

The moderation role of ethical leadership on organisational justice, professional commitment, and organisational citizenship behaviour among academicians

by STIE Widya Wiwaha

Submission date: 05-Jul-2022 12:39PM (UTC+0900)

Submission ID: 1866764070

File name: and_organisational_citizenship_behaviour_among_academicians.pdf (328.55K)

Word count: 10802

Character count: 60811

The moderation role of ethical leadership on organisational justice, professional commitment, and organisational citizenship behaviour among academicians

Dwi Novitasari*

Department of Management,
Institute of Economic Science Widya Wiwaha Yogyakarta, Indonesia
and

Doctoral Program in Economics,
Faculty of Economics and Business,
Sebelas Maret University, Surakarta, Indonesia
Email: novita@stieww.ac.id

*Corresponding author

3

Asri Laksmi Riani, Joko Suyono and
Mugi Harsono

Doctoral Program in Economics,
Faculty of Economics and Business,
Sebelas Maret University, Surakarta, Indonesia

Email: asrilaksmiriani@yahoo.com

Email: jokosu_jmfeuns@yahoo.co.id

Email: mugiharsono@gmail.com

3

Abstract: This study aims to examine the effect of organisational justice, professional commitment, and ethical leadership as moderating variables in predicting organisational citizenship behaviour (OCB). The advantage of the current study is the use of ethical leadership as a moderator in the relationship between organisational justice, commitment and OCB, as previous empirical studies are still limited. The population of this research is the academic community of private universities in Yogyakarta, Indonesia. Proportional stratified sampling was used for sample selection and research data were collected through questionnaires. Of the distributed questionnaires, 302 were included in the analysis. The results showed that organisational justice had a positive effect on OCB. However, when ethical leadership was included as a moderating variable, the interaction between organisational justice and ethical leadership was negative. In conclusion, ethical leadership weakens the relationship between organisational justice and OCB. The results also confirm that professional commitment has a positive effect on OCB. The interaction between professional commitment and ethical leadership as a moderating variable is negative. The conclusion is that ethical leadership weakens the relationship between professional commitment and OCB.

Keywords: moderation role; ethical leadership; organisational justice; professional commitment; organisational citizenship behaviour; OCB; moderating variables; commitment; academicians; Yogyakarta; Indonesia.

304 D. Novitasari et al.

Reference to this paper should be made as follows: Novitasari, D., Riani, A.L., Suyono, J. and Harsono, M. (2021) 'The moderation role of ethical leadership on organisational justice, professional commitment, and organisational citizenship behaviour among academicians', *Int. J. Work Organisation and Emotion*, Vol. 12, No. 4, pp.303–324.

Biographical notes: Dwi Novitasari is a Professional and Senior Lecturer in Management. She holds a Bachelor of Economics (SE) with a focus on Financial Management, Master of Management (MM) degree with a focus on Strategic Management and PhD in Human Resource Management. She had a career as an academic for 11 years. Currently she works as a Lecturer, Senior Lecturer and Researcher in the field of human resources management, strategy, and marketing at the Widya Wiwaha School of Economics, Yogyakarta, Indonesia.

Asri Laksmi Riani is a Professor in Human Resource Management at Sebelas Maret University, Surakarta, Indonesia. She has been a Senior Lecturer for 35 years. She currently works as the Head of Management Department, Faculty of Economics and Business, Sebelas Maret University. She does research in human resources, entrepreneurship, economics, business public policy and public administration. She received her PhD from Brawijaya University and MS from the University of Indonesia in Management.

Joko Suyono is a Senior Lecturer and has a career of 21 years at Sebelas Maret University, Surakarta, Indonesia. He holds a Bachelor of Economics from Sebelas Maret University, Master of Science at Airlangga University and PhD at Brawijaya University. He is active in the field of local wisdom research, with history research in the field of human resource management and human resource development. He has had more than 25 publications in the form of international and local journals and articles.

Mugi Harsono is a Senior Lecturer at Sebelas Maret University, Surakarta, Indonesia. He completed his PhD at Brawijaya University, Master of Science from Gajah Mada University and Bachelor of Economics from Sebelas Maret University. His professional fields are human resources management, strategic management and family business. Currently, he is still active in his career as an academic and has lasted for 26 years.

1 Introduction

Organisational effectiveness and success can be realised through the behaviour of their members such as organisational citizenship behaviour (OCB) due to its significant benefit contribution to individual and organisation (Organ, 1997; Podsakoff et al., 2014, 2000; Smith et al., 1983).

Prior studies' findings on the relationship between organisational justice and OCB however, there are also some limitations and inconsistencies. Organisational justice was found to contribute to work outcomes, namely job performance and job satisfaction (Arab and Atan, 2018; Trincado-Munoz et al., 2020). Organisational justice is an important predictor of work-related behaviour and attitudes (Chetty and Neeraja, 2016). They have conducted studies with only one or two types of justice and results of studies on the relationship between organisational justice and OCB have not been consistent.

Organisational justice also operates in the context of the exchange relationship between employees and the organisation, because employees' perception of justice is influenced by how their exchange with organisation is fair (Choi and Rainey, 2014). The current study including three types of organisational justice such as distributive, procedural, and interactional justice in one construction as antecedents of OCB to fully understand the dynamics of organisational justice. OCB tended to be predicted by distributive and procedural justice (Cohen-Charash and Spector, 2001; Niehoff and Moorman, 1993). Viswesvaran and Ones (2002) found that procedural justice had a greater relationship than distributive justice towards OCB. Cohen and Eyal (2015) showed the weak effect of organisational justice on OCB. Hence, in this study, will include the three types of organisational justice as predictor of OCB.

Research on professional commitment with academicians as the object is still limited (Kieschke and Schaarschmidt, 2008; Shah, 2012). Professional commitment was found to have a relationship with work behaviour, namely leadership which has an impact on work family conflicts (Arthi and Sumathi, 2020). Professional commitment is related to performance and career progression (Tantawy, 2020). However, another predictor for OCB is commitment (Podsakoff et al., 2000). Professionalism is traditionally associated with professions such as medicine and law (Cheng and Wong, 2015). As the growth of global industry increases, numerous industries and occupations are striving for professionalism to enhance their status. The term is now used in many sectors, including public services, finance, educators or academicians, and other professional services (Rawel, 2003). Many studies revolve around the traditional professions such as accounting, nursing, and the legal profession (Andreas, 2016; Aranya et al., 1981; Cheng and Wong, 2015; Elias, 2008, 2006; Lu et al., 2014, 2007; Rawel, 2003; Smith and Hall, 2008; Teng et al., 2007).

There is a lack of attention on the moderating factors which would influence the effect of organisational justice and professional commitment on OCB especially ethical leadership. Prior studies in leadership behaviour, has not been found to form a consistent relationship with OCB (Podsakoff et al., 2000; Van Dyne et al., 1994). Ethical leadership has only a positive influence on interactional justice (Mayer et al., 2012; Neubert et al., 2009) and commitment (Brown and Treviño, 2006; Kim and Brymer, 2011). Ruiz et al. (2011) and Avey et al. (2012) showed that the ethical leadership of top managers and supervisors had a negative impact on OCB.

Copeland (2015) has examined the effect of the ethical leadership model towards leader effectiveness, by moderating the expectations and preferences of followers for ethical leadership and by moderating perceptions of the organisational ethical climate. In this study, we expect that the relationship between organisational justice and professional commitment on OCB would be different according based on support from ethical leaders.

The purpose of this study was to analyse the effect of organisational justice, professional commitment, and the moderating role of ethical leadership, towards OCB among academicians. The topic was chosen because there have been differences in the results of previous research and empirical testing that show that the correlation among variables in this research has never been carried out. To our knowledge, there has not been any research examining ethical leadership as a moderating influence in the relationship of organisational justice and professional commitment to OCB. In this study, we expect that the relationship between organisational justice and professional commitment on OCB would be different according based on support from ethical leaders. The contribution of the study is to provide new insights on the study of leadership in

particular the role of ethical leadership in shaping positive behaviour that benefits the organisation.

2 Theoretical framework and research hypotheses

The theoretical framework used in this study is related to social exchange theory and leader-member exchange theory. Social exchange theory based on a relationship will always involve conditions of reciprocity and consideration of the advantages and disadvantages of participants. The value of a relationship will be determined by a critical factor about the balance between reward and cost (Bierstedt and Blau, 1965; Emerson, 1976). Whereas leader-member exchange theory emphasises the involvement and continuity of the relationship between leaders and employees in the collaborative processes and determining the roles that must be filled by each party (Dansereau et al., 1975). This relationship will affect a variety of important factors for individuals and organisations, such as OCB.

2.1 Organisational citizenship behaviour

OCB arises from reactions to work or the organisation (Bateman and Organ, 1983; Bolino et al., 2013; Motowidlo et al., 1997; Podsakoff et al., 2000; Van Dyne et al., 1994). This behaviour is needed to run the organisation's social mechanism and tends to be spontaneous and innovative (Bateman and Organ, 1983; Organ et al., 2006; Podsakoff et al., 2000). Bolino et al. (2013) conducted a study that reviewed OCB contextually and empirically to investigate its negative side. However, this review showed that OCB provided many positive things, so it was sometimes difficult to uncover its negative aspects; thus, accuracy in the use of theory, research design, and measurement is crucial. Organ and Ryan (1995) proposed that individual performance in an organisation consists of two components:

- 1 job-specific behaviour in accordance with job descriptions
- 2 non-job-specific behaviour or an extra role.

Organ and Ryan (1995) described five OCB dimensions:

- 1 conscientiousness means individual task performance far exceeds the minimum required level; this behaviour indicates that workers accept and comply with organisational rules, regulations, and procedures
- 2 altruism means that workers provide assistance to others
- 3 civic virtue shows that workers are responsible for participating in organisational political life
- 4 sportsmanship shows that workers do not complain but have a positive attitude
- 5 courtesy means that workers treat others with respect.

OCB has a two-dimensional structure known as organisational citizenship behaviour directed organisation (OCBO) and organisational citizenship behaviour directed

individual (OCBI) (Farrell and Finkelstein, 2011; Finkelstein, 2006; Finkelstein and Penner, 2004; Lee and Allen, 2002; Williams and Anderson, 1991).

