

## THE ROLE OF TRUST ON THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG HEALTH WORKFORCE: A CONCEPTUAL PAPER

Isyaku Muhammad KABIR<sup>A</sup>, Dr Shukurat Moronke BELLO<sup>B</sup>  
& Dr Aliyu Mukhtar DAN EJI<sup>C</sup>

<sup>a,b,c</sup>Faculty of Management Science, Department of Business Administration and Entrepreneurship Study, Bayero University Kano, 3011, Gwarzo Road Kano, Nigeria.  
ikmuhd@gmail.com<sup>a</sup>, smbello.bus@buk.edu.ng<sup>b</sup>, amdaneji@gmail.co<sup>c</sup>

### Abstract

*The purpose of this paper is to contribute to the human resource literature by identifying the role of trust on the relationship between perceived organizational justice (OJ) and organizational citizenship behavior (OCB) as well as examining the direct relationship between OJ and OCB among health workers. The research relies on secondary data for a conceptual investigation of the problem. The formulation of the framework is based on a review of literature on employee behavior. This conceptual paper is based on a critical literature review of OCB, and from the foresight of the former research result, whereas, articles from ScienceDirect, Emerald, Taylor & Francis, and many peer-review papers published in international journals and conferences were reviewed through the research period. The study reveals that, trust plays a role on justice and OCB among health workforce. Furthermore, major contribution of this paper is introduction of temporal justice and spatial justice as also part of the OJ dimensions. The study proposes a model that shows the relationship between OJ and OCB as well as the moderating role of trust in such relationship. The paper recommends that, policy-makers and other stakeholders need to improve justice and fairness to include a practical approach toward health workers partaking in helping others, showing concern for colleagues, and participating in voluntary activities.*

**Keywords:** *Organizational Justice, Organizational Citizenship Behavior, Trust*

### 1. Introduction

The importance of developing and improving organizational justice dimensions in relation to Organizational Citizenship Behavior (OCB) in a workplace has been emphasized. Whereas, the strength of such relationship has not been assessed and synthesized systematically; however,

the rise in globalization has led to a vast amount of research in the study of employee behavior in the workplace, particularly research on human resource management, which attracted much attention in the workplace as one of the instruments for determining employee behaviors. Some of these behaviors include OCB (Wan, 2017). OCB is non-mandated

behavior of employees shown in the workplace which is not included in the formal job requirements (Sultana & Johari, 2018).

Generally, OCB is recognized as an important priority that every organization has to consider for the purpose of improving and utilizing its human resources and to sustain its viability in the worldwide competitive environment (Benjamin, 2012). While, in an organizational setting, John, Ogunniake and Osibanjo (2014) assert that OCB is distinctive and type of work behaviors that an employee exhibit to the benefit of the organization which are discretionary, not directly or explicitly acknowledged by the official compensation system. OCB is essential in hospitals because patients need special care and positive behaviors of medical workers handling their cases. OCB dimensions like helping behavior (behavior targeted towards helping a co-worker mostly when there is work overload), individual initiative (when an employee uses his personal initiative to fix an immediate problem), self-development (keeping abreast with latest skills and knowledge in one's field) and loyalty (being loyal to the organization and advancing the course of the firm to non-organizational members) strengthen the morale and betterment of patients (Osibanjo et al., 2020). John, et al, (2014) argue that extra role behaviors will advance the achievement of health sector goals, and increase its performance Therefore, it can be suggested that OCB will increase service proficiency, patient fulfilment and patronage, fostering hospital image which employees will value and foster their retention (Osibanjo et al., 2020).

Furthermore, citizenship behaviors are of crucial importance in healthcare industry because some of the patients need special care and positive behaviors corresponding to their health condition or the types of disease contacted. Given the important role played by healthcare industry, it is important to understand the relationships between the organizational justice and the OCB in healthcare industry. Recent empirical studies have shown that the organizational justice is a powerful predictor of OCB (Muhammad, 2014; Zaitouni, 2016).

