
MEDIATING EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND TURNOVER INTENTION

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Abstract

This study examined the mediating effect of organizational citizenship behaviour (OCB) on the effect of organizational justice and turnover intention among staff of listed Deposit Money Banks (DMBs) in Nigeria. Organizational justice is explained as perceived fairness in terms of distributive, procedural and interactional justice at the workplace. A sample of 401 staff of DMBs participated in the survey and returned valid responses while data was statistically tested by applying Structural Equation Modelling (SEM). Results revealed that all three justice dimensions – distributive, procedural, interpersonal– have significant effect on turnover intention. The study also revealed a negative effect of OCB on turnover intention. Finally, the study found that the effect of organizational justice on turnover intention was mediated by OCB. The study thus recommends that management DMBs should imbibe the practice of organizational justice and encourage OCB among staff. This will not only boost staff and bank performance, but will also lower their intention to leave the organisation. The findings provide a useful insight for academics and managers for future policy making.

Keywords: distributive justice, interactional justice, procedural justice, organisational citizenship behaviour, organizational justice, turnover intention

INTRODUCTION

Upsurge in competitive aggressiveness in the contemporary business environment has tasked organizations to seek newer means of eliciting employee commitment (Okochi & Ateke, 2020). Commitment enhances effective employee job performance that enables the attainment and sustenance of competitive advantage. Employee commitment in the view of Okochi and Ateke (2021), also improves output quality, timely delivery and efficiency. It is further associated with reduced turnover intention.

Turnover intention is a significant challenge due to its effects on employees and organizations alike. The effects of turnover intention include diminished motivation, increased absenteeism, heightened frustration, and decreased work performance. In the modern workplace, employees have higher expectations of being treated fairly by their organizations, considering the time and effort they invest. When employees perceive organizational justice in various aspects such as processes, regulations, communication and resource allocation, they exhibit more positive attitudes, greater loyalty, and increased productivity.

Moreover, satisfied employees demonstrate higher levels of output, determination, dedication, and are more likely to remain with the organization for an extended period. Numerous studies (Chukwu, 2019; Sowmya & Panchanatham, 2012; Aghaei et al., 2012 among others) have shown a positive nexus between perceptions of justice and organizational commitment, job

performance, leader-member relationships, and display of organizational citizenship behaviour (OCB). Conversely, perceptions of injustice are associated with work stress, counterproductive work behaviours, and intention to leave (Rupp et al., 2014).

Employees' perception of being in a workplace characterized by fairness leads them to engage in behaviours that align with the principles of social exchange, such as displaying more OCBs. OCB refers to discretionary actions of employees that contribute to the effective functioning of the organization (Habeeb, 2019). These behaviours are beneficial to the organization in various ways.

It is anticipated that when employees perceive organizational justice and exhibit high levels of OCB, their intention to leave the organization is likely to decrease. This study therefore seeks to examine the mediating role of OCB in the relationship between organizational justice and turnover intention in the Nigerian banking industry. The choice of the banking industry is significant, given the high labour mobility in the industry.

The study conceptualize organizational justice as a multi-dimensional construct comprising distributive, procedural, and interactional justice. Thus, the specific objectives of the study are to examine the effect of:

1. Organizational justice (distributive, procedural, and interactional) on OCB.
2. Organizational justice (distributive, procedural, and interactional) on turnover intention.
3. OCB on turnover intention.
4. OCB on the relationship between organizational justice (distributive, procedural, and interactional) and turnover intention.

Based on the research objectives specified, the following null hypotheses are formulated to guide the study:

H1a: There is no significant effect of distributive justice on OCB.

H1b: There is no significant effect of procedural justice on OCB.

H1c: There is no significant effect of interactional justice on turnover intention.

H2a: There is no significant effect of distributive justice on turnover intention.

H2b: There is no significant effect of procedural justice on turnover intention.

H2c: There is no significant effect of interactional justice on turnover intention.

H3: There is no significant effect of OCB on turnover intention.

H4: OCB does not significantly mediate the relationship between organizational justice (distributive, procedural, and interactional) and turnover intention.

LITERATURE REVIEW

Organizational Justice

The notion of justice pertains to how workers subjectively perceive the distribution of outcomes, the processes leading to those outcomes, and the interpersonal treatment they receive in their work environment. Organizational justice, as described by Colquitt (2001) and Greenberg (2001), aims to define and explain fairness within the workplace.