OCBO is defined as benefits for organisations in general, such as performing unassigned tasks that will help to increase the image and performance of the organisation, for example sharing ideas to improve organisational functions.

OCBI is defined as benefits for individuals in organisations, such as altruism and interpersonal relationships in the form of social support or prosocial behaviour to certain people or groups in the organisation.

Courtesy and altruism are seen as behaviours that benefit other people or coworkers (OCBI), whereas conscientiousness, sportsmanship, and civic virtue are seen as organizational-directed behaviours (OCBO) (Van Dyne et al., 1994; Williams and Anderson, 1991). Lee and Allen (2002) have developed a 16-point scale from OCBI and OCBO, which is useful in determining the type of OCB an individual displays.

2.2 Organisational justice

Studies of organisational justice developed dimensions, measurement scales, universal applicability, and predictors of work behaviour (Bies and Shapiro, 1987; Choi and Rainey, 2014; Colquitt, 2001; Colquitt et al., 2001; Cropanzano et al., 2007; Fischer et al., 2011; Greenberg, 1990). Distributive justice is defined as being concerned with the fair allocation of resources among diverse members of a community (Cropanzano and Molina, 2015; Wolfe and Piquero, 2011). Procedural justice is the fairness of the procedure used to make decisions on resource allocation (Cropanzano et al., 2007; Cropanzano and Molina, 2015; Taxman and Gordon, 2009). Interactional justice refers to the quality and content of interpersonal relationships among individuals connected to each other (Bies and Shapiro, 1987). OCB study should include some dimensions of justice to better explain variance outcomes (Bies, 1989; Colquitt et al., 2001; McInerney et al., 2015).

Organisational justice was found to be positively related to organisational commitment and OCB (Aguiar-Quintana et al., 2020). Reward distribution was seen as becoming fairer when there were self-serving motives for positive OCB responses (Farrell and Finkelstein, 2011). The findings of previous research provide evidence that organisational justice has a positive relationship to OCB (Musringudin et al., 2017). Organisational justice has a positive relationship on two main dimensions of OCB interpersonal and organisational (Odor et al., 2020). Interpersonal and information justice have received less attention than distributive and procedural justice (Colquitt, 2001; McInerney et al., 2015). Psychological contracts were found to moderate the relationship between organisational justice and work outcomes (Choi et al., 2014; Estreder et al., 2020). Based on this assumption, it is hypothesised that:

H1 Organisational justice is associated with OCB.

2.3 Professional commitment

Committed employees are better performers and experience an individual acquires while performing the multi-facet task at work place either strengthens his commitment or weakens it (Sahni, 2019). Commitment has various forms and is multidimensional (Meyer and Herscovitch, 2001). Commitment has five aspects: value, career, work,

308 D. Novitasari et al.

organisation, and union commitment (Goswami, 2014; McAulay et al., 2006; Morrow and Wirth, 1989). Professional commitment are the relative strength of identification and involvement in the profession (Aranya et al., 1981).

Commitment can show

- 1 confidence and acceptance of goals and professional values
- 2 willingness to exert considerable effort on behalf of the profession
- 3 desire to maintain membership of the profession.

Previous studies state that OCB can be influenced by commitment (Prasetio et al., 2017).

Professional commitment signifies involvement in work and professional values, and the importance of work in general (Lodahl and Kejnar, 1965; Lu et al., 2007; Wu et al., 2012). Individuals with high professional commitment show a strong willingness to uphold membership in the profession and are willing to provide the greatest effort in carrying out their profession and achieving professional goals (Morrow and Wirth, 1989). Professional commitment has an important relationship for improving organisational performance (Djafri et al., 2018).

In summary, professional commitment is the psychological attachment or sense that individuals have toward their work. Aranya et al. (1981) have developed a professional commitment questionnaire (PCQ) by adopting measurements of professional commitment based on the approach of organisational commitment, replacing the word 'organisation' with 'profession' (Wu et al., 2012).

Professional commitment has three components.⁶ The first is known as affective professional commitment (APC), which is related to the extent to which individuals feel they have the desire to remain in the profession due to the goals of the profession and the desire to realise the goals. The second is continuance professional commitment (CPC), which explains the feelings of individuals to remain in their profession because of the accumulated investments they have made or the lack of comparable alternatives from other professions. The last is normative professional commitment (NPC), which is related to the worthy feeling of remaining in the profession based on a sense of obligation (Özdem, 2012; Smith and Hall, 2008).

Employee empowerment, or self-efficacy and status, has been reported to predict organisational commitment, professional commitment, and OCB. However, the direct relationship between professional commitment and OCB was not analysed in these studies (Ardahan, 2013; Shahab et al., 2018; Somech and Bogler, 2002). Professional commitment has been found to be positively related to discretionary work behaviour (Tsoumbri and Xenikou, 2010). According Koon and Chong (2018) satisfied employees are likely to reciprocate the organisation's favourable actions by demonstrating positive attitude and behaviours, such as being committed to their work role. Conversely, disengaged employees may exhibit negative behaviour that could harm the organisation.

Organisational commitment and professional commitment played a strong role in influencing OCB (Liu and Cohen, 2010). Professional commitment was positively related to OCB based on perceptions of middle school students (Bogler and Somech, 2004; Somech and Bogler, 2002). It was also positively related to service-oriented OCB (Chen and Kao, 2012). Perceptions of organisational justice affect organisational commitment and professional commitment through perceived organisational support and both commitments have been reported to be positively related to OCB (Rhee et al., 2011). It has been suggested that professional commitment has a positive and stronger relationship

with OCB than organisational commitment does (Özdem, 2012; Rideout, 2010). OCB is influenced by the valence of job satisfaction with predictors of professional commitment and organisational commitment based on the expectancy theory (Chou and Pearson, 2012; Wang et al., 2017; Zheng and Wu, 2018). Based on this assumption, it is hypothesised that:

H2 Professional commitment is associated with OCB.

2.4 Ethical leadership as a moderator

Ethical behavioural efforts are built by setting examples of ethical behaviour, emphasising moral outcomes, and communicating important ethical standards (Brown et al., 2005; Brown and Treviño, 2006). Ethical leadership is defined as a demonstration of normative behaviour through personal actions and interpersonal relationships, and these behaviours are created through two-way communication, reinforcement, and decision making (Brown et al., 2005). Resick et al. (2006) proposed five aspects of ethical leadership – character, integrity, altruism, collective motivation, and encouragement, while De Hoogh and Den Hartog (2008) proposed three aspects of ethical leadership – justice, power sharing, and role clarity. The positive character of ethical leadership is the integration of integrity, modesty, and virtue, as well as the presence of intrinsic motivation, awareness, emotions, morals, and encouragement that underlies the provision of welfare to employees (Brown and Treviño, 2006; Eisenbeiss, 2012).

Previous research publications have shown publication bias to moderate ethical leadership. Ethical leadership moderation in work outcomes also depends on the location and type of organisation of the study sample (Bedi et al., 2016; Ko et al., 2018). Ethical leadership has been reported to be positively related to OCB; employees who value leaders capable of practicing fair behaviour showed a high level of OCB (Kalshoven et al., 2011). Zheng et al. (2011) have produced an ethical leadership measure (ELM) that was positively related to OCB. Justice in decision making and concern for subordinates, exemplified by ethical leaders, is intended to make followers feel indebted to the organisation and reciprocate with useful extra-role behaviours (Mayer et al., 2012; Moore et al., 2019). However, some results of these studies have not explained the role and influence of ethical leadership as moderation on the interaction between organisational justice and OCB, even though one of the important characteristics of ethical leadership is justice orientation. Professional commitment is determined by the perception of profession-oriented behaviour such as values and norms in the profession, rather than those that are oriented towards the organisation (Meyer et al., 1993). Professionalism is a predictor of OCB's dimensions of altruism and compliance (Cohen-Charash and Spector, 2001; Liu and Cohen, 2010). Ethical leadership as a moderator in previous studies still limited, but there are several studies that are relevant. Ethical leadership moderates the relationship between psychological contracts and OCB (Philipp and Lopez, 2013). An earlier study conducted on a sample in Turkey found that ethical leadership moderates the relationship between the managerial environment and performance (Zehir et al., 2019).

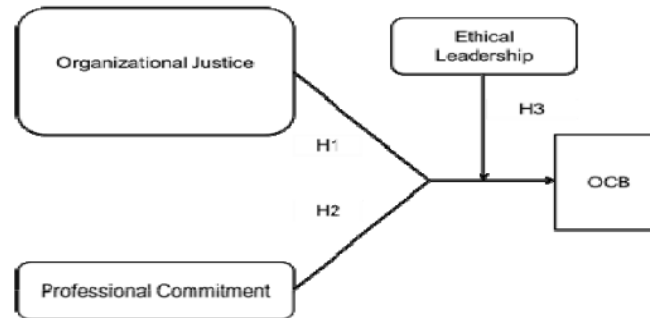
Accordingly, the following hypotheses are developed:

H3a Ethical leadership moderate the relationship between organisational justice and OCB.

H3b Ethical leadership moderate the relationship between professional commitment and OCB.

The research model in Figure 1 describes the relationship among organisational justice, professional commitment, ethical leadership and OCB.

Figure 1 Research model



3 Research method

3.1 Population, sample, and sampling technique

The research population is 7.021 academicians in Yogyakarta, Indonesia. The sample size was determined based on maximum likelihood estimation with a minimum sample of 200 and an estimated response rate of 50%; we had 400 academicians as the sample. The sampling technique used was proportional stratified sampling. The first was to search for university data based on the type of institution. This was followed by the collection of data on the number of academicians in each type of institution. We then determined the proportion of the population, which was sampled 5.69% ($400/7.021 \times 100\%$). This proportion value is then used as the basis for distributing the number of samples in each type of institution. Table 1 illustrates the steps.

