

ORGANISATIONAL JUSTICE AND ORGANISATIONAL CITIZENSHIP BEHAVIOURS (OCBS) AMONG STAFF OF BUA CEMENT PLANT OKPELLA, EDO STATE, NIGERIA

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ABSTRACT

This research explores the intricate relationships between organisational justice and organisational citizenship behaviours (OCBs) among staff at BUA Cement Plant in Okpella, Edo State. Understanding the dynamics of how perceived justice within the organisation influences the discretionary behaviours of employees is crucial for fostering a positive work environment. The objectives of the study were to investigate the relationship between distributive, procedural and interactional justice on organisational citizenship behaviour such as conscientiousness, civic virtue and courtesy among staff of BUA cement plant in Okpella, Edo state. A sample size of one hundred and seventeen (117) was chosen using Taro Yamane formula with a 5% level of significance. Questionnaire was the research instrument for data collection and 4-point likert scale was used to measure the response of respondents. The data were analysed by using correlation coefficient and regression analysis with the aid of SPSS version 22. The findings revealed that distributive justice has a significant relationship on conscientiousness ($R = 0.845$, $P = 0.000$), The study also found a strong positive correlation between inconsistent procedural practices and the development of good behaviour ($R = 0.911$, $P = 0.000$), and found a strong positive correlation between positive interactions and politeness in the work environment of the BUA Cement Plant ($R = 0.879$, $P = 0.000$). The study concluded that organizational justice influences organizational citizenship behaviours among staff of BUA cement plant in Okpella, Edo state. It recommended that BUA Cement Plant should prioritise and enhance transparency in decision-making processes. Regular communication channels should be established to keep employees informed about organisational decisions, fostering a sense of trust and openness. Also, foster a culture of positive interactions among employees through team-building activities, mentorship programmes, and open communication forums.

Keywords: Organisation, Justice, Citizenship Behaviour, Courtesy, Civic Virtue, Conscientiousness, Employee

INTRODUCTION

BUA Cement is one of the prominent players in the Nigerian cement industry, contributing significantly to the country's economic development. Established in 2008 as a subsidiary of BUA Group, a diversified conglomerate with interests in various sectors, BUA Cement has rapidly grown to become a key player in the Nigerian cement industry, boasting a second-place position in terms of production with 11 million metric tonnes per annum (mmtpa) capacity (BUA Cement Pressroom, 2023). Its significance stems from several factors as a key player in Nigeria's infrastructure development, contributing to the construction of roads, bridges, and housing. It also generates employment opportunities in manufacturing,

distribution, and related services, fostering economic stability. The company reduces the country's reliance on imported cement, conserves foreign exchange reserves, and promotes economic self-sufficiency. BUA Cement generates revenue for the Nigerian government through taxes and levies, supporting public services and infrastructure projects. Its commitment to technological innovation in cement production enhances efficiency and competitiveness, positively impacting the industrial landscape. BUA Cement's operations significantly contribute to Nigeria's GDP, reflecting economic expansion.

The success of any organisation, particularly in the competitive landscape of the manufacturing sector, depends on the combined performance of its workforce. Beyond individual skills and output, fostering an environment that promotes organisational justice and organisational citizenship behaviour (OCB) becomes crucial for maximising productivity and achieving competitive advantage. According to Susana Baldwin's (2006) definition of organisational justice, "organisational justice" is the extent to which employees perceive fairness in workplace policies, practices, and outcomes. These perceptions hold the potential to influence attitudes and behaviours, subsequently impacting employee performance and the overall success of an organisation, either positively or negatively. It has been categorised into distributive, procedural, and interactional justice; additionally, informational justice has been included among the three (3) types of organisational justice popularly known (Georgalis, J., Samaratunge, R., Kimberley, N., & Lu, Y. 2015).

Organisational citizenship behaviour, as defined by Organ (1988), refers to voluntary behaviour that is not required by an employee's job description but can contribute to the overall effectiveness of the organisation and work environment. Examples of these behaviours include altruism, civic virtue, courtesy, conscientiousness, sportsmanship, and organisational loyalty. Organisational citizenship behaviour has been linked to positive outcomes for both individual employees and the organisation as a whole, including increased job satisfaction, operational efficiency, reduced turnover, teamwork, and improved organisational performance (Podsakoff et al., 2009).

BUA Cement plc operates in the Nigerian manufacturing industry, where competition is intense and strong emphasis is placed on collectivism, respect for authority, and social harmony. The positive impact of organisational justice and organisational citizenship behaviour is very important. Employees who perceive decision-making processes as transparent and respectful and experience supportive and positive interactions with their superiors and colleagues are more likely to reciprocate with increased commitment and prosocial behaviours that benefit the organisation (Curcuruto & Gryphon, 2018). Therefore, investing in fair treatment, transparent procedures, and respectful interactions is not just an ethical imperative for Nigerian manufacturers but also a strategic investment in their success. By prioritising organisational justice and fostering a culture of organisational citizenship behaviour, the BUA cement plant in Okpella can unlock the full potential of its workforce, leading to enhanced competitiveness, sustained growth, and ultimately, a thriving Nigerian manufacturing sector.

BUA Cement Plc, a significant player in the Nigerian manufacturing sector, faces challenges related to organisational justice and citizenship behaviour. These include an inequitable distribution of resources and rewards, limited employee involvement in decision-making, opportunities for skill development, recognition of extra efforts, communication channels, and cultural sensitivity. To overcome these challenges, the company should implement transparent reward systems based on performance, foster inclusivity, establish training programmes, improve communication, and promote cultural sensitivity. Addressing these challenges will create a more inclusive environment, respecting diverse cultural backgrounds,

fostering a positive organisational culture, and enhancing perceptions of justice. Additionally, BUA Cement should adapt solutions to the Nigerian cultural context, ensure ongoing employee engagement through feedback and surveys, and view organisational justice and citizenship behaviour as continuous processes. Prioritising these initiatives will contribute to a positive work environment. BUA Cement can foster a more engaged, productive, and successful workforce and attract and retain top talent, contributing to its continued growth and success in the Nigerian manufacturing sector.