OCB is a multi-dimensional construct (Markóczy, Vora, & Xin, 2009; Becton & Field, 2008; Chan & Lai, 2016). As a multidimensional construct, the OCB consists of five dimensions, namely altruism, civic virtue, sportsmanship, courtesy and conscientiousness (Organ, 1988; Demirkiran, Taskaya & Dinc, 2016). Altruism can be represented in different ways such as voluntarily helping new employees and co-workers from other departments and assisting workers who were absent (Organ, Podsakoff, & MacKenzie, 2006). The conscientiousness is viewed as a set of behaviors that are directed toward organizations as the first beneficiary (Hoffman et al., 2007) and not for any specific individual (Organ, 1997). Courtesy is represented by the employee who observes something that may lead to problem existence and treat it before it exists and leaves the organizational facilities in a good situation to enable other coworkers use it (Organ et al., 2006). Organ (1990) described sportsmanship as “a willingness to tolerate the inevitable inconveniences and impositions of work

Whereas, more than 4,000 physicians are reported to be practicing in the US and more than 5,000 in the UK, other major destinations are Saudi Arabia, Kuwait, and the United Arab Emirates. In April 2019, the President of Nigeria estimated the loss from medical tourism at 400 billion naira a year. For comparison: in 2018, the federal government budgeted N340.45 billion or 3.9 percent for the Ministry of Health. This corresponds to N1888 per citizen annually. The reasons Nigerians go to India and other countries range from demonstration of their high status and wealth to lack of trust, labor shortage and trust in the Nigerian healthcare system. Most of them have retired nurses, community health officials, and new doctors with little clinical experience (Ojoma, 2018; Paul, 2018). Furthermore, Adebayo et al. (2016), found Nigeria sixth out of 49 countries identified by WHO with insufficient health workforce with little or no exhibition of OCB.

Organizational justice describes the perception of individual toward the fairness of treatment being received and their response to such perception. Whereas, organizational justice perceptions strongly affect the attitude of the workers and workplace behaviors such as absenteeism, change of workplace and OCB. In essence, the survival of an organization depended on how leaders of the organization work hard to engage workers in displaying OCB, because the sustainability of any organization is dependent on its workforce (Schrita & Mohamad, 2017).

Siddiqui and Ahmed, (2019) reported that, from the past efforts of management scholars, great importance has been given

to organizational justice, related to numerous work-related outcome variables, such as organizational commitment, trust and OCB. From the Adam's work on equity theory, the study of fairness in physiology was started. Adam focused on distributive justice in the name of workplace justice. Later, the focus of research was shifted to procedural justice, which refers to the perceived fairness of the means used to achieve an end (Niehoff & Moorman, 1993). It was then expanded to the concept of interactional justice which is refers as a social exchange between employees and their managers. Based on this, organization researchers have investigated three components of organizational justice (procedural, distributive, and interactional justice).

Trust in the organization is essential for effective teamwork and is closely linked to perceived Justice and OCB. In addition to organizational justice, organizational trust has often been found as a pioneer in OCB, as the term trust is widely used in the literature (Guh et al., 2013). Trust and distrust are important health care issues (Meshkati, Eskandari & Mostahfezian, 2014). Trust is a positive expectation that others will not act opportunistically through words, actions, or decisions (Robbins, 2005). Trust is an important predictor of the outcome of certain organizations such as OCB (Konovsky & Pugh, 1994; Van Dyne et al., 2000).

It is important to consider the factors that lead to building trust between employees and their supervisors. Thus, justice acts as a factor that increases trust in the organization and makes employees more

without complaining. Podsakoff et al. (2000) indicated that employee who represents sportsmanship actions has the willingness to sacrifice his personal interest for the purpose of organizational resources conservation. Civic virtue is defined as the discretionary behavior in which the employee is highly involved in the life of the organization as a good citizen who constructively contributes to the organizational concerns (Law, Wong & Chen, 2005). These dimensions, in fact, represent how the employees recognize themselves as a part of their organizations (Podsakoff et al., 2000). This study uses all the five dimensions from Organ and Konovsky (1989) that we can be defined as OCB.

Considering the widespread protests and strikes by Young Doctors Association (YDA), [National Association of Resident Doctors](#) (NARD) and Joint Health Sector Union (JOHESU) in recent years, the scenario in Nigeria can be even more intimidating. This crisis can be attributed to organizational conflict, which can be mitigated through organizational justice and OCB. As per Krauss and Morsella (2006), organizational conflict occurs when members engage in activities that do not go well with their job description and are not compatible with those of colleagues within their proximity or network. Whereas, organizational justice primarily focuses on the fairness at workplace and is evaluated by the perception of workforce as to what extent they are treated fairly (Greenberg & Colquitt, 2013).

