characterizes confidence and beliefs about their exchange partners. Therefore, if an employee has strong beliefs about the organization, his/her trust ensures that voluntary behaviours like OCB will be reciprocated in the long run. The employee will be more inclined to exhibit OCB even though they may not receive immediate compensation.

Distributive Justice

Organizational Justice according to Greenberg (1990) is that which expresses employees' perception about the extent to which they were treated fairly in organizations, and how such perceptions influenced organizational outcomes such as commitment and satisfaction. These perceptions on justice have been linked to critical processes such as commitment, citizenship behaviours, satisfaction and performance. It has been recognized as a major component to get an insight into the attitudes of employees in an organization. It is thus a subjective concept, where one is less concerned with what is just and rather more concerned with what people think or believe is just. Researchers have adopted a descriptive paradigm to study and understand why employees might view certain situations or events to be labelled just or unjust (DeConinck, 2010; Iqbal et. al., 2012; Guh et. al., 2013; Edezar, 2022).

Folger & Cropanzano (1998) define Distributive Justice (DJ) as employees' perception concerning whether benefits are distributed fairly or not. In other words, distributive justice is that form of organizational justice that focuses on people's belief, that they have received fair amounts of valued work-related outcomes e.g. pay, etc. (Greenberg, 1987; Greenberg, 1990). Distributive justice requires that rights, benefits and responsibilities are distributed on the basis of skills and contributions. Cropanzano, Prehar & Chen (2002) argued that distributive justice is concerned with the reality that not all workers are treated alike, and that the allocation of outcome is differentiated in workplace. DeVilles (2011) found that employee may rationalize their desire to quit, by finding evidence which illustrates how unfairly rewards are distributed. The main issue in distributive justice is whether gains made are right, appropriate and ethical. Hence, in order to keep satisfied, committed and loyal employee in the organization, the organization needs to be fair in its system regarding justice. According to Chegini (2009) if employees of an organization feel a sense of organizational justice, it increases their functional ability and they show organizational citizenship. Colquitt, Conlon, Wesson, Porter & Ng (2001) noted that distributive justice is a crucial predictor of organizational citizenship behaviour.

Trust

The importance of social interaction in human activity has been explicitly or implicitly acknowledged by various disciplines in the social sciences, and at the heart of all social interaction and exchange lies trust (Ogidi, 2014). According to McCarthy (2006), people trust out of fear of punishment for not doing what is expected of them, to achieve self-interests, to demonstrate empathy, identification and friendship, or simply because they genuinely want to trust. Several definitions of trust are found in organizational behaviour literature but most refer to similar, intangible characteristics of human behaviours. Organizational trust is the belief that an organization will have positive activities for the individual or at least it is the belief that individuals will have no harm from these activities (Gambetta, 1988). In other words, it is the confidence employees have in the actions of the organisation. Organizational trust is more oriented in organizations than individuals, and includes expectations of individuals towards organizational relationships and network of behaviour (Möllering, Bachmann & Lee, 2004; Ogidi, 2014).

Trust provides the basis for social exchange relationship, thus characterizes confidence and beliefs about their exchange partners. Social exchange in an organization implies an informal contract between an employee and an organization (Konovsky & Pugh, 1994). Therefore, if an employee has strong beliefs about the organization, his/her trust ensures that voluntary behaviours like organizational citizenship behaviour will be reciprocated in the long run (Organ, 1997). On the one hand, employees feeling on fair policy and practices used by organization tend to show stronger support for the policy with higher levels of trust in their leaders (Moon & Kim, 2001). On the other hand, when employees feel unfairness in the process of allocating resources, it tends to lead to lower trust towards supervisors and the organization at large (Cohen-Charash & Spector, 2001; Daileyl & Kirk, 1992). Organizational trust has been identified as a plausible explanation for regulating individuals' in the organization (Dirks & Ferrin, 2002), as well as the impact of organizational justice on organizational citizenship behaviour (Aryee et. al., 2002).