Objectives of the Study

The objective of the study is to examine the significant relationship between employees' perception of organisational justice and their engagement in organisational citizenship behaviour among staff of the BUA Cement plant in Okpella, Edo State.

However, the subsidiary objectives are to:

- i. Examine the relationship between distributive justice and conscientiousness among staff of the BUA Cement Plant in Okpella, Edo State.
- ii. Establish the relationship between procedural justice and civic virtue among staff of the BUA Cement Plant in Okpella, Edo State.
- iii. Ascertain the relationship between interactional justice and courtesy among staff of the BUA Cement Plant in Okpella, Edo State.

Research Questions

The following research questions were established in line with the objectives, which are:

- i. How does distributive justice relate to conscientiousness among the staff of the BUA Cement Plant in Okpella, Edo State?
- ii. How does procedural justice influence civic virtue among staff of the BUA Cement Plant in Okpella, Edo State?
- iii. What is the correlation between interactional justice and courtesy among staff of the BUA Cement Plant in Okpella, Edo State?

Research Hypotheses

The following hypothetical statements are formulated and subject to analysis:

- i. There is no relationship between distributive justice and conscientiousness among the staff of the BUA Cement Plant in Okpella, Edo State.
- ii. There is no relationship between procedural justice and civic virtue among the staff of the BUA Cement Plant in Okpella, Edo State.
- iii. There is no relationship between interactional justice and courtesy among staff of the BUA Cement Plant in Okpella, Edo State.

LITERATURE REVIEW

Conceptual Framework

Concept of Organisational Justice

The quest for fairness in the workplace is an ancient one, dating back to the earliest forms of organised labour. However, the systematic study of organisational justice, a multi-faceted concept encompassing employees' perceptions of fairness in their work environment,

emerged in the mid-20th century. Tracing its history and key concepts unveils a fascinating journey through evolving ideas about individual rights, power dynamics, and the very nature of work itself. The modern discourse on organisational justice began in the 1960s, fueled by growing concerns about employee well-being and organisational effectiveness. Pioneering scholars like John R. Searle (1963) and Tom Tyler (1974) laid the groundwork with their ideas of due process, procedural fairness, and the importance of employee trust in decision-making (Rupp et al. 2017).

Organisational justice refers to the perceived fairness of workplace procedures and outcomes, influencing employees' attitudes, behaviours, and overall organisational functioning (Greenberg, 1990). The theoretical foundations of organisational justice can be traced back to the equity theory proposed by Adams (1965). Adams proposed that individuals strive to maintain a fair balance between their inputs (effort, skills) and outputs (rewards, recognition) in comparison to others. This idea laid the groundwork for the study of fairness in social exchange within organisations. While social exchange theory (Blau, 1964) proposes that employees reciprocate fairness with positive behaviours, Over the years, researchers expanded on this foundation, leading to the development of three major dimensions of organisational justice: distributive, procedural, and interactional (Scott & Dana-Lê, 2020). In today's dynamic and demanding workplaces, understanding the history and multifaceted nature of organisational justice remains crucial. Fair treatment, transparent processes, and respectful interactions foster employee trust, engagement, and productivity. This journey towards a just and equitable workplace is not only imperative for ethical reasons but also holds the key to unlocking true organisational success.

Types of Organisational Justice

Organisational justice is a multidimensional concept that encompasses various types or dimensions. The three primary types of organisational justice are:

- Distributive Justice
- Procedural Justice
- Interactional Justice

Concept of Distributive Justice

Distributive justice is a fundamental concept in organisational psychology and management studies. According to Adams (1965), fairness refers to the perceived fairness in the allocation of outcomes or rewards within an organisational context. This translates to fair salaries, promotions, benefits, and other tangible rewards being allocated based on factors like performance, experience, and qualifications. When employees perceive these distributions as equitable, they experience a sense of satisfaction and are more likely to be engaged and productive (Ajala, 2017).

This aspect of organisational justice is based on John Stacey Adams' 1965 Equity Theory, which holds that individuals try to maintain a fair balance between their inputs (effort, talents) and outputs (rewards, recognition) about others. The basic premise of the theory is that individuals feel a sense of injustice when they perceive an imbalance between their inputs and outputs in comparison to others. This perceived imbalance motivates them to act, either by altering their inputs (e.g., reducing effort), their outputs (e.g., demanding higher pay), or by trying to change the inputs or outputs of others (Bohmann & Kalleitner, 2023). Distributive justice is a multifaceted concept deeply embedded in the fabric of organisational psychology. Its influence on employee attitudes, behaviours, and overall organisational dynamics underscores the significance of creating transparent and equitable reward systems

within organisations. By striving for a balanced equation, organisations can cultivate a stronger, more equitable, and ultimately more rewarding workplace for all.