In the health sector, service provision or delivery is an immediate product of the

inputs such as efficient procurement and supplies channels, investment in infrastructure, and competent human resource into the health system. The increase of resources should lead to improved service delivery and enhanced access to services. Ensuring availability of health services that meet a minimum quality standard and securing access to them are key functions of a health system (Odhiambo & Iravo, 2018; WHO, 2008). Besides, the health sector of the Nigerian economy is established by law to essentially provide health services to Nigerians regardless of their location within the jurisdiction of Nigeria. In short, the health sector is part of the parallel list of legislation that empowers federal, state and local governments to legislate on health issues. Therefore, the Nigerian Health Care Services as well as the National Health Policy aim to provide intensive, effective and efficient health care services to the population of Nigeria so that they can achieve laudable health goals so that everyone enjoy life at all levels of human endeavor (Omoleke & Taleat, 2017).

The Nigerian Medical Association (NMA), called on the federal and all state governments to declare a state of emergency on the health sector to address the issue of brain drain among medical doctors, saying that there is pull and push syndrome that is affecting doctors and other healthcare workers leaving the country as the menace of brain drain has been killing the country's health sector (Olawale, 2023). Furthermore, Olawale, (2023) revealed that in December of 2022, more than 1,800 healthcare workers left the country for greener pasture.

motivated to work together (Farahbod et al., 2013). Karen Yuan (2009) believes that trust is shown as one of the constructive and important factors to promote organizational effectiveness and competitive advantage for organizations. If employees equitably perceive organizational consequences, procedures, and interactions, they will feel more secure in developing trust in their managers and in their organization and outcomes.

Trust has several causal roles, such as cause, effect, mediator, and trust as a moderator (Rousseau et al. (1998); Kramer (2010); & Özyilmaz (2012)). Therefore, in this study we regarded trust as a moderator. Trust exists not only between individuals, but also between members and organizations (Costigan et al., 1998). Scott (1981) developed four measures of trust based on interpersonal relationships. The four categories include trust in your direct supervisor, trust in peer groups / work units, trust in top management, and trust in management development consultants. Tan and Tan (2000) distinguish between two main references to trust: trust in an organization and trust in a supervisor. And they claim that these referents are different but related components. According to their study, trust in managers was more closely associated with variables such as management skills, compassion, and integrity, while trust in an organization was perceived as perceived organizational support and fairness.

Many studies have reported a positive relationship between organizational justice and organizational trust (Moorman, 1991; Hui, Lee & Rousseau, 2004; DeConinck,

2010). However, few studies have examined all these variables together, especially in one medical sector. Some studies of organizational justice have focused primarily on Western societies made up of people from one culture. However, because Nigeria is a diverse country, it is more difficult to understand people's perceptions of organizational justice.

Thus, the present study, therefore, aims to identify the relationship between organizational justice and employee's OCB as well as the moderating role of trust in such relationship. Since the Nigerian public health sector is diverse and, consists of employees from different societies, it aims to examine the effect of organizational justice in these cultural dimensions. The findings can help organizations make optimal use of employees' potentials and other resources and achieve their objectives.

### **1. Review of related Literature**

This section discusses the conceptual issues, empirical and theoretical literature. Under conceptual issues, the views of different authors on OCB, organizational justice as well as organizational trust is highlighted. Distributive justice, procedural justice, interactional justice, temporal justice and special justice are also reviewed as variables/indicators of organizational justice. The theoretical literature gives an overview of social exchange theory and the empirical literature gives a review of result of previous work on the relationship of variables under study.

## 2.1. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior was introduced by Bateman and Organ in 1983 as referenced by Organ (2018) and has become a concentration for study in recent years. In an organizational setting, John, Ogunniake and Osibanjo (2014) assert that OCB is distinctive and type of work behaviors that an employee exhibit to the benefit of the organization which are discretionary, not directly or explicitly acknowledged by the official compensation system. 21<sup>st</sup> century organizations have started attributing their successes to their human resources as assiduous and committed workforces, who do not only execute apportioned task but also perform them above the anticipation of their employers which tends to benefit organizations as a whole (Patirag & Shivani, 2017).

Al-Zu'bi (2010) defines OCB as behavior that is not recognized or rewarded by the formal organizational system, but that aggregately promotes organizational effectiveness. However, Organ (2018) defines it as "behavior that sustains or enhances the cooperative system of the organization but is not systematically or generally recorded in the formal system of the organization or tied in any consistent way to specific rewards."