Methodology

This study adopted a cross-sectional survey method to explain the relationship between distributive justice, trust and organizational citizenship among academic staff of University of Jos, Plateau State. The target population (1,263) consists of academic staff of University of Jos, Plateau State. The sample size was determined using Krejcie & Morgan table (Krejcie & Morgan, 1970). The calculated sample size was Three Hundred and Six (306). The study adopted the stratified random sampling in which individual participants (Academic Staffs) were randomly drawn from the population. Data was obtained via administered questionnaires. A five-point Likert-scale (SA-Strongly Agree, A-Agree, U-Undecided, D-Disagree, S-Strongly Disagree) that best describes the extent to which the respondents agree with each item in the questionnaire was used. To measure distributive justice, 6-item questionnaire was created to measure the dimensions adapting from literature (Niehoff & Moorman, 1993). To measure trust, 8-item questionnaire was created adapting from literature (Robinson, 1996). To measure organizational citizenship behaviour, 6-item questionnaire was created adapting from literature (Williams & Anderson, 1991). Data was collected, coded and analyzed using the Statistical Package for Social Sciences (SPSS) version 22. Multiple linear regression was used to test the relationship between distributive justice, trust and OCB.

Analysis

Data collected and analyzed for this research are presented in tables. Findings made from the result of the analyzed data and the discussions are presented.

Table 1: Response Rate

Questionnaires Distribution	Frequency	Percentage (%)
Questionnaire Administered	306	100
Questionnaires Received	270	88.2
Questionnaire Discarded (Invalid)	18	6.7
Questionnaire Used (Valid)	252	93.3

Table 1 shows that out of the 306 questionnaire issued, 270 responses were received, thus, a high response rate of 88.2%. Also, after proper screening at the phase of data entry, 252 (93%) responses were valid for the analysis while 18 (6.7%) questionnaires were considered invalid.

Table 2: Demographic Distribution of the Respondents

	Frequency	Percentage (%)
Gender		
Male	151	59.9
Female	101	40.1
Total	252	100.0
Marital Status		
Married	165	65.5
Single	87	34.5
Total	252	100.0
Age		
20 - 35 years	94	37.3
36 – 45 years	95	37.7
46 years and Above	63	24.2
Total	252	100.0
Academic Qualification		
Bachelors	75	29.8
Masters	86	34.1
Ph.D	91	35.3
Total	252	100.0
Years of Service		
2 – 15 years	149	59.1
16 – 25 years	52	20.6
26 – 35 years	36	14.3
36 – 46 years	15	6.0
Total	252	100.0
Current Rank		
Graduate Assistant	92	36.5
Assistant Lecturer	57	22.6
Lecturer II	18	7.1
Lecturer I	17	6.7
Senior Lecturer	28	11.1
Associate Professor	20	7.9
Professor	20	7.9
Total	252	100.0

A total of 321 respondents formed part of the study. All respondents fall between the ages 18-36 and above consisting of 182 males and 139 females of which 112 are married and 209 are single. 34.89% of the respondents are holders of certificates above the undergraduate degree/HND and 3.43% are secondary school graduate certificate holders. Out of the total of 321, 217 (67.6%) own a business, while 104 (32.4%) are employees. Demographic and personal data of the respondents as shown by gender revealed that 151 (59.9%) of respondents were male, while 101 (40.1%) were female. This shows that male respondents

participated more in the study than female respondents. Also, the marital status revealed that 165 (65.5%) of respondents were married, while 87 (34.5%) were single. Furthermore, 94 (37.3%) of the respondents were between the ages of 20-35 years, 95 (37.7%) were in the age group of 36-45 years, 63 (24.2%) were between the ages of 46 years and above. For educational qualification of respondents, 75 (29.8%) of respondents possessed a bachelors degree, 86 (34.1%) possess a masters degree, and, 91 (35.3%) have a doctorate degree (PhD). The data also revealed that 149 (59.1%) respondents have 2 - 15 years of service, 52 (20.6%) have 16 - 25 years, 36 (14.3%) have 26 - 35 years, while 15 (6%) have 36 - 46 years of service. The current rank of academics were graduate assistant 92 (36.5), assistant lecturer 57 (22.6%), lecturer II 18 (7.1%), lecturer I 17 (6.7%), senior lecturer 28 (11.1%), associate professor 20 (7.9%), and, professor 20 (7.9%).