Concept of Procedural Justice

Procedural justice, a cornerstone in organisational psychology and management literature, revolves around the perceived fairness of the processes and procedures employed in decision-making within an organisational context. While distributive justice concerns the "what" of workplace fairness, focusing on the allocation of resources and rewards, procedural justice delves into the "how"—the processes and procedures used to make those decisions (Colquitt et al., 2013). Employees yearn for a sense of procedural fairness, where rules are applied consistently, voices are heard, and decisions are made with transparency and respect (Rajabi et al., 2024). Thibaut and Walker's (1975) Procedural Justice Theory posit that individuals evaluate the fairness of procedures based on their perceptions of whether the processes used are unbiased and consistent and allow for input from those affected. This insightful theory emphasises the crucial role of perceived fairness in employees' evaluation of decision-making procedures within an organisation. It moves beyond the bare outcome of decisions, focusing instead on the processes through which those decisions are reached (Schroth, 2019). By prioritising procedural justice, organisations can transform their work environment into a stage where every voice is heard, decisions are made with integrity, and fairness prevails. The resulting increase in trust, commitment, and engagement fuels organisational success, ensuring both individual well-being and sustainable growth.

Concept of Interactional Justice

Interactional justice is a pivotal dimension within the broader organisational justice framework, focusing on the quality of interpersonal treatment and communication during decision-making processes within an organisation (Bies & Moag, 1986). This dimension recognises that the manner in which individuals are treated and the communication they receive can significantly impact their perceptions of fairness and overall satisfaction within the workplace (Cropanzano et al., 2017). Interactional justice involves two key dimensions: interpersonal justice, which ensures employees feel respected and considered by superiors and colleagues, and informational justice, which ensures the adequacy, timeliness, and honesty of information provided to employees, including clear decision explanations, policy rationale, and open communication channels (Kurian & Nafukho 2022).

Bies and Moag's (1986) Interactional Justice Theory proposes that individuals evaluate the fairness of interpersonal treatment based on the quality of information they receive, the sincerity and respect demonstrated by decision-makers, and the extent to which decision-makers provide opportunities for individuals to express their views. They proposed that the quality of interpersonal interactions within an organisation plays a crucial role in shaping employees' perceptions of fairness, distinct from purely procedural concerns (Yadav, 2017). By prioritising interactional justice, organisations can transform their work environment into a space where human connection thrives. Building relationships based on respect, open communication, and genuine care fosters a sense of belonging, motivation, and ultimately, organisational success.

Organisational Citizenship Behaviour as a Concept

Organisational citizenship behaviour (OCB) is a concept that has garnered significant attention in organisational psychology, representing discretionary and extra-role actions that employees engage in to contribute positively to the workplace and support the overall functioning of the organisation. According to Organ (1988), these behaviours are

characterised by voluntary actions, often driven by a personal commitment to contribute beyond formal duties. It involves actions that benefit others within the organisation, such as helping colleagues and sharing knowledge (Grego-Planer, 2019). The primary aim of organisational citizenship behaviour is to contribute positively to the organisation's effectiveness, fostering collaboration, trust, and mutual support among the organisation and employees. Several factors impact employees' inclination towards organisational citizenship behaviour, including job satisfaction, organisational commitment, leadership behaviour, and organisational culture. It was revealed that employees who perceive value and support from their organisation are more likely to participate in organisational citizenship behaviour (Jehanzeb, 2020).

Organisational citizenship behaviour can be understood through the lens of social exchange theory, where employees engage in these discretionary behaviours as a form of reciprocal exchange for perceived organisational support or positive treatment (Blau, 1964; Organ, 1988). The cornerstone of this theory, as proposed by Blau (1964) and further explored in the context of work by Organ (1988), lies in the concept of reciprocity. Essentially, employees tend to reciprocate positive treatment and perceived organisational support (POS) from their employers with positive behaviours themselves. This includes engaging in OCBs that go beyond their defined job duties but benefit the organisation and their colleagues (Eisenberger et al., 2020)

Concept of Altruism

Altruism is a profound concept deeply rooted in psychology, philosophy, and the social sciences, reflecting selfless concern for the well-being of others without expecting personal gain or reward. The core of altruism lies in the disinterested concern for the well-being of others. It's not about feeling obligated or pressured to help, but about an inherent desire to contribute to the happiness or success of someone else, even if it means putting your own needs aside (Kartali & Kelemen-Erdos, 2020). A study by Mete (2019) found that altruism was positively related to affective commitment and was a significant predictor of employee job satisfaction and turnover intention.

Concept of Courtesy

Courtesy is a social virtue and interpersonal behaviour rooted in respect, politeness, and consideration for others. It's the oil that lubricates social interactions, expressions of kindness, good manners, and positive communication to create a harmonious and respectful social environment (Banta, 2022). Courtesy involves treating others with respect and acknowledging their worth. It involves considering others' feelings, preferences, and needs, fostering inclusivity. Courtesy is evident in positive communication, using polite language, expressing gratitude, and avoiding disrespectful behaviour. The study carried out by Oamen and Ihekoronye (2022) stated that courtesy positively influences job satisfaction and affective organisational commitment among pharmaceutical executives in Nigeria.

Concept of Sportsmanship

This facet of organisational citizenship behaviour involves individuals engaging in behaviours that contribute to a harmonious and supportive work environment, akin to the spirit of fair play and teamwork observed in sportsmanship. Sportsmanship in organisational citizenship behaviour involves cooperation, collaboration, and a positive attitude, contributing to team unity and shared goals (Ndoja & Malekar, 2020). As employees embrace the principles of fair play, collaboration, and a positive attitude, sportsmanship contributes to a thriving organisational culture, ultimately enhancing overall workplace effectiveness. A

study by Daniel (2016) found a positive correlation between procedural justice and sportsmanship, indicating that procedural justice has an impact on sportsmanship.