Nigeria health sector has been overwhelmed with several complaints from patients in the health sector which invariably affect the repute and image of the health sector that employees don't value (John et al, 2014). Citizenship behavior is essential in hospitals because patients need

special care and positive behaviors of medical workers handling their cases.

Therefore, it can be suggested that OCB will increase service proficiency, patient fulfilment and patronage, fostering hospital image which employees will value and foster their retention. It is imperative for hospitals management and administrators to know how to drive employees towards being engaged to display OCB in their work. Adeloje et al., (2017) observed that health managers are deficient in the motivation and management of health workers. This suggests that hospitals managers should go for human resources management trainings. How can health workers be engaged and committed to exhibiting OCB? How can they be retained in the health sector? How can be motivated to go the extra mile beyond their employer expectations? These questions if addressed can mitigate the challenge of Nigeria health worker's high turnover.

## 1.2. Organizational Justice

Justice is recognized as an action or decision that is understood to be morally right on the basis of ethics, religious, fairness, equity, or law (Pekurinen et al., 2017). It is a major area of concern for both organizations and employees (Swalhi et al., 2017). Organizational justice refers to employee's perception of fairness within an organization (Greenberg, 1990; Asadullah et al., 2017).

Organizational justice (OJ) can be divided into five dimensions as follows. Distributive justice refers to employee perceptions about fair distribution of organizational resources and benefits or the

“perceived fairness of organizational outcomes” (Manaf et al., 2022).

Procedural justice refers to “the individual’s perception of fairness of procedural elements within a social system regulates allocation of resources” (Leventhal, 1980). It fits with the final outcomes that are equitably deal with methods, mechanisms, and processes (Swalhi et al., 2017). It is considered to exist when procedures embody certain types of normatively accepted principles.

Interactional justice concerns the fairness of the interpersonal treatment individuals are given during the implementation of procedures (Solomon, Akanji & Tolulope, 2020). Cropanzano, (2002) simply refer to interactional justice as “usually operationalized as one-to-one transactions between individuals”.

Temporal justice in an organization is concerned with “the fair distribution of time”. How an employee perceives his just entitlement to the time given to him daily to complete his tasks. Time is a resource and it may occur that it would be falsely termed as a part of or an extension of distributive justice but it is necessary to distinguish that it is not an outcome or a comparison ratio of input to outcome as in the equity theory, instead it the fairness of entitlement of time to the employees. Organizations must distribute work time evenly across employees irrespective of them being single or married, part time students or working full time, having dependent family members or not because everyone has a right to access his/her discretionary time so that they can reduce stress, become satisfied

with their work and increase productivity (Gan & Yusof, 2018).

The last dimension of justice is spatial justice where, “Spatial” means based in space, location, or position or “having to do with space” (Glick, Hyde & Sheikh, 2012; Hawker, 2006). Broadly, spatial justice refers to a focused and deliberate emphasis on the spatial or geographical aspects of justice. It involves the fair distribution in space of socially valued resources and the opportunities to utilize them.

### **1.3. Organizational Trust**

From the work of Makhdoom, Anjum, Sabir, and Khaliq (2016), trust is defined as an individual’s willingness to be vulnerable in relationships with other people, irrespective of whether the actions and decisions related to the other party can be monitored or controlled. Trust is a crucial factor in enhancing the long-term success of an organization.

Solomon, Akanji and Tolulope, (2020), Employees differentiate between two types of trust – trust in others (e.g. supervisors and co-workers) and trust in the organization (SousaLima, Michel & Caetano, 2013). While other factors in the work environment may contribute to employee engagement, employees depend mostly on trust (Agarwal, 2014). Numerous studies have been conducted to investigate the relationship between trust and employee attitudes and behaviors. Research studies by Tan and Tan (2000) revealed that trust influences the continuance and affective components of organizational commitment, whereas Ferres, Connell and Travaglione (2004) found empirical support for the fundamental role of coworker trust in



predicting lowered turnover intentions, greater affective commitment and perceived organizational support.

## 2.4. Review of Empirical Studies

This section is aimed at reviewing relevant empirical studies related to the study variables.