Table 3: Mean, Standard Deviations and Correlation

	Mean	SD	1	2	3
Distributive Justice	3.31	.66	1		
Trust	4.23	.60	.134**	1	
Organisational Citizenship Behaviour	4.11	.65	.227**	.236**	1

The mean, standard deviation and correlation coefficient of Distributive Justice, Trust and Organisational Citizenship Behaviour are presented above. The mean for Distributive Justice, Trust and Organisational Citizenship Behaviour is 3.31, 4.23 and 4.11, respectively. The standard deviations was reported as .66, .60, and .65, respectively. The correlation of the variables indicates the following: Distributive Justice significantly correlates to Organizational Citizenship Behaviour ($r = 0.227$, $p \leq 0.01$), and, Trust significantly correlates to Organizational Citizenship Behaviour ($r = 0.236$, $p \leq 0.01$). This indicates that the variables are largely connected to each other, and the study sample is an accurate reflection of the population.

Table 4: Test of Normality

Variable	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Distributive Justice	.120	252	.200	.954	334	.368
Trust	.053	252	.134	.988	334	.097
Organisational Citizenship Behaviour	.104	252	.200	.967	334	.515
<i>a. Principal Component Analysis (2018)</i>						

The test for normality included determining the normal probability plots, histograms, skewness and kurtosis statistics, Kolmogorov-Smirnov (K-S) and the Shapiro-Wilk (S-W). A fairly straight line presented by the normal P-P plot, the bell-shaped histogram, the range of ± 2.5 data distribution and not three times their respective standard errors and the non-significant p-values (>0.05) of K-S and S-W (tables three and four) provide confirmation of a normal distribution. This means that all the variables are statistically significant and hence not normally distributed.

Table 5: Multi-Collinearity Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
(Constant)	.775	.305		2.543	.012		
Distributive Justice	.160	.070		2.276	.024	.365	2.740
Trust	.115	.074	.110	1.563	.120	.498	2.007

Dependent Variable: Organisational Citizenship Behaviour

Three hypotheses were tested in this study and their significance was evaluated using the t-statistics and its associated p-values. Table 5 captures the unstandardized coefficients (β), standard errors, Beta, the t-value, and the decision. The result of the regression analysis indicates that distributive justice has a significant effect on organisational citizenship behaviour ($B = .775$, $t = 2.543$, $p < 0.000$). Also, trust has a significant effect on organisational citizenship behaviour ($B = .115$, $t = 1.563$, $p < 0.000$). The general rule of the cut-off points is that VIF and the tolerance values should not exceed 4 and not less than 0.10, respectively. The data conforms to both assumptions thus is qualified for further statistical tests.

Table 6: Test of Hypotheses

Hypothesis	Relationship	Std Beta(β)	Std. Error	T-Value	P-Value	Decision
H ₁	Distributive Justice → Organisational Citizenship Behaviour	0.328	0.057	7.131	0.05	Supported
H ₂	Trust → Organisational Citizenship Behaviour	0.282	0.049	4.648	0.05	Supported
H ₃	Distributive Justice → Trust → Organisational Citizenship Behaviour	0.258	0.089	1.980	0.05	Supported

Hypothesis 1: Distributive Justice positively relates with Organisational Citizenship Behaviour. The results reveal that there is a significant and positive relationship between distributive justice and citizenship behaviour ($\beta = 0.328$, $t\text{-value} = 7.131$, $p < 0.05$), and thus the hypothesis was supported. This suggests that positive changes in distributive justice are associated with positive changes in organizational citizenship behaviour among academic staff of University of Jos.

Hypothesis 2: Trust positively relates with Organizational Citizenship Behaviour. The results reveal that there is a significant and positive relationship between trust and organizational citizenship behaviour ($\beta = 0.282$, $t\text{-value} = 4.648$, $p < 0.05$), and thus the hypothesis was supported. This suggests that positive changes in trust are associated with positive changes in organizational citizenship behaviour among academic staff of University of Jos.

Hypothesis 3: Trust mediates the relationship between Distributive Justice and Organizational Citizenship Behaviour. The results reveal that trust mediates the relationship between organizational justice and organizational citizenship behaviour ($\beta = 0.258$, $t\text{-value} = 1.980$, $p < 0.05$), and thus the hypothesis was supported. The MedGraph test results revealed

that there was a significant impact of trust in the relationship between distributive justice and organizational citizenship behaviour. The Sobelz-value of 2.345 with p-value of 0.0189 indicated that mediation by trust existed in the relationship between distributive justice and organizational citizenship behaviour. The relationship between distributive justice and organizational citizenship behaviour significantly reduced from 0.328 to 0.258, indicating that when trust is added, the impact of distributive justice on organizational citizenship behaviour is reduced. The nature of mediation experienced was partial but significant.