Concept of Conscientiousness

Conscientiousness, within the context of organisational citizenship behaviour (OCB), refers to a personality trait characterised by self-discipline, responsibility, thoroughness, and a strong work ethic. In the realm of organisational citizenship behaviour, individuals high in conscientiousness demonstrate a proactive commitment to fulfilling their job responsibilities and contributing beyond formal expectations for the benefit of the organisation (Podsakoff et al., 2018). It aligns with altruistic behaviours within the organisation, allowing employees to assist colleagues and contribute to their overall well-being. Conscientious individuals also exhibit sportsmanship, actively collaborating with team members. In the organisational context, conscientious employees demonstrate a strong commitment to fulfilling job responsibilities and contributing to the organisation's success. They are also more inclined to take initiative and address organisational needs beyond their prescribed roles (Korankye et al., 2021). A study by Uma and Radhamani (2022) stated conscientiousness as a significant predictor of all dimensions of organisational citizenship behaviour.

Concept of Civic Virtue

Civic virtue, within the context of organisational citizenship behaviour (OCB), refers to employees' voluntary and conscientious participation in activities that contribute to the overall welfare of the organisation, extend beyond their formal job roles, and enhance the organisational climate. It reflects a sense of responsibility, loyalty, and commitment to the betterment of the workplace beyond individual tasks (Afshar & Salempour, 2020). Civic virtue in organisational citizenship behaviour involves strong loyalty, active participation in activities beyond core job responsibilities, and a commitment to organisational improvement (Grego-Planer, 2019). Employees with this trait actively identify with and support the organisation's values, goals, and mission, enhancing its effectiveness and efficiency. Understanding and encouraging civic virtue contribute to a positive organisational climate and the overall success of the organisation. A study by Binuyo and Akpa (2020) stated that employee civic virtue is critical to favourable organisational outcomes.

Organisational Loyalty as a Concept

Organisational loyalty is a multifaceted concept that encapsulates an employee's commitment, attachment, and allegiance to their employing organisation. It involves a combination of affective, normative, and continuance dimensions, reflecting the depth of an individual's connection and dedication to the organisation. According to Meyer and Allen (1991), they categorised organisational loyalty into three key characteristics: affective commitment, normative commitment, and continuance commitment. Affective commitment is an emotional attachment to the organisation, fostering a sense of belonging. Normative commitment is a moral and ethical obligation to stay, while continuance commitment acknowledges the costs of leaving (Ogunbanjo et al., 2022). Organisational loyalty is a critical component of employee-organisational relationships. Building loyalty involves creating a positive work environment where values are aligned with employee expectations and actively engaging employees in a manner that goes beyond transactional employment. According to a study by Zohra, Said, Karima, and Saba (2023), there is a positive and meaningful relationship between organisational loyalty and organisational citizenship behaviour in the light of cultural diversity.

Theoretical Framework

Equity Theory

Equity theory is a fundamental idea in organisational psychology that examines the connection between people's views of justice and their motivation at work. It was created by psychologist John Stacy Adams in the early 1960s. At its core, Adams posits that employees compare their input-output ratios (effort and contributions) with those of their peers, leading to a subjective evaluation of the equity or inequity in their work situations (Malik & Singh 2022). The central tenet of equity theory is the notion of a "social comparison process," wherein individuals strive to maintain a perceived balance between their inputs and outcomes in comparison to the inputs and outcomes of others. When individuals perceive a state of equity where their contributions align with their rewards in a manner comparable to those of their colleagues, a sense of satisfaction and motivation ensue. Conversely, perceived inequity, whether it be under-reward or over-reward, triggers cognitive dissonance and prompts individuals to restore equilibrium (Hoare, 2021).

The theory distinguishes three primary referent categories in these social comparisons: the self-inside (an individual's previous experiences), the self-outside (comparisons with others within the same organisation), and the self-elsewhere (comparisons with individuals in different organisations). Moreover, equity theory delineates various strategies individuals employ to rectify perceived imbalances. These strategies include altering inputs or outputs, changing the referent, distorting perceptions, or leaving the situation altogether (Bennett, 2021). In practical terms, organisations can utilise equity theory insights to inform compensation structures, performance evaluations, and organisational policies. By fostering a sense of fairness and equity, organisations can enhance employee motivation, job satisfaction, and overall well-being.

The Social Exchange Theory

Peter Blau, a sociologist, developed Social Exchange Theory in the middle of the 20th century, and it is a well-known paradigm in social psychology. Grounded in the principle of reciprocity, this theory posits that social interactions are analogous to economic transactions, involving the exchange of resources among individuals or groups (Carrigan et al., 2020). The cornerstone of the theory lies in the concept of social exchange: the idea that individuals engage in interactions expecting positive outcomes, maximising benefits, and minimising costs. These exchanges can encompass tangible rewards like resources or promotions but also intangible benefits like social support, respect, or recognition (Muldoon et al., 2019).

Perceived organisational support (POS) plays a crucial role in Blau's model. When employees perceive their organisation as providing resources, caring about their well-being, and recognising their contributions, they develop a sense of indebtedness. This perceived debt motivates them to reciprocate through organisational citizenship behaviours (OCBs)—discretionary actions that benefit the organisation beyond their formal duties (Ahmad & Zafar 2018). Social Exchange Theory emphasises reciprocity, social interdependence, outcome and comparison levels, and equity and inequity in social exchanges. It emphasised the expectation of mutual benefit through resource exchange, the dynamic nature of social relationships, and the importance of assessing outcomes against alternatives. It also addresses perceptions of equity and inequity, promoting a fair balance between contributions and rewards (TenHouten, 2020). Social Exchange Theory, with its emphasis on reciprocity, social interdependence, and perceptions of equity, continues to be a valuable framework for understanding various aspects of human interaction. Its applications extend from interpersonal relationships to organisational dynamics, providing insights into the complexities of social exchanges.