### 2.4.1. Organizational Justice and OCB

Organizational justice (OJ) perceptions strongly affect the attitude of the workers and workplace behaviors such as absenteeism and OCB. In essence, the survival of an organization is dependent on how leaders of firm work hard to engage workers in displaying OCB because the sustainability of any organization is dependent on its workforce (Schrita & Mohamad, 2017). The importance of OJ has been emphasized by many researchers include Pan et al. (2018), Haerani et al. (2020), Thanh and Toan (2018), and Ushakov (2021). Other previous studies also show a positive relationship between OJ and OCB (Ismail, 2015; Özbek et al., 2016; Nidhi & Kumari, 2016; Al-Quraan & Khasawneh, 2017; Chan & Lai, 2017; Majeed et al., 2018; Mardiyanti & Suharnomo, 2018; Baridula & Mark, 2019, Junru & Huang, 2019; Vito & Oparanma, 2019; and Odor et al., 2020). Study by Fiaz et al. (2018); Salam (2020); Milon and Islam (2021) found that not all the dimensions of OJ are significantly related with OCB. Gan and Yusof (2018) proposed that the five dimensions of OJ have a significant relationship with employee OCB. Therefore, the first five hypotheses are proposed to examine if OJ influences OCB.

### 2.4.2 Trust and OCB

The relationship between trust and OCB, and between OJ and OCB, can be explained by the organizational justice theory (Singh & Singh, 2019) which is rooted in Equity Theory. This theory explains how the employees' perceptions of justice will affect their job attitudes and organizational outcome. The design of the organization and its systems, including procedures that guide decision making, for the benefit of all stakeholders (employees are part of them), will influence the values and behaviors, and ethics (Sharma et al., 2019). Employees who perceive their organizations to be just, are likely to perceive their organization as being fair to them and will influence their ethical behavior. Thus, in turn, this is likely to enhance employee OCB.

In the context of trust, organizational trust is linked with OJ (Biswas & Kapil, 2017). Moreover, with regards to OCB, Robinson and Morrison (1995) found that an employee's trust in the organization operationalizes citizenship behaviors. Furthermore, Van-Dyne et al., (2000) found that an individual's propensity to trust predicts OCB. Sousa-Lima, Michel and Caetano (2013) investigated the importance of organizational trust in facilitating justice perceptions. The results indicated that distributive justice is important in predicting trust in the organization (Makhdoom et al., 2016).

## 2.5 Theoretical framework

The role of trust on the relationship between OJ and OCB among health workforce can be explained from different perspectives. In order to explain the relationship, the present study adopted



social exchange theory (Humans, 1958) and theory of organizational justice (Greenberg, 1996).

### 2.5.1 Social Exchange Theory

There are multiple theories that assert that organizational justice perceptions have consequences, and most of them make direct predictions for work-related outcomes. These theories may also be useful for explaining other consequences of organizational justice, such as health outcomes (Cropanzano, et al., 2001).

The study uses Social Exchange Theory (SET) as underpinning theory because, social exchange theories provide the most widely accepted explanation of justice effects (Colquitt et al., 2013). These theories emphasize the reciprocal relationship between, for instance, employee and employer in their exchange of resources; perceived fairness from the employer gives rise to feelings of trust, commitment, and obligation towards the employer, which leads to the perceived fairness being reciprocated through, for example, better job performance, helping behaviors, and positive work attitudes (Colquitt et al., 2005).

Theoretically speaking, the most common explanation for the justice–OCB relationship is drawn from social exchange theory (Organ et al., 2006). In general, social exchange theory predicts that individuals reciprocate justice by first forming a close social exchange relationship (Cropanzano & Mitchell, 2005; Cropanzano & Rupp, 2008), such as those