Table 1 Types of higher education institution, number of academicians and number of sample

<i>Types of higher education institutions</i>	<i>Number of higher education institutions</i>	<i>Number of academicians</i>	<i>Number in sample</i>
University	19	4185	238
Institute	5	339	19
College	34	1732	99
Academy	41	579	33
Polytechnic	7	190	11
Total	106	7.021	400

3.2 Measures

All variables were measured by self-reported questionnaires from academicians. Every item was assessed by a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Three types of organisational justice were assessed using a 17-item scale developed by Niehoff and Moorman (1993) and Colquitt (2001). Professional commitment was assessed by using the measure developed by Greenfield et al. (2008). Questionnaires comprised of six items. We assessed ethical leadership by using the measure of Yukl et al. (2013). Questionnaires comprised of 15 items. OCB was assessed using a 16-item scale developed by Lee and Allen (2002).

3.3 Data analysis

The data analysis was carried out in several stages. It started with a test of validity, employing validity test and reliability test. After conducting validity and reliability test, the next step is to conduct a moderated regression analysis (MRA) test as a hypothesis testing.

4 Result

4.1 Description of the respondent

Total of 302 questionnaires were analysed; this corresponded with a response rate of 75.5%. The number of questionnaires returned was 184 (77%) from eight universities, 19 questionnaires (100%) from 1 institute, 68 questionnaires (68.7%) from seven colleges, 20 questionnaires (60.6%) from five academies, and 11 questionnaires (100%) from three polytechnics. Table 2 presents descriptive statistics of the response rate.

Table 2 Respond rate results

Types of higher education institutions	Distributed	Completed	Return %
University	238	184	77
Institute	19	19	100
College	99	68	68,7
Academy	33	20	60,6
Polytechnic	11	11	100
Total	400	302	75.5

Description of respondents by gender consisted of 155 (51.3%) male respondents and 147 (48.7%) female respondents. The majority of their age range is 36 to 45 years (67.4%), followed by 25–35 years (14.7%); 46–55 years (13.9%) and 56–65 years (4%). Most of the respondents, 271 (89.7%), held a master degree. Based on tenure, majority respondent had more than ten years' experience is 236 (78.3%) followed under ten years is 26 (8.7%) and over 20 years is 39 (13%). Descriptive statistics of respondents are presented in Table 3.

Table 3 Descriptive respondent

Characteristics	Frequency	Percentage (%)
Gender		
Male	155	51.3
Female	147	48.7
Ages		
25–35	43	14.3
36–45	68	22.6
46–55	66	21.8
56–65	68	22.6
Qualification		
Bachelor degree	1	0.3
Master degree	271	89.7
Doctoral degree	30	9.9
Tenure		
Under 10 years	26	8.7
Over 10 years	236	78.3
Over 20 years	39	13
Total	302	100

4.2 Validity test, reliability test and descriptive statistics

Validity test used measure the accuracy of the instruments used in a study. Validity coefficients have a significance value of less than 0.5 so that the items are said to be valid (Hair et al., 2014). The variables in this study are organisational justice, professional commitment, ethical leadership and OCB. The test results show that all items of each variable are valid (0.606–0.789) and no items are eliminated.

Reliability test is used to determine the consistency of the items used. High reliability indicates that the indicators have high consistency in measuring the latent variables (Hair et al., 2014). The measurement of reliability is based on the Cronbach's alpha value ($>.60$).

Table 4 Mean, standard deviation and correlation coefficient

Variables	Mean	SD	1	2	3	4
1 OJ	3.58	0.66				
2 PC	3.77	0.78	(0.88)	(0.86)		
3 EL	3.72	0.59	0.59**	0.66**	(0.87)	
4 OCB	3.64	0.78	0.48**	0.45**	0.37**	(0.82)

Note: ** $<.05$ level (two-tailed); OJ = organisational justice; PC = professional commitment; EL = ethical leadership; OCB = organisational citizenship behaviour. Cronbach's alpha values appear along the diagonal in the parentheses.

The moderation role of ethical leadership

Descriptive statistics on mean, standard deviation and correlation coefficients on the research variables are presented in Table 4. Based on the results shown in the table, organisational justice is positively related to professional commitment ($r = 0.38$), ethical leadership (0.59) and OCB (0.48). Based on the analysis, the Cronbach's alpha value for each research variable was more than 0.8.

4.3 Hypothesis test

The present study entailed statistical package for the social sciences (SPSS) program for analysing data and for hypothesis evaluation used MRA. Based on the results, it can be concluded that there was a strong relationship between the independent variable and the dependent variable. The adjusted R square value was 0.542; this confirmed the alignment of the model. In other words, organisational justice, professional commitment, and ethical leadership were able to explain 54.2% of OCB. Level of significance is considered as 5%. It was concluded that the proposed model was feasible and the model could be used to predict the dependent variable through its independent variables (Table 5).

Table 5 shows an R value of 0.741. The R value ranges from 0 to 1, and if the value of R gets closer to 1, it means the relationship is getting stronger (Wernst and Shehadi, 1968). Based on the results, it can be concluded that there was a strong relationship between the independent variable and the dependent variable. The R^2 (or R square) value was 0.550, while the adjusted R square value was 0.542; this confirmed the alignment of the model. In other words, organisational justice, professional commitment, and ethical leadership were able to explain 54.2% of OCB. The calculated F value was 72.040 and the significance was 0.000 (≤ 0.05). It was concluded that the proposed model was feasible and the model could be used to predict the dependent variable through its independent variables.

Table 5 MRA results

Variable	β	Std. e	t-value	Sig.
OJ → OCB (direct)	0.239	0.066	3.685	0.000**
PC → OCB (direct)	0.097	0.069	2.365	0.019**
EL → OCB (direct)	0.313	0.064	4.962	0.000**
OJ * EL ($X_1 * X_3$) (indirect)	-0.248	0.015	-2.866	0.004*
PC * EL ($X_2 * X_3$) (indirect)	-0.308	0.017	-3.550	0.000**
R = 0.741				
R square (R^2) = 0.550				
Adjusted R square = 0.542				
F = 72.040				
Sig = 0.000				

Notes: * $p < 0.05$; ** $p < 0.01$.

Hypothesis 1 states organisational justice is associated with OCB. The hypothesis testing for H1 gave a positive regression coefficient (β) for the organisational justice variable (0.239), so organisational justice had a positive effect on OCB. Based on the t-test, the t-count value was 3.685 at a significance level of 0.05, with a p-value of 0.000 (p value < 0.05), meaning that the influence of organisational justice on OCB was

significant. The results of the regression coefficient and t-test confirmed that organisational justice had a positive and significant effect on OCB; thus, H1 was accepted.

Hypothesis 2 states professional commitment is associated with OCB. The hypothesis testing for H2 gave a regression coefficient (β) of 0.097 for professional commitment, so professional commitment had a positive effect on OCB. The value of t-count was 2.365 at a significance level of 0.05, with a p-value of 0.019 (p-value <0.05) meaning that the effect of professional commitment on OCB was significant. The results of the regression coefficient and t-test showed that professional commitment had a positive and significant effect on OCB and H2 was accepted.

Hypothesis 3a states ethical leadership moderate the relationship between organisational justice and OCB. The effect of organisational justice and ethical leadership towards OCB resulted in a regression coefficient (β) of -0.248, so organisational justice and ethical leadership had a negative effect on OCB. The t-count was -2.866 at a significance level of 0.05, with a p-value of 0.004 (p-value <0.05), meaning that the effect of organisational justice and ethical leadership towards OCB was significant; thus, hypothesis 3a was accepted. Organisational justice had a negative impact on OCB when ethical leadership is weak.

Hypothesis 3b states ethical leadership moderate the relationship between professional commitment between OCB. The hypothesis testing for H3b gave a regression coefficient value (β) of -0.308 for the relationship of professional commitment and ethical leadership, so professional commitment and ethical leadership negatively affected OCB. The value of t-count was -3.550 at a significance level of 0.05, with a p-value of 0.000 (p-value <0.05) so meaning that, professional commitment and ethical leadership significantly affected OCB and H3b was accepted. Professional commitment had a negative impact on OCB when ethical leadership is weak.

5 Discussion and conclusions

5.1 Discussion

The findings of this study supported the hypothesis that organisational justice influences OCB, meaning that organisational justice in higher education increases the OCB of academicians. The principles of justice theory proposed by Adams (1965) states that people feel justice if the results they get from their work are compatible with the input and results obtained by others. The results of this study support this theory – OCB is high if people experience organisational justice and accept the justice as inputs to do work and if equality among fellow academics exists. In other words, these results are consistent with previous research that found there was a positive relationship between organisational justice and OCB (Colquitt, 2001; Farrell and Finkelstein, 2011; Niehoff and Moorman, 1993; Tansky, 1993).

The basis of all losses and setbacks for all features of life, levels and relationships in organisations is injustice and discrimination. The impact of injustice in the organisation results in paralysis of the organisation's activities, decreased motivation and hampered the development of the potential members of the organisation. Justice needs to be created to form a healthy organisational environment through communication and relationships between individuals who have a sense of justice (Jafari and Bidarian, 2012). The

relationship between organisational justice and OCB based on gender, shows that women have a greater perception of justice to do OCB compared to men. This condition can be understood because women are often considered to be more able to help and be involved in carrying out work tasks by their supervisors. However, when women not rewarded for their efforts, it will lead to perceptions of injustice and reduce OCB (Johnson et al., 2009).

Some researchers argue that the basis for generating positive behaviour is fairness, especially distributive and procedural justice. Different cultural value orientations and personal values are considered insufficient to represent the basic needs of every human being to be treated fairly in the work environment (Schilpzand et al., 2013). Previous study findings assume that the three dimensions of justice are considered to have different contributions. Distributive justice is more likely to affect personal outcomes, while procedural justice will be more related to employee attitudes towards the organisation. Interactional justice and fairness of interpersonal treatment have important impacts on various dimensions of OCB (Elamin and Tlaiss, 2015). However, the findings in the current study do not show differences in results from the justice dimension of OCB. All three dimensions of justice tend to predict high OCB levels.