Empirical Framework

Jnaneswar and Ranjit's (2021) study explores the intricate relationship between organisational justice, psychological ownership, and organisational citizenship behaviour (OCB). The research, conducted on 301 full-time employees from various Indian information technology organisations, provides valuable insights into how fair treatment and a sense of ownership impact employees' willingness to go beyond their roles. The study adopted a cross-sectional research design with data collected from a diverse sample. The questionnaires distributed measured organisational justice (distributive, procedural, and interactional), psychological ownership, and organisational citizenship behaviour (altruism, courtesy, sportsmanship, conscientiousness, and civic virtue). The statistical approach employed Amos software for confirmatory factor and path analysis. The findings of the study found that organisational justice positively influenced psychological ownership and organisational citizenship behaviour.

Also, psychological ownership partially mediated the relationship between organisational justice and organisational citizenship behaviour. Interactional justice demonstrated the strongest direct and indirect impact on organisational citizenship behaviour. The research gaps that were not filled are that the study had limited generalizability due to its focus on Indian IT organisations, Underexplored areas include the impact of emerging workplace trends like remote work and the gig economy on this relationship, and longitudinal research is required to capture the dynamic interplay of justice, ownership, and organisational citizenship behaviour over time. Jnaneswar and Ranjit's study underscores the pivotal role of organisational justice and ownership in motivating organisational citizenship behaviour. Subsequent research holds promise for deepening our understanding of this complex relationship, benefiting both individuals and organisations.

Another study carried out by Hameed Al-Ali et al. (2019) comprehensively examines the relationship between organisational justice (OJ) and organisational citizenship behaviours (OCBs), employing a multidimensional framework to discern the specific justice dimensions most impactful on employee engagement beyond formal obligations. The methodology adopted convenience sampling and collected data from 330 employees of Jordanian pharmaceutical companies. Survey questionnaires assessed conscientiousness and various dimensions of organisational justice (distributive, procedural, interpersonal) and organisational citizenship behaviours (altruism, courtesy, sportsmanship, conscientiousness, and civic virtue). The statistical analysis utilised hierarchical multiple regression analysis to explore direct and indirect connections between organisational justice and organisational citizenship behaviours. The findings were that organisational justice significantly predicted organisational citizenship behaviours, explaining 40% of the variance. It also found that agent-referenced organisational justice (perceptions of fairness from direct supervisors) exerted a more substantial impact on organisational citizenship behaviours than system-referenced organisational justice (organisational policies and procedures).

Also, interpersonal justice emerged as the most influential individual dimension of organisational justice affecting organisational citizenship behaviours, and positive indirect effects of organisational justice on organisational citizenship behaviours were identified through enhanced job satisfaction and organisational commitment. The limitations of the study were that convenience sampling restricted the generalizability of findings to the specific sector and region studied; the study relied on self-reported data, potentially introducing bias; and individual differences in personality or work attitudes were not considered. The research gaps were that longitudinal studies could unveil the dynamic interplay between organisational justice, job satisfaction, and organisational citizenship

behaviours over time; investigating organisational factors beyond leadership, such as team dynamics or communication channels, could provide additional insights; and future research could explore the impact of organisational justice on organisational citizenship behaviours in diverse cultural contexts and industries. The study of Hameed Al-Ali, Khalid Qalaja, and Abu-Rumman (2019) provides valuable evidence for the complex and nuanced relationship between different facets of organisational justice and organisational citizenship behaviours.

The study had limited generalizability due to the focus on banking employees in Pakistan, potential bias from self-reported data, and a cross-sectional design that hindered the exploration of causal relationships over time. The research gaps were: examining power distance's moderating effect in diverse industries and cultural contexts is essential for a comprehensive understanding; future research could delve into the mechanisms shaping the interaction between organisational justice, organisational commitment, and organisational citizenship behaviours; and longitudinal studies investigating the dynamic interplay of these variables over time would provide valuable insights. Jehanzeb and Mohanty's study sheds light on the intricate connections between perceived fairness, organisational loyalty, and discretionary employee behaviours. The introduction of power distance adds a cultural dimension, emphasising the need to tailor leadership and management practices to specific contexts. Addressing identified limitations and research gaps can further refine our understanding of this complex interplay, informing strategies for cultivating committed and engaged workforces.

METHODOLOGY

For this particular study, a descriptive correlational survey design was used to establish relationships among the variables under investigation. The population of this study comprises of various departments consisting of 165 population of employees in BUA Cement plant in Okpella, Edo State (Source: Annual Report, 2023). The study adopted a simple random sampling technique. It is a type of probability sampling method where each member of a population has an equal and independent chance of being selected in the sample. Taro Yamane was used to determine the sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = is the required sample size.

N = is the population size.

e = is the desired margin of error as a decimal (e.g., if you want a 5% margin of error, e = 0.05).

Given the population size (N) is 165, and the desired margin of error (e) of 0.05 (5%), the calculated sample size is as follows:

$$n = \frac{165}{1 + 165(0.05)^2}$$

Now, let's calculate it:

$$n = \frac{165}{1 + 165(0.0025)}$$

$$n = \frac{165}{1 + 0.4125}$$

$$n = \frac{165}{1.4125}$$

Now, divide the population size by the denominator:

$$n = 116.81$$

So, using the Taro Yamane formula with a population size of 165 and a desired margin of error of 5%, the approximate sample size required is 117. The data collection method employed in this study involved the use of questionnaires with the study participants. The questionnaire was structured into two sections: Section "A": This part focused on gathering personal information from the respondents. Section "B": This section explored the independent variable, "Organisational Justice," and the dependent variables, including "organisational citizenship behaviour". These variables were assessed using a four-point Likert scale, ranging from "Strongly Agreed" (4 points) to "Strongly Disagreed" (1 point).