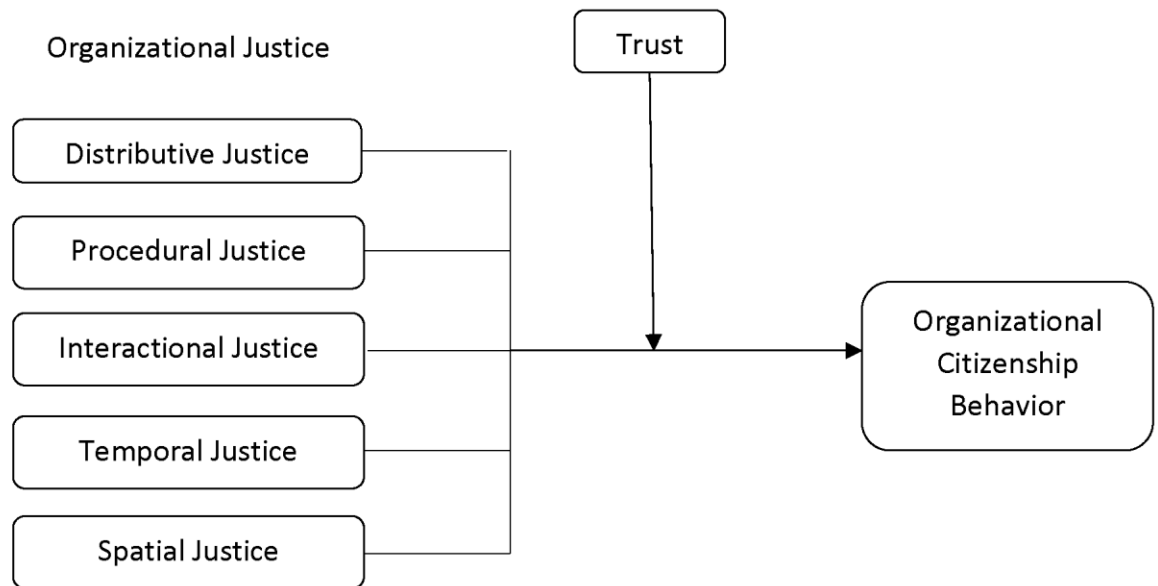
with supportive supervisors. This positive relationship, in turn, is the more proximal cause of OCB (Lam et al., 2015).

### 2.5.2 Organizational Justice Theory

The role of trust on OCB and OJ can be explained by the organizational justice theory (Singh & Singh, 2019) which is rooted in Equity Theory. This theory explains how the employees' perceptions of justice will affect their job attitudes and organizational outcome. The design of the organization and its systems, including procedures that guide decision making, for the benefit of all stakeholders (employees are part of them), will influence the values and behaviors, and ethics (Sharma et al., 2019). Employees who perceive their organizations to be just, are likely to perceive their organization as being fair to them and will influence their ethical behavior. Thus, in turn, this is likely to enhance employee OCB.

### Conceptual Model

In conceptual framework which is presented in Figure 1. There is only one independent variable i.e. organizational justice (OJ) and it has five indicators i.e. distributive justice, procedural justice, interactional justice, temporal justice and spatial justice. There is only one dependent variable i.e. organizational citizenship behavior (OCB) and there is also only one moderating variable i.e. organizational trust (OT). It indicates the rational connection between the three different kinds of observed variables i.e. Independent, moderating and dependent variables.



**Figure 1:** Conceptual Model adapted from Shahzad et al. (2014); Gan and Yusof (2018)

**Methodology**

This paper used a systematic literature review of previous related researches to be the study research approach. According to Sendawula, Turyakira, and Alioni, (2018), this method is characterized by a well-documented, replicable, and transparent search process and it may be driven by a theory-based understanding of the phenomena of interest and improves the quality of the review process. This conceptual paper is based on a critical literature review of OCB, from the foresight of the former research result. For this paper, articles from Science Direct, Emerald, Taylor & Francis, and many peer-review papers published in international journals and conferences were reviewed through the research period.

**Conclusion**

The study proposes a model that shows an additional determinant of organizational justice that may lead to employee OCB. In previous researches, distributive justice, procedural justice, and interactional justice were examined, while the findings from the reviewed literature indicates that, temporal justice and spatial justice may play a role as also part of the OJ dimensions as demonstrated in this study. Additionally, trust is proposed to moderate the relationship between OJ and OCB. Therefore, organizations have to focus on these determinants in order to enhance their employee OCB. The paper recommends that, policy-makers and other stakeholders need to improve justice and fairness to include a practical approach toward health workers partaking in helping others, showing concern for colleagues, and