Coetsee (2005) argues that organizational justice encompass the decisions made by organizations, the decision-making process itself, and the interpersonal treatment employees experience within the organization. In corporate settings, promoting fairness is a significant concern for chief

executives and managers, as they strive to ensure equal opportunities for all employees. Achieving this objective requires the promotion of objective human resource practices and decisions in areas such as recruitment, performance appraisal, and rewards (Baldwin, 2006; Bowen et al., 1999).

Organizational justice comprises three main facets: outcomes, procedures, and interpersonal interactions. These facets are often referred to as distributive, procedural, and interactional justice. Drawing on Adams' (1965) equity theory, distributive justice pertains to employees' evaluations of the fairness or unfairness of their exchange relationships based on the ratio of inputs and outcomes they receive from their employer organization, as well as their cognitive comparisons to others in the same entity or similar organizations. These subjective evaluations can result in perceptions of equity or inequity, which can generate tension between the parties involved.

Greenberg (2011) suggests that distributive justice revolves around the belief that individuals who receive equitable compensation, recognition, and other rewards for their work are being treated fairly. It involves an assessment of how employees perceive the benefits they receive in terms of organizational resources, rewards and penalties (Nirmala & Akhilesh, 2006; Blakely et al., 2005).

Procedural justice is a moral principle that underscore the importance of employing transparent processes for determining the distribution of outcomes among organizational members, free from any form of bias (George & Jones, 2006). Colquitt and Chertkoff (2000) argue that procedural justice entails fair and equitable practices relating to compensation, decision-making, knowledge sharing, and perception of organizational members as being fair and impartial (Konovsky, 2000). A key characteristic of procedural justice is the right to express one's opinions in decision-making, the consistent application of rules, and the accurate utilization of information to prevent duplicity (Greenberg, 2011; Baldwin, 2006).

Interactional justice pertains to the concerns of organizational members regarding fair and equitable treatment they receive in interpersonal interactions, particularly during implementation of explicitly defined procedures (Bies & Moag, 1986). The concept of interactional justice encompasses interpersonal interactions that are characterized by honesty, respect, and providing justifications (Karriker et al., 2009; Gefen et al., 2008). Interpersonal justice, within this context, refers to how decision-making authorities and individuals responsible for implementing organizational procedures treat others with respect, dignity, and courtesy (Colquitt et al., 2001).

Organizational Citizenship Behaviour (OCB)

OCB refers to contributions made by employees that go beyond their formal job requirements. Organ (1997) defined OCB as voluntary actions that are not directly or explicitly linked to a reward system but contribute to the effective functioning of the organization. The perception of fairness within the work environment can influence OCB by prompting employees to view their relationship with the organization as one of social exchange.

In such exchanges, which go beyond explicit contractual obligations and can be ambiguous, employees are more likely to engage in discretionary and pro-social acts (Van Vuuren et al., 2016). OCB encompasses behaviors such as assisting others, volunteering for additional tasks, and adhering to workplace rules and procedures (Selamat et al., 2018; Onn et al., 2017). These behaviors reflect "employee added value," which involves displaying positive social behavior and providing constructive and meaningful assistance (Aldag & Reschke, 1997).

Turnover Intention

The intention of an employee to leave their current organization is commonly known as turnover intention (Udechukwu et al., 2007). Turnover intention represents a conscious decision by an individual to voluntarily and permanently disassociate themselves from their employer. Various factors may contribute to employees developing a desire to leave, including perception of unfair and inequitable implementation of personnel policies and procedures and unfriendly treatment from colleagues (Rastgar & Pouresrahimi, 2013; Davoudi & Fartash, 2013).

Employees with a high level of turnover intention may be physically present in the organization but mentally disconnected, resulting in suboptimal commitment and performance (Sowmya & Panchanatham, 2012). This can have negative influence for the productivity and efficiency of the organization. Turnover intention is an important attitudinal variable that has received considerable attention in research due to its implications for voluntary turnover behavior (Brigham et al., 2007). The presence of justice within an organization is associated with lower turnover intention among employees, leading to enhanced effectiveness, efficiency and performance (Aghaei et al., 2012).