Discussion of Findings

This study revisits the question as to whether distributive justice is a significant and useful predictor of organisational citizenship behaviour, and to determine whether trust mediates the relationship between distributive justice and organisational citizenship behaviour among academic staffs of University of Jos. Multiple regressions were conducted and the results supported all the hypotheses. The results show that distributive justice and trust has a positive and significant relationship with OCB among academic staffs of University of Jos. Trust was also found to have a partial but significant mediating effect in the relationship between distributive justice and OCB. In a nutshell, academic staffs of University of Jos have a relatively strong propensity in distributive justice. Based on the result of hypothesis one, there is a positive and significant relationship between distributive justice and organizational citizenship behaviour among academic staffs of University of Jos. Thus, employees' perceptions of justice, and the organisations response to justice positively predict employees' OCB among academic staffs of University of Jos. This result is consistent with previous researchers that found that distributive justice can predict OCB (Fassina, Jones & Uggerslev, 2008; Chegini, 2009; Chahal & Mehta, 2010; Jafari & Bidarian, 2012; Guh et al., 2013). Secondly, the results of hypothesis two revealed that there is a positive significant relationship between trust and OCB among academic staffs of University of Jos. Our finding is consistent with researchers that found that trust is an antecedent of OCB (Singh & Srivastava, 2016). OCB is invariably shown by employee's conscientiousness, courtesy, civic virtue and sportsmanship, thus validates the developing and sustaining of employees' trust. Furthermore, the results of hypothesis three revealed that there trust mediated the relationship between distributive justice and OCB among academic staffs of University of Jos. Therefore, trust explained and strengthened the relationship between distributive justice and OCB. The finding supports the social exchange and equity theory which is based on the premise that network of social relations characterized by trust, justice and cohesiveness are necessary in facilitating cooperation (Tyler, 1994).

Conclusions

Organizational Citizenship Behaviour deals with the phenomenon that affects individuals, teams and groups that work in an organization, and is crucial to the existence and success of the organization. In other words, employees' willingness to cooperate enhances the productivity of the organization (Katz, 1964). Thus, in predicting organisational citizenship behaviour, organizational justice and trust is important. This study shows that there is a significant relationship between distributive justice, trust, and organisational citizenship behaviour among academic staffs of University of Jos. From the findings, we conclude that when employees perceive and experience justice and trust in the processes and procedures within the organisation, they tend to reciprocate with OCB. For instance, policies where the general implementation in administration is similar e.g. housing loan, health insurance, paid leave, benefits, welfare, etc. Adhering to policies that reflect justice and trust shows a good sign that the University is in good track to achieve the University Transformation Agenda 2020.

The study recommends that for academic staffs of University of Jos, more attention should be paid to the process of distribution of outcomes and rewards. Furthermore, consistent and fair procedures regarding employment, promotion and performance assessment should be developed. Finally, there should be a high quality of interpersonal interaction among employees in the workplace, and the University administration should foster the development of close relationship between supervisor and their subordinates with open communication, free flow of information, and trust, which is important for improving distributive justice and organisational trust.

This study focused on distributive justice, trust, and organisational citizenship behaviour with regards to academic staffs of University of Jos. Further studies should focus on other indices of organisational justice such as procedural, interactive and informational justice. Future studies should widen the geographical scope to cover other Universities in other geographical regions of Nigeria since variations in urban and rural economies may create significantly different challenges to the employees.

The study contributed to practice by exposing the institution to the need to develop strategies for equitable distribution of outcomes and rewards, consistent and fair procedures regarding employment, promotion and performance assessment for employees. This study contributed to theory by exploring the relationship between distributive justice, trust, and organizational citizenship behaviour. Additionally, this study sheds more light on the mediating effect of trust on the relationship between distributive justice and organisational citizenship behaviour. This study contributes to policy by assisting the executive, governing council, university senate and managers to identify ways for strategic decision, thus practitioners will glean ways of developing their organizational citizenship behaviour. This information also provides an important step for government in evaluating how well the existing government and other stakeholder initiatives for employees are impacting their organizational citizenship behaviour.

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