- Gupta, V. and Singh, S. (2013), "An empirical study of the dimensionality of organizational justice and its relationship with organizational citizenship behavior in the Indian context", *The International Journal of Human Resource Management*, 24(6), 1277-1299.
- Homans, George C. (1958), "Social Behaviour as Exchange." *American Journal of Sociology* 63, 6: 597-606
- Ismail, H. (2015). Organizational Justice and Citizenship Behavior, the Mediating Role of Trust. *International Journal of Human Resource Studies*, 5(1), 86. <https://doi.org/10.5296/ijhrs.v5i1.6757>.
- John, K., Ogunnaike, O & Osibanjo, A. (2014). Organizational Citizenship Behaviour, Hospital Corporate Image and Performance, *Journal of Competitiveness*, 6 (1), 36 – 49.
- Junru, X., & Huang, Y. J. (2019). The Influence of Teachers' Perceived Organizational Justice on Organizational Citizenship Behavior in Chinese Private. *International Journal of Organizational Innovation*, 12(1), 295–303. [https://www.ijoi-online.org/attachments/article/140/0967 Final.pdf](https://www.ijoi-online.org/attachments/article/140/0967%20Final.pdf)
- Majeed, S., Mufti, D. S., & Muzamil, J. (2018). Organizational Justice as a Predictor of Organizational Citizenship Behavior: An Empirical Study. *AGU International Journal of Research in Social Sciences & Humanities*, 6, 29–42. <https://doi.org/10.37134/ibej.vol13.sp.3.2020>
- Mardiyanti, I., & Suharnomo, S. (2018). The moderating role of organizational culture on the effect of organizational justice on organizational citizenship behavior. *Diponegoro International Journal of Business*, 1(1), 49. <https://doi.org/10.14710/dijb.1.1.2018.49-54>
- Milon, M., & Islam, M. R. (2021). A study on the linkage between organizational justice and organizational citizenship behavior among the faculties of private university : Bangladesh perspective A study on the linkage between organizational justice and organizational citizenship behavior. *International Journal of Research in Human Resource Management*, 2(January 2020), 58–64. <https://www.researchgate.net/publication/354035181%0AA>
- Muhammad, A. H. (2014). Perceived Organizational Support and Organizational Citizenship Behavior. *International Journal of Business Administration*, 5(3), 59-72. <https://doi.org/10.5430/ijba.v5n3p59>
- Nidhi, D., & Kumari, K. (2016). Interactional justice: A key to organization citizenship behavior. *International Journal of Pure and Applied Management ...*, 1.2(February), 22–28. [https://www.researchgate.net/profile/Krishna\\_Kumari22/publication/327136177\\_Pay\\_Related\\_Factors\\_Affecting\\_Employee\\_Pay\\_Perception/links/5b7bbc8c299bf1d5a718f27a/Pay-Related-Factors-Affecting-Employee-Pay-Perception.pdf](https://www.researchgate.net/profile/Krishna_Kumari22/publication/327136177_Pay_Related_Factors_Affecting_Employee_Pay_Perception/links/5b7bbc8c299bf1d5a718f27a/Pay-Related-Factors-Affecting-Employee-Pay-Perception.pdf)
- Odor, H. O., Martins-Emesom, J. N., & Ugbechie, K. C. (2020). Organisational Justice as a Determinant of Organisational Citizenship Behaviour among Adhoc Lecturers of Delta State Polytechnic Ogwashi Uku, Nigeria. *Management and Organizational Studies*, 6(2), 9. <https://doi.org/10.5430/mos.v6n2p9>
- Osibanjo, A. O., Adeniji, A. A., Salau, O. P., Falola, H. O., & Ojebola, O. O. (2020).

participating in voluntary activities. Future research should also investigate empirically on the model constructed in this research for generality and acceptability.