The results showed that professional commitment had a positive and significant effect on OCB, meaning that academicians who had high professional commitment would also have high OCB. Professional academicians in this context are those capable of their works, for example by being in a teaching team, by conducting research in groups, and by doing community service. This result is contrary the findings of Ware and Kitsantas (2007), who suggested that the effect of professional commitment to work outcomes was influenced more by efficacy of individual belief. Our results also support previous findings of a positive relationship between professional commitment and OCB and discretionary work behaviour (Chou and Pearson, 2012; Somech and Bogler, 2002; Wang et al., 2017).

Based on studies and comprehensive perspectives on OCB antecedents, including clarity of roles, leadership, commitment, organisational justice and individual traits (Chahal and Mehta, 2010; Öztürk, 2010). Previous research findings show that commitment and procedural justice influence OCB levels, both OCBO and OCBI. The basis of individual commitment is more likely to increase OCBI, while the commitment base of coworkers, supervisors and work groups has the opportunity to improve OCBO (Lavelle et al., 2009). Previous study findings report that some teachers are not committed to the job or teaching profession because they only have the desire for extrinsic rewards such as having a job with a reasonable salary. They have to focus on other aspects of life and not fulfilling the intrinsic needs (Cohen and Liu, 2011). Whereas, the findings from the current research indicate that the professional commitment base is able to increase OCB. Although other facts show that most academics still only carry out their duties in accordance with their workload. While others focus on finding other activities that are more promising in revenue or more positions with support facilities and occupied by a family affair rather than assist a colleague or student. In addition, academics with higher educational backgrounds such as professors are more preoccupied with the structural work of the organisation (Hakim et al., 2014).

The results of our study showed that moderation of ethical leadership weakened the effect of organisational justice towards OCB. This contradicted previous studies that had concluded that OCB increased when leaders were able to behave ethically and fairly in

decision making (Kalshoven, 2011; Mayer et al., 2012). The results also showed that the interaction between professional commitment and ethical leadership weakened the effect of professional commitment towards OCB, in accordance with previous research results (Cohen and Eyal, 2015; Philipp and Lopez, 2013). Based on the relationship between justice, ethical leadership and OCB other study findings report that interactional justice only explains the influence of ethical leadership on employees' OCBO but not OCBI (Zhang et al., 2019).

Leaders who have an interest in interpersonal relationships within organisations can strengthen OCB from subordinates. This is because leaders can shape and influence attitudes that affect the behaviour of their subordinates (Wang and Sung, 2016). Although it cannot directly improve OCB, but over time when followers consider their leaders to be fair, honest, and concerned about welfare, OCB can increase to become greater (Philipp and Lopez, 2013). Although the results of the current study show that ethical leadership weakens the relationship between organisational justice, professional commitment and OCB does not mean ethical leaders have no role for the behaviour of followers. Ethical leaders must work harder in building an ethical climate, pay more attention to the needs of followers, and arrange work programs that are of ethical value in order to change the perception of followers and create other ethical leaders. Negative work behaviour can weaken OCB, such behaviours include workplace ostracism, weak cultural types, employee deviance and employee turnover intention (Babalola et al., 2019; Ko et al., 2017; Shareef and Atan, 2019; Yang and Wei, 2018). Leaders must have strong ethical beliefs to be able to influence their subordinates, so as to provide confidence to work better with OCB. Leaders with weak ethical beliefs can cause distrust, deviant behaviour which ultimately results in weakening OCB. OCB impacts both organisations and individuals (Gerpott et al., 2019; Jeon et al., 2018). OCB for organisations not only improves organisational performance, but can attract and retain the best individuals to remain in the organisation. OCB for individuals is beneficial in reducing the level of absenteeism, retention and achieving goals. This will be realised through ethical leaders who motivate, direct work and goals, and provide a positive influence on the workplace (O'Keefe et al., 2018; Zhang et al., 2019). Organisational justice and professional commitment owned by employees will become weak when a leader loses the main pillars of an ethical leadership style. The two pillars are moral people and moral managers (Kaptein, 2019).

5.2 Conclusions

It was found that organisational justice had a positive and significant effect on OCB, so organisational justice increased OCB for academicians. It was also found that professional commitment had a positive and significant effect on OCB, so high professional commitment increased OCB. Finally, ethical leadership was found to weaken the relationship between organisational justice and professional commitment toward OCB. The shortcomings of ethical leadership need to be corrected and addressed immediately by the organisation so that organisational justice and professional commitment can further strengthen OCB.

5.3 Implications for researchers and practice

This study contributes to the development of social exchange theory and leader-member exchange theory. Reciprocal relationship between leaders and subordinates accompanied by a balance between what is given and obtained will ultimately lead to positive behaviour and benefit organisations such as OCB. Ethical behaviour has been an important factor in the discussion of leadership in recent years. Ethical leaders are those who both understand ethics and practice them. Our study also supports the development of the theory of work outcomes, especially OCB. In practical terms, leaders in higher education institutions can improve OCB by exemplifying ethical practices. The existence of high professional commitment, strengthened by leaders who behave ethically, will help to increase OCB so organisations can be more effective. Higher education policy makers can start to formulate policies and reward systems for academics who carry out OCB. In addition, leadership training programs need to be expanded to include ethical principles and develop higher education policies that pay special attention to the application of ethics.

5.4 Limitations and future research

The choice of scale used in a questionnaire influences the results. Offering a neutral choice leads respondents to be neutral. This study only investigated the perceptions of respondents using the cross-sectional design with survey method and there was the possibility of subjectivity when filling out the questionnaires. Further studies can use score intervals, such as from 1 to 10, without a neutral alternative, is recommended. In addition, future studies can use longitudinal designs by taking data at different intervals to clarify the differences in the influence of ethical leadership on the relationship between organisational justice, professional commitment and OCB.

Another limitation of this study was that all of the respondents were only academician from single country. Thus, it is possible that our findings may not be generalisable to other sectors and countries. Future studies are also a need to use a larger sample size, in other sector and countries to strengthen the generalisation of the results. Future researchers who replicate or develop this research model, should use Structural Equation Modelling (SEM) as an analytical tool to better determine the causality relationship between variables.

References

- Adams, J.S. (1965) 'Inequity in social exchange', *Advances in Experimental Social Psychology*, Vol. 2, No. C, pp.267–299.
- Aguiar-Quintana, T., Araujo-Cabrera, Y. and Park, S. (2020) 'The sequential relationships of hotel employees' perceived justice, commitment, and organizational citizenship behaviour in a high unemployment context', *Tourism Management Perspectives*, Vol. 35, No. 100676, pp.1–11, <https://doi.org/10.1016/j.tmp.2020.100676>.
- Andreas (2016) 'Interaction between time budget pressure and professional commitment towards underreporting of time behavior', *Procedia – Social and Behavioral Sciences*, Vol. 219, No. 73, pp.91–98.
- Arab, H.R. and Atan, T. (2018) 'Organizational justice and work outcomes in the Kurdistan Region of Iraq', *Management Decision*, Vol. 56, No. 4, pp.808–827, <https://doi.org/10.1108/MD-04-2017-0405>.

73

84

318 D. Novitasari et al.

71

Aranya, N., Pollock, J. and Amernic, J. (1981) 'An examination of professional commitment in public accounting', *Accounting, Organizations and Society*, Vol. 6, No. 4, pp.271–280.

Ardahan, F. (2013) 'The effect of participating in official recreational activities on organizational citizenship, organizational and professional commitment, life satisfaction and achievement perception', *Sport and Quality of Life*, Vol. 3, No. 3, pp.97–108.

74

Arthi, R. and Sumathi, G.N. (2020) 'Work-family conflict and professional commitment: proactive effect of transformational leadership', *Problems and Perspectives in Management*, Vol. 18, No. 1, pp.97–106, [https://doi.org/10.21511/ppm.18\(1\).2020.09](https://doi.org/10.21511/ppm.18(1).2020.09); [https://doi.org/10.21511/ppm.18\(1\).2020.09](https://doi.org/10.21511/ppm.18(1).2020.09).

Avey, J.B., Wernsing, T.S. and Palanski, M.E. (2012) 'Exploring the process of ethical leadership: the mediating role of employee voice and psychological ownership', *Journal of Business Ethics*, Vol. 107, No. 1, pp.21–34.

2

Babalola, M.T., Stouten, J., Camps, J. and Euwema, M. (2019) 'When do ethical leaders become less effective? The moderating role of perceived leader ethical conviction on employee discretionary reactions to ethical leadership', *Journal of Business Ethics*, Vol. 154, No. 1, pp.85–102, <https://doi.org/10.1007/s10551-017-3472-z>.

38

Bateman, T.S. and Organ, D.W. (1983) 'Job satisfaction and the good soldier: the relationship between affect and employee 'citizenship'', *Academy of Management Journal*, Vol. 26, No. 4, pp.587–595.

101

Bedi, A., Alpaslan, C.M. and Green, S. (2016) 'A meta-analytic review of ethical leadership outcomes and moderators', *Journal of Business Ethics*, Vol. 139, No. 1, pp.517–536, <https://doi.org/10.1007/s10551-015-2625-1>.

37

Bierstedt, R. and Blau, P.M. (1965) 'Exchange and power in social life', *American Sociological Review*, Vol. 30, No. 5, p. 789.

Bies, R.J. (1989) 'Organizational citizenship behavior: the good soldier syndrome', *Academy of Management Review*, Vol. 14, No. 2, pp.294–297.

Bies, R.J. and Shapiro, D.L. (1987) 'Interactional fairness judgments: the influence of causal accounts', *Social Justice Research*, Vol. 1, No. 2, pp.199–218.

51

Bogler, R. and Somech, A. (2004) 'Influence of teacher empowerment on teachers' organizational commitment, professional commitment and organizational citizenship behavior in schools', *Teaching and Teacher Education*, Vol. 20, No. 3, pp.277–289.

Bolino, M.C., Klotz, A.C., Turnley, W.H. and Harvey, J. (2013) 'Exploring the dark side of organizational citizenship behavior', *Journal of Organizational Behavior*, Vol. 34, No. 4, pp.542–559.

Brown, M.E. and Treviño, L.K. (2006) 'Ethical leadership: a review and future directions', *Leadership Quarterly*, Vol. 17, No. 6, pp.595–616.

Brown, M.E., Treviño, L.K. and Harrison, D.A. (2005) 'Ethical leadership: a social learning perspective for construct development and testing', *Organizational Behavior and Human Decision Processes*, Vol. 97, No. 2, pp.117–134.

