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

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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.

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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 (Aguar-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,

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. 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 (Tsoumbris 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).

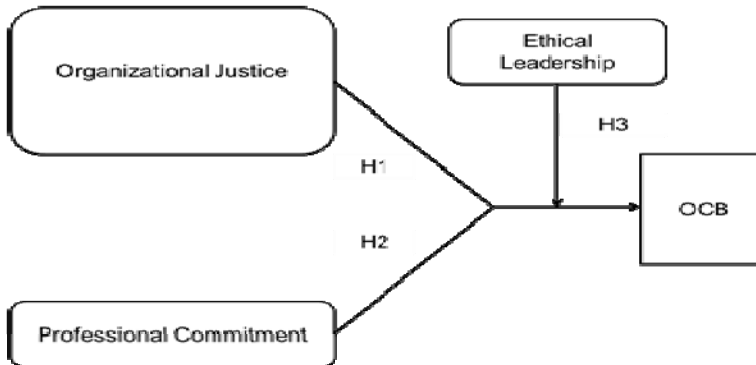
Accordingly, the following hypotheses are developed:

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 academician. 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 17 items 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 comprises of six items. We assessed ethical leadership by using the measure of Yukl et al. (2013). Questionnaires comprises of 15 items. OCB was assessed using 16 items 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

<i>Types of higher education institutions</i>	<i>Distributed</i>	<i>Completed</i>	<i>Return %</i>
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

<i>Characteristics</i>	<i>Frequency</i>	<i>Percentage (%)</i>
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

<i>Variables</i>	<i>Mean</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>
1 OJ	3.58	0.66				
2 PC	3.77	0.78	(0.88) 0.38**	(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.

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

<i>Variable</i>	β	<i>Std. e</i>	<i>t-value</i>	<i>Sig.</i>
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				
<i>R square</i> (R^2) = 0.550				
<i>Adjusted R square</i> = 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 academics 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 academicians 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.

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