## References

- Ahmed, M. G. F. (2023). The Antecedents of Organizational Citizenship Behavior in the Public Sector : A study in the Effect of Organizational Justice Determinants with the Mediating Role of Job Satisfaction ( Applied to the Egyptian Ministry of Transportation Preface : Introdu. *Arab Journal of Administration*, 43(4). <https://doi.org/10.21608/aja.2021.65246.1056>
- Al-Quraan, A., & Khasawneh, H. I. (2017). Impact of Organizational Justice on Organizational Citizenship Behavior: Case Study at Jordan National Electric Power Company. *European Journal of Business and Management*, 9(15), 30–43.
- Alzayed, M., Jauhar, J., & Mohaidin, Z. (2017). The Mediating Effect of Affective Organizational Commitment in the Relationship between Organizational Justice and Organizational Citizenship Behavior: A Conceptual Model. *Asian Social Science*, 13(5), 165. <https://doi.org/10.5539/ass.v13n5p165>
- Baridula, V., & Mark, D. J. (2019). Procedural Justice and Organizational Citizenship Behaviour of Deposit Money Banks in Rivers State, Nigeria. *Journal of Strategic Management*, 4(1), 40. <https://doi.org/10.47672/jsm.434>
- Benjamin, A. (2012). The Influence of Affective Commitment on Citizenship Behavior and Intention to Quit among Commercial Banks' Employees in Nigeria. *Journal of Management and Sustainability* 2(2): 54-68. <https://doi.org/10.5539/jms.v2n2p54>
- Biswas, S., & Kapil, K. (2017). Linking perceived organizational support and organizational justice to employees' in-role performance and organizational cynicism through organizational trust: A field investigation in India. *Journal of Management Development*, 36(5), 696–711. <https://doi.org/10.1108/JMD-04-2016-0052>
- Chan, S. H. J., & Lai, H. Y. I. (2017). Understanding the link between communication satisfaction, perceived justice and organizational citizenship behavior. *Journal of Business Research*, 70, 214–223. <https://doi.org/10.1016/j.jbusres.2016.08.017>
- Donglong, Z., Taejun, C., Julie, A., & Sanghun, L. (2020). The structural relationship between organizational justice and organizational citizenship behavior in university faculty in China: the mediating effect of organizational commitment. In *Asia Pacific Education Review* (Vol. 21, Issue 1, pp. 167–179). Springer. <https://doi.org/10.1007/s12564-019-09617-w>
- Edezaró, P. O. (2022). Relationship between Organizational Justice , Job Satisfaction , Perceived Trust , Employee Voice , and Organisational Citizenship Behaviour . The Mediation Role of Organisational Communication. *International Journal of Social Science and Education Research Studies*, 02(01), 22–28.
- Fiaz, M., Ikram, A., Su, Q., & Ali, N. (2018). How to Save the Saviors?: Relationship between Organizational Justice and Citizenship Behavior. *The Journal of Developing Areas*, 52(1), 45–58. <https://doi.org/10.1353/jda.2018.0003>

- Organisational Citizenship Behaviour and its influence on Manufacturing Firms Survival in Nigeria: A Systematic review. *Academy of Strategic Management Journal*, 19(1), 1319–1327.
- Özbek, M. F., Yoldash, M. A., & Tang, T. L. P. (2016). Theory of Justice, OCB, and Individualism: Kyrgyz Citizens. *Journal of Business Ethics*, 137(2), 365–382. <https://doi.org/10.1007/s10551-015-2553-0>
- Pan, X., Chen, M., Hao, Z., & Bi, W. (2018). The effects of organizational justice on positive organizational behavior: Evidence from a large-sample survey and a situational experiment. *Frontiers in Psychology*, 8(JAN). <https://doi.org/10.3389/fpsyg.2017.02315>
- Salam, A. (2020). Organizational justice as a predictor of organizational citizenship behaviour. *International Business Education Journal*, 13, 29–42. <https://doi.org/10.37134/ibej.vol13.sp.3.2020>
- Sultana, S., & Johari, H. B. (2018). An Empirical Study on Impersonal Trust, Work Family Conflict and Service Oriented Organizational Citizenship Behavior of Female Employeesâ™. *International Journal of Academic Research in Business and Social Sciences*, 7(12), 1072–1086. <https://doi.org/10.6007/ijarbss/v7-i12/3736>
- Tan, H. and Tan, C.S.F. (2000). Towards the differentiation of trust in supervisor and trust in organization. *Genetic, Social and General Psychology Monographs*, 2, 241-260.
- Vito, B., & Oparanma, A. O. (2019). Distributive Justice and Organizational Citizenship Behaviour of Deposit Money Banks in Rivers State, Nigeria. *The Strategic Journal of Business & Change Management*, 6(4), 1237–1247. [www.strategicjournals.com](http://www.strategicjournals.com)
- Wan, H. L. (2017). Relationship between organizational justice and organizational citizenship behavior: Examining the mediating role of job satisfaction. 77-97 DOI:[10.18515/DBEM.M2017.n02.ch07](https://doi.org/10.18515/DBEM.M2017.n02.ch07).
- World Health Organization (2008). The World Health Report 2008: Primary Health Care now more than ever. Geneva; 2008.
- Zaitouni, M. (2016). Creating Positive outcomes through Perceived Investment in Employee Development: Evidence from Kuwait. *International Journal of Business and Social Research*, 6(1), 10-21