Chahal, H. and Mehta, S. (2010) 'Antecedents and consequences of organisational citizenship behaviour (OCB): a conceptual framework in reference to health care sector', *Journal of Services Research*, Vol. 10, No. 2, pp.25–44.

Chen, C.V. and Kao, R.H. (2012) 'Work values and service-oriented organizational citizenship behaviors: the mediation of psychological contract and professional commitment: a case of students in Taiwan police college', *Social Indicators Research*, Vol. 107, No. 1, pp.149–169.

Cheng, S. and Wong, A. (2015) 'Professionalism: a contemporary interpretation in hospitality industry context', *International Journal of Hospitality Management*, Vol. 50, No. 2, pp.122–133.

97

Chetty, K. and Neeraja, B. (2016) 'A study on importance of organizational justice perceptions and work related outcomes', *International Journal of Applied Business and Economic Research*, Vol. 14, No. 2, pp.8793–8802.

52

- Choi, B.K., Moon, H.K., Ko, W. and Kim, K.M. (2014) 'A cross-sectional study of the relationships between organizational justices and OCB roles of organizational identification and psychological contracts', *Leadership and Organization Development Journal*, Vol. 35, No. 6, pp.530–554, <https://doi.org/10.1108/LODJ-08-2012-0103>.
- Choi, S. and Rainey, H.G. (2014) 'Organizational fairness and diversity management in public organizations: does fairness matter in managing diversity?', *Review of Public Personnel Administration*, Vol. 34, No. 4, pp.307–331.
- Chou, S.Y. and Pearson, J.M. (2012) 'Organizational citizenship behaviour in IT professionals: an expectancy theory approach', *Management Research Review*, Vol. 35, No. 12, pp.1170–1186.
- Cohen, A. and Eyal, O. (2015) 'The role of organizational justice and exchange variables in determining organizational citizenship behavior among Arab teachers in Israel', *Psychological Studies*, Vol. 60, No. 1, pp.56–69.
- Cohen, A. and Liu, Y. (2011) 'Relationships between in-role performance and individual values, commitment, and organizational citizenship behavior among Israeli teachers', *International Journal of Psychology*, Vol. 46, No. 4, pp.271–287.
- Cohen-Charash, Y. and Spector, P.E. (2001) 'The role of justice in organizations: a meta-analysis', *Organizational Behavior and Human Decision Processes*, Vol. 86, No. 2, pp.278–321.
- Colquitt, J.A. (2001) 'On the dimensionality of organizational justice: a construct validation of a measure', *Journal of Applied Psychology*, Vol. 86, No. 3, pp.386–400.
- Colquitt, J.A., Wesson, M.J., Porter, C.O.L.H., Conlon, D.E. and Ng, K.Y. (2001) 'Justice at the millennium: a meta-analytic review of 25 years of organizational justice research', *Journal of Applied Psychology*, Vol. 86, No. 3, pp.425–445.
- Copeland, M.K. (2015) 'The importance of ethics and ethical leadership in the accounting profession', *Research on Professional Responsibility and Ethics in Accounting*, Vol. 19, No. 1, pp.61–98.
- Cropanzano, R. and Molina, A. (2015) 'Organizational justice', *International Encyclopedia of the Social & Behavioral Sciences*, 2nd ed., pp.379–384.
- Cropanzano, R., Bowen, D.E. and Gilliland, S.W. (2007) 'The management of organizational justice', *Academy of Management Perspectives*, Vol. 21, No. 4, pp.34–48.
- Dansereau, F., Graen, G. and Haga, W.J. (1975) 'A vertical dyad linkage approach to leadership within formal organizations. A longitudinal investigation of the role making process', *Organizational Behavior and Human Performance*, Vol. 13, No. 1, pp.46–78.
- De Hoogh, A.H.B. and Den Hartog, D.N. (2008) 'Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: a multi-method study', *Leadership Quarterly*, Vol. 19, No. 3, pp.297–311.
- Djafri, F., Bin Noordin, K. and Naail Mohammed, K. (2018) 'The measurement model of performance determinants: a case study of Islamic insurance (takaful) in Malaysia', *International Journal of Ethics and Systems*, Vol. 34, No. 2, pp.166–185, <https://doi.org/10.1108/IJOES-05-2017-0075>.
- Eisenbeiss, S.A. (2012) 'Re-thinking ethical leadership: an interdisciplinary integrative approach', *Leadership Quarterly*, Vol. 23, No. 5, pp.791–808.
- Elamin, A.M. and Tlaiss, H.A. (2015) 'Exploring the relationship between organizational citizenship behavior and organizational justice in the Islamic Saudi Arabian context', *Employee Relations*, Vol. 37, No. 1, pp.2–29.
- Elias, R. (2008) 'Auditing students' professional commitment and anticipatory socialization and their relationship to whistleblowing', *Managerial Auditing Journal*, Vol. 23, No. 3, pp.283–294.
- Elias, R.Z. (2006) 'The impact of professional commitment and anticipatory socialization on accounting students' ethical orientation', *Journal of Business Ethics*, Vol. 68, No. 1, pp.83–90.
- Emerson, R.M. (1976) 'Social exchange theory', *Annual Review of Sociology*, Vol. 2, No. 1, pp.335–362.

1

2

320 D. Novitasari et al.

18

Estreder, Y., Rigotti, T., Tomás, I. and Ramos, J. (2020) 'Psychological contract and organizational justice: the role of normative contract', *Employee Relations*, Vol. 42, No. 1, pp.17–34, <https://doi.org/10.1108/ER-02-2018-0039>.

Farrell, S.K. and Finkelstein, L.M. (2011) 'The impact of motive attributions on coworker justice perceptions of rewarded organizational citizenship behavior', *Journal of Business and Psychology*, Vol. 26, No. 1, pp.57–69.

Finkelstein, M.A. (2006) 'Dispositional predictors of organizational citizenship behavior: motives, motive fulfillment and role identity', *Social Behavior and Personality*, Vol. 34, No. 6, pp.603–616.

Finkelstein, M.A. and Penner, L.A. (2004) 'Predicting organizational citizenship behavior: integrating the functional and role identity approaches', *Social Behavior and Personality*, Vol. 32, No. 4, pp.383–398.

Fischer, R., Ferreira, M.C., Jiang, D.Y., Cheng, B.S., Achoui, M.M., Wong, C.C., Baris, G., et al. (2011) 'Are perceptions of organizational justice universal? an exploration of measurement invariance across thirteen cultures', *Social Justice Research*, Vol. 24, No. 4, pp.297–313.

135

Gerpott, F.H., Van Quaquebeke, N., Schlamp, S. and Voelpel, S.C. (2019) 'An identity perspective on ethical leadership to explain organizational citizenship behavior: the interplay of follower moral identity and leader group prototypicality', *Journal of Business Ethics*, Vol. 156, No. 1, pp.1063–1078, <https://doi.org/10.1007/s10551-017-3625-0>.

Goswami, S. (2014) 'Work-life conflict among it professionals', *IUP Journal of Organizational Behavior*, Vol. 13, No. 4, pp.38–59.

Greenberg, J. (1990) 'Organizational justice: yesterday, today, and tomorrow', *Journal of Management*, Vol. 16, No. 2, pp.399–432.

Greenfield, A.C., Norman, C.S. and Wier, B. (2008) 'The effect of ethical orientation and professional commitment on earnings management behavior', *Journal of Business Ethics*, Vol. 83, No. 3, pp.419–434.

42

Hair, J., Black, W., Babin, B. and Anderson, R. (2014) *Multivariate Data Analysis*, 7th ed., Prentice Hall, Upper Saddle River, NJ.

10

Hakim, W., Nimran, U., Haerani, S. and Alam, S. (2014) 'The antecedents of organizational citizenship behavior (OCB) and their effect on performance: study on public university in Makassar, South Sulawesi, Indonesia', *IOSR Journal of Business and Management*, Vol. 16, No. 2, pp.05–13.

Jafari, P. and Bidarian, S. (2012) 'The relationship between organizational justice and organizational citizenship behavior', *Procedia – Social and Behavioral Sciences*, Vol. 47, No. 1, pp.1815–1820.

68

Jeon, S.H., Park, M., Choi, K. and Kim, M.K. (2018) 'An ethical leadership program for nursing unit managers', *Nurse Education Today*, Vol. 68, No. 1, pp.30–35, <https://doi.org/10.1016/j.nedt.2017.12.017>.

149

Johnson, S.K., Holladay, C.L. and Quinones, M.A. (2009) 'Organizational citizenship behavior in performance evaluations: distributive justice or injustice?', *Journal of Business and Psychology*, Vol. 24, No. 4, pp.409–418.

57

Kalshoven, K., Den Hartog, D.N. and De Hoogh, A.H.B. (2011) 'Ethical leadership at work questionnaire (ELW): development and validation of a multidimensional measure', *Leadership Quarterly*, Vol. 22, No. 1, pp.51–69.

27

Kaptein, M. (2019) 'The moral entrepreneur: a new component of ethical leadership', *Journal of Business Ethics*, Vol. 156, No. 2, pp.1135–1150, <https://doi.org/10.1007/s10551-017-3641-0>.

63

Kieschke, U. and Schaarschmidt, U. (2008) 'Professional commitment and health among teachers in Germany: a typological approach', *Learning and Instruction*, Vol. 18, No. 5, pp.429–437.

72

Kim, W.G. and Brymer, R.A. (2011) 'The effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance', *International Journal of Hospitality Management*, Vol. 30, No. 4, pp.1020–1026.

23

61

The moderation role of ethical leadership

321

156

19

Ko, C., Ma, J., Bartnik, R., Haney, M.H. and Kang, M. (2018) 'Ethical leadership: an integrative review and future research agenda', *Ethics and Behavior*, Vol. 28, No. 2, pp.1–29, <https://doi.org/10.1080/10508422.2017.1318069>.

Ko, C., Ma, J., Kang, M., English, A.S. and Haney, M.H. (2017) 'How ethical leadership cultivates healthy Guanxi to enhance OCB in China', *Asia Pacific Journal of Human Resources*, Vol. 55, No. 4, pp.408–429, <https://doi.org/10.1111/1744-7941.12120>.