Reliability pertains to the consistency and stability of measurement instruments. In this research, we evaluated the reliability of our instrument using Cronbach's Alpha method, which resulted in a reliability coefficient of 0.70. This coefficient indicates a satisfactory level of consistency in our measurements. To measure the respondents' agreement levels, a four-point Likert summated scale was utilized. The research incorporated various analytical techniques, including descriptive analysis, correlation analysis, and regression analysis. Correlation analysis was employed to examine the relationships between variables, while simple regression analysis was used to assess the influence of independent variables on the dependent variable. All of these analyses were conducted using the Statistical Package for Social Sciences (SPSS) software version 26.

RESULTS

This chapter contains the presentation, analysis and interpretation of the data collected for this research work. Consequently, it entails the application of both mathematical and statistical techniques to provide the basis for the testing of the research hypotheses. 117 questionnaires were distributed, and 81 of them were retrieved which was subject to analysis in examining the construct under investigation.

Descriptive statistics

Table 1: Bio data

	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
Age	81	2	4	2.88	.696
Gender	81	0	1	.41	.494
Academic qualification	81	2	4	3.28	.746
Length of Employment	81	2	4	3.31	.736
Valid N (listwise)	81				

Source: Field Survey, 2024

The above result shows the bio data of the respondents, revealing an average age range of 31-40 years with a standard deviation of 0.696. The mean gender score is 0.41, indicating females. The average academic qualification score is 3.28, with a standard deviation of 0.746. The mean length of employment score is 3.31, indicating an average employment duration of 11-15 years. The mean value for the average age is 0.736, indicating a wide range of variability. The average gender score is 0.41, indicating females

Table 2: Reliability Statistic

Variable	No. of Items	Cronbach's Alpha
Distributive Justice and Conscientiousness	4	0.966
Procedural Justice and Civic Virtue	4	0.974
Interactional Justice and Courtesy	4	0.969
ALL VARIABLES	12	0.989

Source: Field Survey, 2024

Descriptive statistics such as frequencies and percentages were used to answer research questions.

Table 3: Frequency Distribution on the relationship between distributive justice and conscientiousness among staff of the BUA Cement Plant in Okpella, Edo State

S/N	Items	SA	A	D	SD	%	\bar{X}	SD	Remark
1	when resources are distributed fairly and equally, it encourages diligent behaviour among the staff at BUA Cement Plant.	16	46	11	8	56.8	2.14	0.848	Accept
2.	Transparent decision-making processes have a positive impact on the dedication in daily work activities at BUA Cement Plant.	36	28	14	3	44.4	1.80	0.858	Accept
3.	Unequal distribution of recognition and rewards impedes dedication among the staff at BUA Cement Plant.	22	31	17	11	38.3	2.21	0.996	Accept
4.	Fair distribution of resources significantly contributes to dedication in the work environment of BUA Cement Plant.	31	33	12	5	38.3	1.89	0.880	Accept

Source: Field Survey, 2024

The above table shows that 56.8 per cent of the total respondents agreed that when resources are distributed fairly and equally, it encourages diligent behaviour among the staff at BUA Cement Plant. 44.4 per cent of respondents strongly agreed that transparent decision-making processes have a positive impact on their dedication in daily work activities. 38.3 percent of staff agree that unequal distribution of recognition and rewards impedes dedication among the staff at BUA Cement Plant. 38.3 per cent believes that fair distribution of resources significantly contributes to dedication in the work environment of BUA Cement Plant. The analysis implies that there is a common agreement that distributive justice can influence conscientiousness among staff of the BUA Cement Plant in Okpella, Edo State.

Table 4: Frequency Distribution on the relationship between procedural justice and civic virtue among staff of the BUA Cement Plant in Okpella, Edo State

S/N	Items	SA	A	D	SD	%	\bar{X}	SD	Remark
1.	Fair procedures encourage good behaviour among the staff at BUA Cement Plant	20	21	28	12	34.6	2.40	1.02	Reject

2.	Clear procedures have a positive impact on good behaviour in the daily work activities	36	26	8	11	44.4	1.93	1.04	Accept
3.	Inconsistent procedural practices impede the development of good behaviour among the staff at BUA Cement Plant	28	21	14	18	34.6	2.27	1.16	Accept
4.	A fair and just procedural framework significantly contributes to the display of good behaviour in the work environment	18	31	19	13	38.3	2.33	1.00	Accept

Source: Field Survey, 2024

The above table shows that 34.6 percent of the respondents disagreed that fair procedures encourage good behaviour among the staff at BUA Cement Plant. 44.4 Percent of the respondents strongly agreed that clear procedures have a positive impact on good behaviour in the daily work activities of staff at BUA Cement Plant. 34.6 percent of the respondents strongly agreed that Inconsistent procedural practices impede the development of good behaviour. 38.3 percent of the respondents agreed that a fair and just procedural framework significantly contributes to the display of good behaviour in the work environment BUA Cement Plant. The analysis implies that there is a common agreement that procedural justice can influence civic virtue among staff of the BUA Cement Plant in Okpella, Edo State.