METHODOLOGY

This study adopted a descriptive research design. A structured questionnaire was used to collect primary data via in cross-sectional survey. The population for the study comprised employees of listed Deposit Money Banks (DMBs) in Nigeria. As at the time this study was conducted, there are 13 listed DMBs in Nigeria, with a total of 62,253 employees. The sample size of the study was determined using Taro Yamane (1967) formula. A confidence interval of 95% was assumed leaving a proportion of 5% for error. A buffer margin of 10% calculated and added to make provision for unreturned or incorrectly completed copies of questionnaire or to cover for nonresponse or bias. Thus, the actual number of questionnaire administered to respondents was 437. The respondents were randomly selected across the 13 listed DMBs in Nigeria. A total of 420 were returned, and 401, accounting for 92% response rate was found valid for data analysis. The data was analyzed using SPSS AMOS version 21 and Structural Equation Modelling.

DATA ANALYSIS AND RESULTS

The demographic profiles of respondents in the study are presented in Table 1. The characteristics include duration on the job, gender, age, educational qualification and marital status.

Table 1: Analysis of Demographic Characteristics

	Item	Frequency		Item	Frequency
Duration	< 1 year	20 (5.0%)	Educational Qualification	Doctorate Degree	9 (2.2%)
	1-5 years	113 (28.2%)		Master's Degree	108 (26.9 %)
	6-10 year	123 (30.7%)		First Degree/HND	248 (61.8%)
	>11 years	145 (36.2%)		OND/NCE/Diploma	36 (9.0%)
Gender	Male	204 (50.9%)	Marital Status	Married	205 (51.1%)
	Female	197 (49.1%)		Single	154 (38.4%)
Age	21-30 years	110 (27.4%)		Divorced/Separated	27 (6.7%)
	31-40 years	197 (49.1%)		Widow/Widower	15 (3.7%)
	41-50 years	86 (21.4%)			
	51 and above	8 (2.0%)			

Source: AMOS v 21 Output of data analyses on mediating role of OCB on organizational justice and turnover intention (2023).

Assumptions of Normality

The descriptive statistics of the independent, mediating and dependent variables are presented in Table 2. The key descriptive information presented in the Table are measures of central tendency (mean), measures of dispersion (minimum, maximum and standard deviation) and measures of distribution of data (Skewness and kurtosis including their respective standard errors).

Table 1: Test of Assumptions of Normality

	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis				
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error	Tol	VIF
Distributive Justice	.48	2.40	2.0814	.46282	-1.636	.122	1.636	.243	.346	2.891
Procedural Justice	.90	4.29	3.5479	.82573	-1.132	.122	.568	.243	.379	2.637
Interaction Justice	1.13	3.88	3.4927	.52913	-1.717	.122	2.860	.243	.487	2.055
Org. Cit. Beh.	1.50	4.01	3.7804	.37879	-2.389	.122	6.554	.243	.612	1.635
Turnover Intention	-3.63	-.05	-2.7179	.93325	1.064	.122	.274	.243		
Valid N (listwise)										

Source: AMOS v 21 Output of data analyses on mediating role of OCB on organizational justice and turnover intention (2023).

To ensure that there is no multicollinearity in the data, the variance inflation factors (VIF) scores should be well below 10, and tolerance scores to be above 0.2. As shown in Table 2, the VIF is below 10 and the tolerance is above 0.2 for all the proxies of the independent variable.

Results of Test of Hypotheses

This section presents the results of the test of hypotheses that were earlier formulated in the study. The results are presented in Table 3 and 4.

Table 2: Test of Hypotheses - Organisational Justice, Turnover Intention and Mediating Role of Organisational Citizenship Behaviour

Independent Variable	Dependent variable	Est	S.E.	C.R.	P	Remark
Distributive Justice →	OCB	.344	.032	7.972	***	Significant
Procedural Justice →	OCB	.058	.018	1.335	.182	Not Significant
Interactional Justice →	OCB	.363	.028	8.412	***	Significant
Distributive Justice →	Turnover Intention	-.433	.076	-9.849	***	Significant
Procedural Justice →	Turnover Intention	-.251	.040	-6.117	***	Significant
Interactional Justice →	Turnover Intention	-.141	.067	-3.186	.001	Significant
OCB →	Turnover Intention	-.113	.110	-2.399	.016	Significant

Note: n=401; SE = Standard Error; C.R = Critical Ratio

Source: simulation from AMOS v 21 Output of data analyses on mediating role of OCB on organizational justice and turnover intention (2023).