16

Koon, V.Y. and Chong, K.N. (2018) 'Workplace flexibility and organisational citizenship behaviour: an investigation of the mediating role of engagement and moderating role of perceived fairness', *International Journal of Work Organisation and Emotion*, Vol. 9, No. 1, pp.45–62.

Lavelle, J.J., Brockner, J., Konovsky, M.A., Price, K.H., Henley, A.B., Taneja, A. and Vinekar, V. (2009) 'Commitment, procedural fairness, and organizational citizenship behavior: a multifoci analysis', *Journal of Organizational Behavior*, Vol. 30, No. 3, pp.337–357.

Lee, K. and Allen, N.J. (2002) 'Organizational citizenship behavior and workplace deviance: the role of affect and cognitions', *The Journal of Applied Psychology*, Vol. 87, No. 1, pp.131–142.

Liu, Y. and Cohen, A. (2010) 'Values, commitment, and OCB among Chinese employees', *International Journal of Intercultural Relations*, Vol. 34, No. 5, pp.493–506.

67

Lodahl, T.M. and Kejnar, M. (1965) 'The definition and measurement of job involvement', *Journal of Applied Psychology*, Vol. 49, No. 1, pp.24–33.

40

Lu, H., Liang, B., Li, Y. and He, N.P. (2014) 'Professional commitment and job satisfaction: an analysis of the Chinese judicial reforms from the perspective of the criminal defense', *China Review*, Vol. 14, No. 2, pp.159–181.

Lu, K.Y., Chang, L.C. and Wu, H.L. (2007) 'Relationships between professional commitment, job satisfaction, and work stress in public health nurses in Taiwan', *Journal of Professional Nursing*, Vol. 23, No. 2, pp.110–116.

Mayer, D.M., Aquino, K., Greenbaum, R.L. and Kuenzi, M. (2012) 'Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership', *Academy of Management Journal*, Vol. 55, No. 1, pp.151–171.

77

McAulay, B.J., Zeitz, G. and Blau, G. (2006) 'Testing a 'push-pull' theory of work commitment among organizational professionals', *Social Science Journal*, Vol. 43, No. 4, pp.571–596.

41

McInerney, D.M., Ganotice, F.A., King, R.B., Marsh, H.W. and Morin, A.J.S. (2015) 'Exploring commitment and turnover intentions among teachers: what we can learn from Hong Kong teachers', *Teaching and Teacher Education*, Vol. 52, No. 2, pp.11–23.

1

Meyer, J.P. and Herscovitch, L. (2001) 'Commitment in the workplace: toward a general model', *Human Resource Management Review*, Vol. 11, No. 3, pp.299–326.

Meyer, J.P., Allen, N.J. and Smith, C.A. (1993) 'Commitment to organizations and occupations: extension and test of a three-component conceptualization', *Journal of Applied Psychology*, Vol. 78, No. 4, pp.538–551.

5

Moore, C., Mayer, D.M., Chiang, F.F.T., Crossley, C., Karlesky, M.J. and Birtch, T.A. (2019) 'Leaders matter morally: the role of ethical leadership in shaping employee moral cognition and misconduct', *Journal of Applied Psychology*, Vol. 104, No. 1, pp.123–145.

Morrow, P.C. and Wirth, R.E. (1989) 'Work commitment among salaried professionals', *Journal of Vocational Behavior*, Vol. 34, No. 1, pp.40–56.

Motowidlo, S.J., Borman, W.C. and Schmit, M.J. (1997) 'A theory of individual differences in task and contextual performance', *Human Performance*, Vol. 10, No. 2, pp.71–83.

Musingudin, Akbar, M. and Kamati, N. (2017) 'The effect of organizational justice, job satisfaction, and organizational commitment on organizational citizenship behavior (OCB) of the principles', *Indonesian Journal of Educational Review*, Vol. 4, No. 2, pp.155–165.

Neubert, M.J., Carlson, D.S., Kacmar, K.M., Roberts, J.A. and Chonko, L.B. (2009) 'The virtuous influence of ethical leadership behavior: evidence from the field', *Journal of Business Ethics*, Vol. 90, No. 2, pp.157–170.

1

- 14
- 62
- 82
- 322 D. Novitasari et al.
- 130
- 47 Niehoff, B.P. and Moorman, R.H. (1993) 'Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior', *Academy of Management Journal*, Vol. 36, No. 3, pp.527–556.
- O'Keefe, D.F., Messervey, D. and Squires, E.C. (2018) 'Promoting ethical and prosocial behavior: the combined effect of ethical leadership and coworker ethicality', *Ethics and Behavior*, Vol. 28, No. 3, pp.235–260, <https://doi.org/10.1080/10508422.2017.1365607>.
- 13 Odor, H.O., Martins-Emesom, J.N. and 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*, Vol. 6, No. 2, pp.9–23, <https://doi.org/10.5430/mos.v6n2p9>.
- Organ, D.W. (1997) 'Organizational citizenship behavior: it's construct clean-up time', *Human Performance*, Vol. 10, No. 2, pp.85–97.
- Organ, D.W. and Ryan, K. (1995) 'A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior', *Personnel Psychology*, Vol. 48, No. 4, pp.775–802.
- 35 Organ, D.W., Podsakoff, P.M. and MacKenzie, S.B. (2006) *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*, 1st ed., pp.1–350, SAGE Publications Inc, <https://doi.org/10.4135/9781452231082>.
- 98 Özdem, G. (2012) 'The relationship between the organizational citizenship behaviors and the organizational and professional commitments of secondary school teachers', *Journal of Global Strategic Management*, Vol. 2, No. 6, pp.47–47.
- Öztürk, F. (2010) *Determinant of Organizational Citizenship Behavior among Knowledge Workers: The Role of Job Characteristics, Job Satisfaction, and Organizational Commitment*, Dissertation, August, pp.1–161.
- 2 Philipp, B.L.U. and Lopez, P.D.J. (2013) 'The moderating role of ethical leadership: investigating relationships among employee psychological contracts, commitment, and citizenship behavior', *Journal of Leadership and Organizational Studies*, Vol. 20, No. 3, pp.304–315.
- Podsakoff, N.P., Podsakoff, P.M., MacKenzie, S.B., Maynes, T.D. and Spoelma, T.M. (2014) 'Consequences of unit-level organizational citizenship behaviors: a review and recommendations for future research', *Journal of Organizational Behavior*, Vol. 35, No. 1, pp.23–40, <https://doi.org/10.1002/job.1911>.
- 12
- 34 Podsakoff, P.M., MacKenzie, S.B., Paine, J.B. and Bachrach, D.G. (2000) 'Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research', *Journal of Management*, Vol. 26, No. 3, pp.513–563.
- Prasetio, A.P., Yuniarsih, T. and Ahman, E. (2017) 'Bezpośredni i pośredni wpływ trzech wymiarów styku życia i pracy na organizacyjne zachowania obywatelskie', *Polish Journal of Management Studies*, Vol. 15, No. 1, pp.174–184.
- 80
- Rawel, A. (2003) 'How far do professional associations influence the direction of public relations education?', *Journal of Communication Management*, Vol. 7, No. 1, pp.71–78.
- Resick, C.J., Hanges, P.J., Dickson, M.W. and Mitchelson, J.K. (2006) 'A cross-cultural examination of the endorsement of ethical leadership', *Journal of Business Ethics*, Vol. 63, No. 4, pp.345–359.
- Rhee, J., Park, T. and Hwang, S.H. (2011) 'Non-regular professionals' dual commitment in South Korea: antecedents and consequences', *International Journal of Human Resource Management*, Vol. 22, No. 3, pp.612–631.
- 58
- Rideout, L.H. (2010) *Employee Commitment: an Examination of the Relationships among Organizational Commitment, Occupational Commitment, and Organizational Citizenship Behavior in Human Resource Professionals*, ProQuest Dissertations and Theses.
- 86
- Ruiz, P., Ruiz, C. and Martínez, R. (2011) 'Improving the 'leader-follower' relationship: top manager or supervisor? The ethical leadership trickle-down effect on follower job response', *Journal of Business Ethics*, Vol. 99, No. 4, pp.587–608.
- 20

33

The moderation role of ethical leadership

323

Sahni, J. (2019) 'Role of quality of work life in determining employee engagement and organizational commitment in telecom industry', *International Journal for Quality Research*, Vol. 13, No. 2, pp.285–300.

Schilpzand, M.C., Martins, L.L., Kirkman, B.L., Lowe, K.B. and Chen, Z.X. (2013) 'The relationship between organizational justice and organizational citizenship behaviour: the role of cultural value orientations', *Management and Organization Review*, Vol. 9, No. 2, pp.345–374.

79

Shah, M. (2012) 'The impact of teachers' collegiality on their organizational commitment in high- and low-achieving secondary schools in Islamabad, Pakistan', *Journal of Studies in Education*, Vol. 2, No. 2, pp.132–156, <https://doi.org/10.5296/jse.v2i2.1493>.

1

Shahab, H., Mehmood, N., Fatima, A. and Rasool, I. (2018) 'Wishful Thinking and professional commitment: the forebears of organizational citizenship behavior', *UW Journal of Management Sciences*, Vol. 1, No. 2, pp.79–100.

2

Shareef, R.A. and Atan, T. (2019) 'The influence of ethical leadership on academic employees' organizational citizenship behavior and turnover intention: mediating role of intrinsic motivation', *Management Decision*, Vol. 57, No. 3, pp.583–605, <https://doi.org/10.1108/MD-08-2017-0721>.

26

Smith, C.A., Organ, D.W. and Near, J.P. (1983) 'Organizational citizenship behavior: its nature and antecedents', *Journal of Applied Psychology*, Vol. 68, No. 4, pp.653–663.

Smith, D. and Hall, M. (2008) 'An empirical examination of a three-component model of professional commitment among public accountants', *Behavioral Research in Accounting*, Vol. 20, No. 1, pp.75–92.