Table 5: Frequency Distribution on the relationship between interactional justice and courtesy among staff of the BUA Cement Plant in Okpella, Edo State

S/N	Items	SA	A	D	SD	%	\bar{X}	SD	Remark
1.	Treating people fairly and respectfully positively influences the demonstration of courtesy among staff at BUA Cement Plant	25	44	8	4	54.3	1.89	0.775	Accept
2.	Treating each other with respect and consideration fosters politeness in daily interactions at BUA Cement Plant	27	31	16	7	38.3	2.04	0.941	Accept
3.	Perceived unfair or disrespectful treatment hinders the practice of politeness among staff at BUA Cement Plant	33	32	12	4	40.7	1.84	0.858	Accept
4.	Positive interactions significantly contribute to the display of politeness in the work environment of BUA Cement Plant	23	33	11	14	40.7	2.20	1.042	Accept

Source: Field Survey, 2024

The above table shows that 54.3 percent of the respondents agreed that treating people fairly and respectfully positively influences the demonstration of courtesy among staff at BUA

Cement Plant. 38.3 percent of the respondents agreed that treating each other with respect and consideration fosters politeness in daily interactions at BUA Cement Plant. 40.7 percent strongly agreed that perceived unfair or disrespectful treatment hinders the practice of politeness among staff at BUA Cement Plant. 40.7 percent of the respondents agreed that positive interactions significantly contribute to the display of politeness in the work environment of BUA Cement Plant. The analysis implies that there is a common agreement that interactional justice can influence courtesy among staff of the BUA Cement Plant in Okpella, Edo State.

Table 6: Correlation Result

		when resources are distributed fairly and equally, it encourages diligent behaviour among the staff at BUA Cement Plant.	Fair procedures encourage good behaviour among the staff at BUA Cement Plant?	Treating people fairly and respectfully positively influences the demonstration of courtesy among staff at BUA Cement Plant
when resources are distributed fairly and equally, it encourages diligent behaviour among the staff at BUA Cement Plant.	Pearson Correlation Sig. (2-tailed) N	1 81	.847** .000 81	.861** .000 81
Fair procedures encourage good behaviour among the staff at BUA Cement Plant?	Pearson Correlation Sig. (2-tailed) N	.847** .000 81	1 .000 81	.878** .000 81
Treating people fairly and respectfully positively influences the demonstration of courtesy among staff at BUA Cement Plant	Pearson Correlation Sig. (2-tailed) N	.861** .000 81	.878** .000 81	1 81

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

The Pearson correlation coefficient reveals a strong positive correlation between fair resource distribution, fair procedures, and respectful treatment among staff at the BUA Cement Plant. The correlation is highly significant at the 0.01 level (2-tailed), indicating a strong positive correlation between the perception that fair resource distribution encourages diligent behaviour and the belief that fair procedures lead to good behaviour among staff. The correlation also shows a strong positive correlation between the belief that fair procedures encourage good behaviour and the belief that treating people fairly and respectfully positively influences courtesy among staff. Thus, the output indicates strong and significant positive correlations between perceived fairness in resource distribution, fair procedures, and

respectful treatment, suggesting that these aspects are closely related to influencing staff behaviour at BUA Cement Plant.

Hypotheses Testing

Inferential Studies Regression Analysis

Table 7: There is no relationship between distributive justice and conscientiousness among the staff of the BUA Cement Plant in Okpella, Edo State.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845 ^a	.715	.711	.456

a. Predictors: (Constant), Transparent decision-making processes have a positive impact on the dedication in daily work activities at BUA Cement Plant.

The study found a strong correlation between dedication in daily work activities at BUA Cement Plant and transparent decision-making processes. The correlation coefficient (R) of 0.845 indicates a high degree of positive correlation, suggesting that transparent decision-making processes significantly influence employee dedication. This positive impact contributes to the organisation's efficiency in achieving its goals. The independent variable (transparent decision-making processes positively impact dedication) explained approximately 71.1% of the total changes in dedication if all aspects were implemented correctly. This suggests that a significant portion of the variability in dedication can be attributed to transparent decision-making processes at the BUA Cement Plant.

The study found a significant relationship between the dependent variable, 'fair and equal distribution of resources at BUA Cement Plant', and the independent variable, 'transparent decision-making processes', which positively impacts staff dedication in daily work activities. The ANOVA results showed a substantial effect of the predictor on the dependent variable. The regression model, which included 'transparent decision-making processes' as a predictor, explained a significant amount of variance in the dependent variable. The F-statistic of 197.811, with a p-value of .000, suggests that the observed relationship is not due to chance, indicating that transparent decision-making processes positively impact diligent behaviour among staff. The regression coefficients reveal a strong relationship between the dependent variable, 'fair and equal distribution of resources', and the independent variable, 'transparent decision-making processes'. A significant baseline level of diligent behaviour is observed when the predictor variable is zero. A positive impact of transparent decision-making processes on daily work activities is observed, with a high t-value of 14.065. The standardised coefficient of 0.845 supports this strong association, indicating a significant contribution to diligent behaviour among staff.

Table 8: There is no relationship between procedural justice and civic virtue among the staff of the BUA Cement Plant in Okpella, Edo State.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911 ^a	.831	.828	.433

a. Predictors: (Constant), Inconsistent procedural practices impede the development of good behavior among the staff at BUA Cement Plant

The study found a strong positive correlation between inconsistent procedural practices and the development of good behaviour among staff at the BUA Cement Plant. The correlation coefficient (R) of 0.911 indicates a 91.1% likelihood that these practices negatively impact staff behaviour. The model, which includes 'Inconsistent procedural practices impede the development of good behaviour', explains 82.8% of the dependent variable variability. The high adjusted R square indicates the model's effectiveness in explaining a substantial portion of the variability in the dependent variable. The study found a significant relationship between clear procedures and good behaviour in daily work activities at the BUA Cement Plant. The independent variable, inconsistent procedural practices, impeded the development of good behaviour among staff. The regression model, which included inconsistent practices, explained significant variability in the dependent variable. The F-statistic of 387.137, p-value of .000, suggests that inconsistent practices negatively impact staff behaviour, affecting the clarity of procedures at BUA Cement Plant.