As shown in Table 3, the results indicate that the relationship between distributive justice and OCB is significant ($\beta=.34$, $t=7.972$, $p<.05$, $r = 0.25$). This result suggests that increase in distributive justice leads to increase in OCB. This means that the probability of getting a critical ratio as large as 7.972 in absolute value is less than 0.001. In other words, the regression weight for distributive

justice in the prediction of OCB is significantly different from zero at the 0.001 level (two-tailed). Thus, H1a which states that there is no significant effect of distributive justice on OCB is rejected. Table 3 reveals that the effect of procedural justice on OCB is not significant ($\beta=.058, t=1.335, p>.05, r = 0.25$). Hence, the null hypothesis (H1b) which states that there is no significant effect of procedural justice on OCB is accepted.

Moreover, the effect of interactional justice on OCB is significant ($\beta=.363, t=8.412, p<.05, r = 0.25$), thus, leading to the rejection of the null hypothesis (H1c) which states that there is no significant effect of interactional justice on OCB. Increase in interactional justice nudges an increase in OCB. The result indicates that the probability of getting a critical ratio as large as 8.412 in absolute value is less than 0.001. In other words, the regression weight for interactional justice in the prediction of OCB is significantly different from zero at the 0.001 level (two-tailed).

Table 3 further shows a significant effect of all organizational justice dimensions on turnover intention. The result for distributive justice and turnover intention is significant ($\beta=-.433, t=-2.399, p<.05$) while the effect of procedural justice on turnover intention is also significant ($\beta=-.251, t=-6.117, p<.05$). Equally, the effect of interactional justice on turnover intention is significant ($\beta=-.141, t=-3.186, p<.05$). This leads to the rejection of H2a, H2b, and H2c. The results show that distributive justice, procedural justice, and interactional justice all have significant effect on turnover intention.

Finally, Table 3 indicates a significant effect of OCB on turnover intention ($\beta=-.113, t=-2.399, p<.05, r = 0.33$). Hence, the null hypothesis (H3) which states that there is no significant effect of OCB on turnover intention is rejected. In the alternative, the results show that OCB significantly affects turnover intention. The results show that the probability of getting a critical ratio as large as 2.399 in absolute value is .016. In other words, the regression weight for OCB in the prediction of turnover intention is significantly different from zero at the 0.05 level (two-tailed). Thus, When OCB goes up by 1, turnover intention goes down by 0.113.

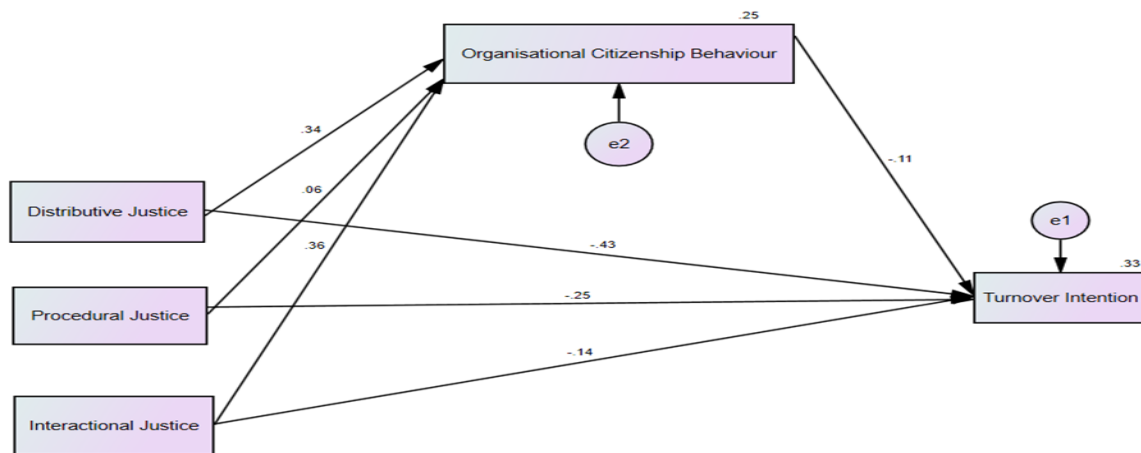


Fig. 1: Path Diagram showing the mediating role of OCB on Organizational justice & Turnover Intention Source: AMOS v 21 Output of data analyses on mediating role of OCB on organizational justice and turnover intention (2023).