Somech, A. and Bogler, R. (2002) 'Antecedents and consequences of teacher organizational and professional commitment', *Educational Administration Quarterly*, Vol. 38, No. 4, pp.555–577.

78

Tansky, J.W. (1993) 'Justice and organizational citizenship behavior: what is the relationship?', *Employee Responsibilities and Rights Journal*, Vol. 6, No. 3, pp.195–207.

Tantawy, N. (2020) 'Investigating teachers' perceptions of the influence of professional development on teachers' performance and career progression', *Arab World English Journal*, Vol. 11, No. 1, pp.181–194, <https://doi.org/10.24093/awej/vol11no1.15>.

2

Taxman, F.S. and Gordon, J.A. (2009) 'Do fairness and equity matter?: an examination of organizational justice among correctional officers in adult prisons', *Criminal Justice and Behavior*, Vol. 36, No. 7, pp.695–711.

2

Teng, C.I., Lotus Shyu, Y.I. and Chang, H.Y. (2007) 'Moderating effects of professional commitment on hospital nurses in Taiwan', *Journal of Professional Nursing*, Vol. 23, No. 1, pp.47–54.

43

Trincado-Munoz, F., Valenzuela-Fernández, L. and Hebles, M. (2020) 'The role of organizational justice in the customer orientation–performance relationship', *Academia Revista Latinoamericana de Administracion*, Vol. 33, No. 2, pp.277–297, <https://doi.org/10.1108/ARLA-03-2019-0086>.

Tsoumbris, P. and Xenikou, A. (2010) 'Commitment profiles: the configural effect of the forms and foci of commitment on work outcomes', *Journal of Vocational Behavior*, Vol. 77, No. 3, pp.401–411.

6

Van Dyne, L., Graham, J.W. and Dienesch, R.M. (1994) 'Organizational citizenship behavior: construct redefinition, measurement, and validation', *Academy of Management Journal*, Vol. 37, No. 4, pp.765–802.

Viswesvaran, C. and Ones, D.S. (2002) 'Examining the construct of organizational justice: a meta-analytic evaluation of relations with work attitudes and behaviors', *Journal of Business Ethics*, Vol. 38, No. 2, pp.193–203.

6

Wang, A.C., Chiang, J.T.J., Chou, W.J. and Cheng, B.S. (2017) 'One definition, different manifestations: investigating ethical leadership in the Chinese context', *Asia Pacific Journal of Management*, Vol. 34, No. 3, pp.505–535.

6

10

1

324 D. Novitasari et al.

Wang, Y. De and Sung, W.C. (2016) 'Predictors of organizational citizenship behavior: ethical leadership and workplace jealousy', *Journal of Business Ethics*, Vol. 135, No. 1, pp.117–128.

50

Ware, H. and Kitsantas, A. (2007) 'Teacher and collective efficacy beliefs as predictors of professional commitment', *Journal of Educational Research*, Vol. 100, No. 5, pp.303–310.

Wernst, P. and Shehadi, F. (1968) 'Ghazali's unique unknowable god. a philosophical critical analysis of some of the problems raised by Ghazali's view of God as utterly unique and unknowable', *Oriens*, Vol. 21, No. 1, p.435.

21

Williams, L.J. and Anderson, S.E. (1991) 'Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors', *Journal of Management*, Vol. 17, No. 3, pp.601–617.

Wolfe, S.E. and Piquero, A.R. (2011) 'Organizational justice and police misconduct', *Criminal Justice and Behavior*, Vol. 38, No. 4, pp.332–353.

1

Wu, C.C., Lee, W.C. and Lin, R.S.J. (2012) 'Are employees more committed and willing to accept critical assignments during a crisis? A study of organizational commitment, professional commitment and willingness to care during the SARS outbreak in Taiwan', *International Journal of Human Resource Management*, Vol. 23, No. 13, pp.2698–2711.

Yang, Q. and Wei, H. (2018) 'The impact of ethical leadership on organizational citizenship behavior: the moderating role of workplace ostracism', *Leadership and Organization Development Journal*, Vol. 39, No. 1, pp.100–113, <https://doi.org/10.1108/LODJ-12-2016-0313>.

5

Yukl, G., Mahsud, R., Hassan, S. and Prussia, G.E. (2013) 'An improved measure of ethical leadership', *Journal of Leadership and Organizational Studies*, Vol. 20, No. 1, pp.38–48.

75

Zehir, C., Karakadilar, İ.S., Göğüş, G. and Başar, D. (2019) 'How the managerial environment effects on corporate entrepreneurship: evidence from Turkey', *Turkish Journal of Business Ethics*, Vol. 12, No. 1, pp.1–26, <https://doi.org/10.12711/tjbe.2019.12.1.0119>.

28

Zhang, Y., Zhang, L., Liu, G., Duan, J., Xu, S. and Cheung, M.W.L. (2019) 'How does ethical leadership impact employee organizational citizenship behavior?: a meta-analytic review based on two-stage meta-analytic structural equation modeling (TSSEM)', *Zeitschrift Fur Psychologie/Journal of Psychology*, Vol. 227, No. 1, pp.18–30.

64

Zheng, J. and Wu, G. (2018) 'Work-family conflict, perceived organizational support and professional commitment: a mediation mechanism for Chinese project professionals', *International Journal of Environmental Research and Public Health*, Vol. 15, No. 2, <https://doi.org/10.3390/ijerph15020344>.

59

Zheng, X., Zhu, W., Yu, H., Zhang, X. and Zhang, L. (2011) 'Ethical leadership in Chinese organizations: developing a scale', *Frontiers of Business Research in China*, Vol. 5, No. 2, pp.179–198.

The moderation role of ethical leadership on organisational justice, professional commitment, and organisational citizenship behaviour among academicians

ORIGINALITY REPORT

55%

SIMILARITY INDEX

51%

INTERNET SOURCES

38%

PUBLICATIONS

36%

STUDENT PAPERS

PRIMARY SOURCES

- | | | |
|---|--|----|
| 1 | www.emerald.com
Internet Source | 4% |
| 2 | www.emeraldinsight.com
Internet Source | 3% |
| 3 | Dwi Novitasari, Asri Laksmi Riani, Joko Suyono, Mugi Harsono. "The moderation role of ethical leadership on organisational justice, professional commitment, and organisational citizenship behaviour among academicians", International Journal of Work Organisation and Emotion, 2021
Publication | 2% |
| 4 | Byoung Kwon Choi, Hyoung Koo Moon, Wook Ko, Kyoung Min Kim. "A cross-sectional study of the relationships between organizational justices and OCB", Leadership & Organization Development Journal, 2014
Publication | 2% |
| 5 | www.researchgate.net
Internet Source | 1% |
-

6	www.inderscienceonline.com Internet Source	1 %
7	Publication	1 %
8	www.inderscience.com Internet Source	1 %
9	doi.org Internet Source	1 %
10	Submitted to Southern Cross University Student Paper	1 %
11	or.nsf.gov.cn Internet Source	1 %
12	uir.unisa.ac.za Internet Source	1 %
13	Journal of Managerial Psychology, Volume 27, Issue 7 (2012-09-15) Publication	1 %
14	scholarworks.waldenu.edu Internet Source	1 %
15	jha.sums.ac.ir Internet Source	1 %
16	Submitted to Kingston University Student Paper	1 %
17	Teresa Almeida, Francisca Abreu, Nelson C. Ramalho. "Becoming morally disengaged:	1 %

how long does it take?", Leadership & Organization Development Journal, 2021

Publication

18

Ajay K Jain. "Volunteerism, affective commitment and citizenship behavior", Journal of Managerial Psychology, 2016

Publication

1 %

19

Vui Yee Koon, Kai Ni Chong. "Workplace flexibility and organisational citizenship behaviour: an investigation of the mediating role of engagement and moderating role of perceived fairness", International Journal of Work Organisation and Emotion, 2018

Publication

1 %

20

researchbank.rmit.edu.au

Internet Source

1 %

21

Daniel Spurk, Annabelle Hofer, Anne Burmeister, Julia Muehlhausen, Judith Volmer. "Occupational commitment from a life span perspective", Career Development International, 2019

Publication

1 %

22

repo.unhi.ac.id

Internet Source

1 %

23

vuir.vu.edu.au

Internet Source

<1 %

24

content.sciendo.com

Internet Source

<1 %

25	link.springer.com Internet Source	<1 %
26	Submitted to University of Birmingham Student Paper	<1 %
27	dro.deakin.edu.au Internet Source	<1 %
28	Submitted to Macquarie University Student Paper	<1 %
29	research.vu.nl Internet Source	<1 %
30	publications.aston.ac.uk Internet Source	<1 %
31	Submitted to RMIT University Student Paper	<1 %
32	repo.uum.edu.my Internet Source	<1 %
33	www.workplaceleadership.com.au Internet Source	<1 %
34	eprints.mdx.ac.uk Internet Source	<1 %
35	psasir.upm.edu.my Internet Source	<1 %
36	jurnal.uns.ac.id Internet Source	<1 %
37	etd.uum.edu.my Internet Source	<1 %

38	Submitted to Liverpool John Moores University Student Paper	<1 %
39	hdl.handle.net Internet Source	<1 %
40	Submitted to University of Glamorgan Student Paper	<1 %
41	Submitted to University of Northampton Student Paper	<1 %
42	pdfs.semanticscholar.org Internet Source	<1 %
43	Submitted to Institute of Technology, Sligo Student Paper	<1 %
44	Submitted to Middlesex University Student Paper	<1 %
45	Www.emerald.com Internet Source	<1 %
46	ijicc.net Internet Source	<1 %
47	Submitted to Segi University College Student Paper	<1 %
48	Personnel Review, Volume 41, Issue 5 (2012-07-14) Publication	<1 %
49	journal.iainkudus.ac.id Internet Source	<1 %