The regression coefficients reveal a strong relationship between clear procedures and good behaviour in daily work activities at BUA Cement Plant. The constant term is 0.062, and the coefficient for inconsistent procedural practices is 0.820. A high t-value of 19.676 indicates a statistically significant relationship. The standardised coefficient of 0.911 suggests a strong positive impact of inconsistent practices on clear procedures, supporting the observed variations in good behaviour. The coefficients provide evidence for a robust association between the two variables.

Table 9: There is no relationship between interactional justice and courtesy among staff of the BUA Cement Plant in Okpella, Edo State.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879 ^a	.773	.771	.371

a. Predictors: (Constant), Positive interactions significantly contribute to the display of politeness in the work environment of BUA Cement Plant

The study found a strong positive correlation between positive interactions and politeness in the work environment of the BUA Cement Plant. The correlation coefficient was 0.879, indicating a robust positive correlation. This suggests that positive interactions significantly contribute to the display of politeness, fostering a courteous atmosphere. The model, which includes positive interactions as a predictor, explained 77.1% of the variability in the dependent variable. The high adjusted R square indicates the model's effectiveness in explaining a significant portion of the variability.

The study found a significant relationship between treating people fairly and respectfully and positively influencing the demonstration of courtesy among staff at BUA Cement Plant. Positive interactions significantly contribute to the display of politeness in the work environment, explaining a significant amount of variability in the dependent variable. The regression model, which includes positive interactions, explains the observed variations in the positive influence of treating people fairly and respectfully on the demonstration of courtesy. The regression coefficients reveal a strong relationship between the dependent variable (treating people fairly and respectfully positively influences courtesy among staff at BUA Cement Plant) and the independent variable (positive interactions significantly contribute to the display of politeness in the work environment). The constant term (constant) is 0.452, indicating a significant baseline level of positive influence. The coefficient for 'positive

interactions significantly contributes to the display of politeness in the work environment' is 0.654, indicating a strong positive impact.

DISCUSSION OF FINDINGS

The findings of the study illuminate various facets of organisational dynamics within the BUA Cement Plant. To comprehend the factors influencing employee behaviour and the work environment, the relationships between key variables were thoroughly explored. The analysis exposes a significant positive association between distributive justice and conscientiousness among staff of the BUA cement plant Okpella, Edo state. A robust correlation coefficient of 0.845 signifies a strong connection between these variables. This aligns with established research emphasising the pivotal role of transparency in decision-making to foster employee commitment (Huang, et al., 2017). The subsequent regression analysis reaffirms this impact, indicating that transparent decision-making processes account for a substantial portion (approximately 71.1%) of the variability in employee dedication. Hypothesis two uncovers a negative relationship between procedural justice can impede civic virtue development among staff the BUA cement plant Okpella, Edo state. A regression coefficient of 0.820 implies that inconsistent procedural practices significantly hinder positive behaviour. This finding aligns with research by Zingoni (2022), underscoring the detrimental effects of inconsistent organisational processes on employee conduct. Further bolstering this observation, the ANOVA results indicate that the inclusion of inconsistent procedural practices as a predictor significantly contributes to explaining the observed variations in the positive impact of clear procedures on good behaviour.

Hypothesis three findings spotlight a robust positive correlation ($R = 0.879$) between interactional justice and the display of courtesy among the staff of BUA cement plant in Okpella, Edo state. This concurs with research by Yoon et al., (2022), emphasizing the role of positive workplace interactions in shaping organisational culture. Substantiating this correlation, the regression analysis reveals that positive interactions significantly contribute to the display of politeness. The standardised coefficient (Beta = 0.879) suggests that positive interactions wield a substantial impact on the positive influence of treating people fairly and respectfully on the demonstration of courtesy. The findings of all the hypotheses bear significant implications for BUA Cement Plant. Prioritising transparent decision-making processes may enhance employee dedication, thereby contributing to organisational success. Addressing inconsistent procedural practices is paramount for fostering positive employee behaviour. Additionally, promoting positive interactions within the workplace can significantly contribute to cultivating a courteous work environment.

CONCLUSION

The nuanced understanding derived from the analysis unravels the intricate relationships between organisational justice and citizenship behaviours at BUA Cement Plant. Transparent decision-making, procedural consistency, and positive interactions are key factors influencing both employee dedication and fostering positive behaviours beyond formal roles. The implications for organisational justice are clear – a workplace where employees perceive decision-making as transparent, procedures as consistent, and interactions as positive creates a culture of justice. In such an environment, employees are more likely to view the organisation as fair, just, and conducive to their professional growth. The interplay between organisational justice and citizenship behaviours at BUA Cement Plant reveals a complex yet integral relationship. Transparent decision-making, procedural consistency, and positive interactions form the foundation for cultivating a culture of justice within the organisation.

This foundation sparks the organic emergence of behaviours that transcend formal roles, embodying the essence of organisational citizenship.

As BUA Cement Plant strategically incorporates these findings into its organizational fabric, the potential emerges to cultivate a workplace where justice is not just an abstract concept but a tangible, lived experience. In this environment, employees cease to be mere contributors; they evolve into active stakeholders propelled by a shared commitment to the principles of justice. This transformation fortifies the very foundation upon which sustained organisational success and growth can flourish.

RECOMMENDATION

- i. BUA Cement Plant should prioritise and enhance transparency in decision-making processes. Regular communication channels should be established to keep employees informed about organisational decisions, fostering a sense of trust and openness.
- ii. Foster a culture of positive interactions among employees through team-building activities, mentorship programmes, and open communication forums. This will contribute to a more respectful and collaborative workplace.
- iii. Establish and maintain regular feedback mechanisms to gather insights from employees about their perceptions of organisational justice and citizenship behaviours. This will provide continuous feedback for improvement.

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