Table 4: Standardized Indirect (Mediated) Effects

	Distributive Justice	Interactional Justice	Procedural Justice	OCB
OCB	.000	.000	.000	.000
Turnover Intention	-.039	-.041	-.007	.000

Source: AMOS v 21 Output of data analyses on mediating role of OCB on organizational justice and turnover intention (2023).

As shown in Table 4, the standardized indirect (mediated) effect of distributive justice on turnover intention is -.039. that is, due to the indirect (mediated) effect of distributive justice on turnover intention, when distributive justice goes up by 1, turnover intention goes down by 0.039. This is in addition to any direct (unmediated) effect that distributive justice may have on turnover intention.

The results also show that the standardized indirect (mediated) effect of interactional justice on turnover intention is -.041. that is, due to the indirect (mediated) effect of interactional justice on turnover intention, when interactional justice goes up by 1, turnover intention goes down by 0.041. This is in addition to any direct (unmediated) effect that interactional justice may have on turnover intention.

The standardized indirect (mediated) effect of procedural justice on turnover intention is -.007. that is, due to the indirect (mediated) effect of procedural justice on turnover intention, when procedural justice goes up by 1, turnover intention goes down by 0.007. this is in addition to any direct (unmediated) effect that procedural justice may have on turnover intention. Overall, the standardized indirect (mediated) effect of OCB on turnover intention is .000. that is, due to the indirect (mediated) effect of OCB on turnover intention, when OCB goes up by 1, turnover intention goes up by 0. This is in addition to any direct (unmediated) effect that OCB may have on turnover intention.

Based on the result, the hypothesis (H4) which states organizational citizenship behaviour does not have a significantly mediate the relationship between organizational justice (distributive, procedural, and interactional) and turnover intention is rejected and the alternative hypothesis is accepted. The results show that organisational citizenship behaviour mediates the relationship between organisational justice and turnover intentions.

DISCUSSION OF FINDINGS

The aim of this study was to examine if organizational citizenship behaviour influences the relationship between organisational justice and turnover intention. the result of the study showed a significant effect of distributive justice and interactional justice on OCB. The effect of procedural justice on OCB was however not significant. In additional, the study found that all three forms of organizational justice have significant effects on turnover intention. Further, it was found that OCB has a significant effect on turnover intentions. Finally, the study found that OCB significantly mediated the relationship between organizational justice and turnover intention.

The findings of the current study are consistent with that of Rastgar and Pourebrahimi (2013) which showed that organizational justice has a significant negative influence on turnover. The findings of this study also concur with the findings of Chukwu (2019) that organizational justice

has significant influence on employee turnover intention; and that employees will leave if issues concerning organizational justice is not given proper attention and resolved.

The results of the current research imply that managers of organizations should be aware of the concept and application of organizational justice and consider distributive, procedural, and interactional justice in their organizations which would lead to a decrease in the level of turnover intentions among employees. This then means that employees will nurse intention to leave if justice is embedded in the organization.

CONCLUSION AND RECOMMENDATIONS

The study examined the mediating role of OCB on the effect of organizational justice on turnover intention of employees of DMBs in Nigeria. Based on the findings of this study, it was concluded that OCB effectively mediates the relationship between organizational justice (distributive, procedural and interactional justice) and turnover intention. This means that employees who perceive the work place environment to be fair exhibit OCB which in turn reduces their intention to leave.

Organizations today are constantly doing all they can to retain the best talent and outdo their competitors by doing the same things differently. Present day employees are more aware of their rights and value employers' sense of justice. Furthermore, employees expect employers to be fair at all times. Therefore, fairness has become an essential factor organizations must consider because it directly affects workplace attitudes and behaviours.

Based on the findings, the study recommends that DMBs should espouse justice as a core value and management philosophy, and enact same through internally consistent management practices. This would nurture employee perception of fairness in the organization and promote OCB in employees, and lead to decline in turnover intention and better employee and organizational performance.

This study contributes to the development of the Nigerian literature in the field of organizational justice. However, it has limitations bordering on the scope and methodology of the study. Because data was collected from a single industry, the banking industry, the outcome of the study does not cover characteristics of other sectors and companies. Therefore, this study cannot be generalized to other industries. Thus, we suggest that the study should be replicated in other sectors of Nigeria's economy to determine if the findings of this study will prove valid in other sectors too.

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