50	poli.hevra.haifa.ac.il Internet Source	<1 %
51	qsm.ac.il Internet Source	<1 %
52	www.drmgrdu.ac.in Internet Source	<1 %
53	www.icesal.org Internet Source	<1 %
54	Yuen Onn Choong, Lee Peng Ng, Seow Ai Na, Chun Eng Tan. "The role of teachers' self-efficacy between trust and organisational citizenship behaviour among secondary school teachers", <i>Personnel Review</i> , 2019 Publication	<1 %
55	content-calpoly-edu.s3.amazonaws.com Internet Source	<1 %
56	Submitted to University of East London Student Paper	<1 %
57	apcz.umk.pl Internet Source	<1 %
58	etheses.bham.ac.uk Internet Source	<1 %
59	lib.manaraa.com Internet Source	<1 %
60	<i>Business Process Management Journal</i> , Volume 19, Issue 1 (2013-02-02)	<1 %

61	Submitted to Heriot-Watt University Student Paper	<1 %
62	nomy_n_5255825.htmlhuffingtonpost.ca Internet Source	<1 %
63	pure.eur.nl Internet Source	<1 %
64	www.ajhssr.com Internet Source	<1 %
65	Submitted to STEI Tazkia Student Paper	<1 %
66	Submitted to University of Durham Student Paper	<1 %
67	revues.univ-setif2.dz Internet Source	<1 %
68	Submitted to Buckinghamshire Chilterns University College Student Paper	<1 %
69	hurqalya.ucmerced.edu Internet Source	<1 %
70	Submitted to Barking College Student Paper	<1 %
71	Submitted to Queen Margaret University College, Edinburgh Student Paper	<1 %
72	Submitted to Queen's University of Belfast Student Paper	<1 %

73	www.academicstar.us Internet Source	<1 %
74	International Journal of Contemporary Hospitality Management, Volume 26, Issue 6 (2014-09-16) Publication	<1 %
75	Submitted to Liberty University Student Paper	<1 %
76	dinastipub.org Internet Source	<1 %
77	repository.unhas.ac.id Internet Source	<1 %
78	Management Research Review, Volume 33, Issue 9 (2010-08-21) Publication	<1 %
79	Submitted to National University of Public Service - Institute for Research and Development on State and Governance Student Paper	<1 %
80	pdf.ttem.ba Internet Source	<1 %
81	repositori.uji.es Internet Source	<1 %
82	www.siyasalkitap.com Internet Source	<1 %
83	coek.info Internet Source	<1 %

84	oapub.org Internet Source	<1 %
85	works.bepress.com Internet Source	<1 %
86	www.thefreelibrary.com Internet Source	<1 %
87	fisherpub.sjfc.edu Internet Source	<1 %
88	fr.scribd.com Internet Source	<1 %
89	core.ac.uk Internet Source	<1 %
90	hydra.hull.ac.uk Internet Source	<1 %
91	onlinelibrary.wiley.com Internet Source	<1 %
92	Submitted to Association of Business Executives Student Paper	<1 %
93	Submitted to Birkbeck College Student Paper	<1 %
94	Muhammad Kholid Arif Rozaq, Asri Laksmi Riani, Mugi Harsono, Ahmad Ikhwan Setiawan. "Exploring digital competing capability in the intention to adopt e-commerce (toward a conceptual model)",	<1 %

International Journal of Trade and Global Markets, 2020

Publication

95	Submitted to University of Hull Student Paper	<1 %
96	digitalcommons.wku.edu Internet Source	<1 %
97	ir.cnu.edu.tw Internet Source	<1 %
98	obs.sinaweb.net Internet Source	<1 %
99	1library.net Internet Source	<1 %
100	Submitted to liberty Student Paper	<1 %
101	Submitted to 89475 Student Paper	<1 %
102	etds.ncl.edu.tw Internet Source	<1 %
103	jurnal.stie-aas.ac.id Internet Source	<1 %
104	Submitted to University of Bath Student Paper	<1 %
105	sitemaker.umich.edu Internet Source	<1 %

106	Jihad Mohammad, Farzana Quoquab, Zafir Mohd Makhbul, T. Ramayah. "Bridging the gap between justice and citizenship behavior in Asian culture", Cross Cultural & Strategic Management, 2016 Publication	<1 %
107	philpapers.org Internet Source	<1 %
108	Submitted to Northwest University Student Paper	<1 %
109	disparityamongschools.weebly.com Internet Source	<1 %
110	eprint.stieww.ac.id Internet Source	<1 %
111	ndltd.ncl.edu.tw Internet Source	<1 %
112	pjms.zim.pcz.pl Internet Source	<1 %
113	vdoc.pub Internet Source	<1 %
114	www.scribd.com Internet Source	<1 %
115	Submitted to STIE Indonesia Banking School Student Paper	<1 %
116	ijebm.ie.nthu.edu.tw Internet Source	<1 %

117	www.businessperspectives.org Internet Source	<1 %
118	prosiding.umsida.ac.id Internet Source	<1 %
119	www.londonexternal.ac.uk Internet Source	<1 %
120	Submitted to Associatie K.U.Leuven Student Paper	<1 %
121	Evelyn Twumasi, Belinda Addo. "Perceived Organisational Support as a Moderator in the Relationship Between Organisational Justice and Affective Organisational Commitment", Economics and Culture, 2020 Publication	<1 %
122	Submitted to Kaplan University Student Paper	<1 %
123	bbronline.com.br Internet Source	<1 %
124	Submitted to The University of Manchester Student Paper	<1 %
125	Submitted to Universitas Sumatera Utara Student Paper	<1 %
126	dx.doi.org Internet Source	<1 %
127	pure.au.dk Internet Source	<1 %

128	sciedu.ca Internet Source	<1 %
129	www.mdpi.com Internet Source	<1 %
130	Submitted to Bifröst University Student Paper	<1 %
131	Muhammad Arshad, Ghulam Abid, Francoise Venezia Contreras Torres. "Impact of prosocial motivation on organizational citizenship behavior: the mediating role of ethical leadership and leader-member exchange", Quality & Quantity, 2020 Publication	<1 %
132	Saud Napitupulu, Tulus Haryono, Asri Laksmi Riani, Hunik Sri Runing Sawitri, Mugi Harsono. "The impact of career development on employee performance: an empirical study of the public sector in Indonesia", International Review of Public Administration, 2017 Publication	<1 %
133	ajmjournal.com Internet Source	<1 %
134	dergipark.Org.Tr Internet Source	<1 %
135	digitalcommons.kennesaw.edu Internet Source	<1 %

136	digitalcommons.unomaha.edu Internet Source	<1 %
137	mobt3ath.com Internet Source	<1 %
138	www.ejbmr.org Internet Source	<1 %
139	www.tandfonline.com Internet Source	<1 %
140	International Journal of Contemporary Hospitality Management, Volume 25, Issue 3 (2013-05-27) Publication	<1 %
141	Kitae Kim, Kwon Yoon, Bongsoon Cho, Longzhen Li, Byoung Kwon Choi. "Do all Chinese employees have the same cultural values? An exploratory investigation on differences in Chinese cultural values among state-, privately-, and US-owned firms", Personnel Review, 2016 Publication	<1 %
142	M. Brito Duarte. "Organisational and professional commitments: The influence in nurses' organisational citizenship behaviours", Tékhné, 2015 Publication	<1 %
143	Scott E. Wolfe, Spencer G. Lawson. " The organizational justice effect among criminal	<1 %

justice employees: A meta - analysis ", Criminology, 2020

Publication

144	iranarze.ir Internet Source	<1 %
145	jurnaljam.ub.ac.id Internet Source	<1 %
146	koreascience.or.kr Internet Source	<1 %
147	shareok.org Internet Source	<1 %
148	shirkah.or.id Internet Source	<1 %
149	www.copsoq-network.org Internet Source	<1 %
150	www.emrbi.org Internet Source	<1 %
151	www.research.manchester.ac.uk Internet Source	<1 %
152	"The Effect of Performance Management on Perceived Justice in Family Businesses in Hungary", Corvinus University of Budapest, 2022 Publication	<1 %
153	Submitted to Higher Ed Holdings Student Paper	<1 %

154	Managerial Auditing Journal, Volume 24, Issue 9 (2009-10-02) Publication	<1 %
155	Philipp, B. L. U., and P. D. J. Lopez. "The Moderating Role of Ethical Leadership: Investigating Relationships Among Employee Psychological Contracts, Commitment, and Citizenship Behavior", Journal of Leadership & Organizational Studies, 2013. Publication	<1 %
156	Submitted to The University of the South Pacific Student Paper	<1 %
157	aut.researchgateway.ac.nz Internet Source	<1 %
158	bradscholars.brad.ac.uk Internet Source	<1 %
159	digitalcommons.udallas.edu Internet Source	<1 %
160	dspace.lib.uom.gr Internet Source	<1 %
161	eprints.bbk.ac.uk Internet Source	<1 %
162	lib.dr.iastate.edu Internet Source	<1 %
163	mafiadoc.com Internet Source	<1 %

164	mgt.pdn.ac.lk Internet Source	<1 %
165	purehost.bath.ac.uk Internet Source	<1 %
166	www.cambridge.org Internet Source	<1 %
167	www.gileexperts.com Internet Source	<1 %
168	www.michaelfrueh.com Internet Source	<1 %
169	Abdallah M Elamin, Hayfaa A. Tlaiss. "Exploring the relationship between organizational citizenship behavior and organizational justice in the Islamic Saudi Arabian context", Employee Relations, 2015 Publication	<1 %
170	Hooi Lai Wan. "Chapter 8 Organisational Justice–Organisational Citizenship Behaviour", Springer Science and Business Media LLC, 2016 Publication	<1 %
171	Journal of Managerial Psychology, Volume 28, Issue 2 (2013-05-27) Publication	<1 %
172	Pooja Garg, Renu Rastogi, Parul Malik. "Modelling the causal relationship between justice and citizenship behaviours: an Indian	<1 %

perspective", International Journal of Indian Culture and Business Management, 2019

Publication

173 Yidong Tu, Xinxin Lu, Yue Yu. "Supervisors' Ethical Leadership and Employee Job Satisfaction: A Social Cognitive Perspective", Journal of Happiness Studies, 2016 <1 %
Publication

174 kar.kent.ac.uk <1 %
Internet Source

175 qi Yang, hua Wei. "The impact of ethical leadership on organizational citizenship behavior", Leadership & Organization Development Journal, 2017 <1 %
Publication

Exclude quotes Off

Exclude matches Off

Exclude bibliography Off