



ORGANIZATIONAL JUSTICE AND CITIZENSHIP BEHAVIOUR AMONG SECONDARY SCHOOL TEACHERS IN BASSA LGA, PLATEAU STATE, NIGERIA

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ABSTRACT

This study examined the effect of organizational justice on organizational citizenship behavior of secondary school teachers in Bassa LGA, Plateau State. The study adopted Descriptive research design, stratified random sampling was applied and data was collected from three hundred and forty-four (344) staff using a structured questionnaire. The research hypotheses were tested using SMARTPLS/SEM 4.0.1. The study observed that organizational justice has a statistically significant relationship with organizational citizenship behavior of teachers. The research data collected in relation to the organizational justice was tested thus aggregately show that organizational justice positively and significantly relate to the dimensions of organizational citizenship behavior (Individual and organizational Level OCB). The study concluded that organizational justice enhances organizational citizenship behaviour. The study contributes to the theory by giving perception of fairness through which organizations can reciprocate in order to enhance citizenship behaviours among employees. To foster organizational citizenship behaviour (OCB) among teachers and staff in secondary schools, school administrators should prioritize building a culture of fairness across all dimensions of organizational justice — distributive, procedural, and interactional.

Keywords: *Perception of Justice, individual-level OCB and organizational-level OCB*



Introduction

In today's organizational setting, the effectiveness of such organizations is considered the most important determinant for growth, profitability and sustainability of such organizations. The efficient and effective contribution of individual employee however little accumulates and translates into overall organizational effectiveness and success. Therefore, it is expected that each individual should be responsible within the organization to achieve the overall organizational effectiveness (Ismail, et al, 2018). Agreeing with above, Jafari and Bidarian (2012) states that human resources are the most strategic asset of an organization. In new approach of management and organizational behaviour, responsible, committed, brave, and wise workers are considered some of the most basic factors of organization's success.

For an organization to be effective, Zhao, et al (2019) argued that the organization must recruit and retain excellent employees and that the employees must meet the requirements of their jobs and engage in innovative, spontaneous activities that go beyond their formal job descriptions or role requirements. These kinds of behaviors are referred to as organizational citizenship behavior (OCB). Generally, employees show OCB by doing more than their usual job duties voluntarily, committing to their organization, and helping their co-workers in order to enhance their relationships (Zhao, et al., 2019, Organ 1988; Podsakoff et al. 2000). Also, employee exhibit these behaviours that are not an enforced requirement of their primary role, which does not attempt to gain incentives, which is not an expressive behaviour owing to an emotional state, and which overall supports the welfare of the individual as well as the organisation (Muluken & Kenenisa, 2024; Hazzi, 2018).

Organizational Behavior (OB) or human behavior is the set of systematic behaviors to identify and understand human behaviors in organizations (Bienstock et. al., 2007, Khalifa & Awad 2018). Organ (1985) defined that 'individual behavior that is beneficial to the organization, is discretionary, is not directly or explicitly recognized by the formal reward system, and in aggregate contributes to the effective functioning of the organization' (Muluken & Kenenisa, 2024; Graham, 1991). The concept of organizational citizenship behavior (OCB) covers extra-role behaviors that are rarely seen and which are not critical for job performance but significantly affect organizational functioning. In today's rapidly changing and complex organizations, OCB has become more important and has drawn the attention of many academics and practitioners. Employees who demonstrate OCB engage in cooperation so that the organization can endure and are willing to perform humanitarian behaviors for the common good of employees. These behaviours can ensure a positive work environment where employees feel a sense of purpose and pride in contributing to a serene work climate (Zia'ul et al, 2024; Khaskheli et al., 2020) and building a work culture that boosts overall job satisfaction and significantly reduces staff turnover (Zia'ul et al, 2024; Davidescu et al., 2020). Feelings of justice stop employees from focusing only on protecting their own interests and encourage them to engage in humanitarian



activities for the organization. Although injustice may cause frustration over social exchange, contributing in the form of an extra effort is less likely.

Organization Justice concerned with the employee's perception and the determination of fair judgment as it is translated into key behavior on the job (Wahby et al, 2022). While making relations between perceptions of justice and consequent behaviors, many research works have been required to find out what type of behavior take place and how these behaviors are fruitful for the organization (Adamovic, 2023). For this purpose, fairness and subsequent behavior i.e. OCB we examined in relation to the employee's performance. This research work demonstrated how judgment of workplace fairness may affect Citizenship Behavior (Essien, & Ogunola, 2022). According to literature, perceptions of justice have significant effects on many organizational or employee attitudes and behaviors. Employee perceptions about organizational procedures, structural arrangements, and treatment in the organization are called perceptions of organizational justice (Wiseman; & Stillwell, 2022). Previous research has shown that positive perceptions of justice increase trust between employees and organizations, while negative perceptions of justice may cause anger or stress. Feelings of anger and stress may eventually decrease employee loyalty, satisfaction, commitment, and trust between employees and organizations, as well as encouraging employees to behave in ways that are detrimental to the organization (Rao, 2023). These are important outcomes for organizations.

Despite the recognized importance of Organization Citizenship Behavior (OCB) in enhancing organizational performance and effectiveness, many organizations struggle to foster and sustain high levels of OCB among their employees. This results in decreased productivity, reduced job satisfaction, and increased turnover rates, ultimately hindering organizational success and competitiveness and there are no exceptions to the kind of organizations involved. Many teachers find it hard to participate in discretionary behaviors that promote their organizations well-being due low levels of employee engagement, insufficient recognition and reward systems to motivate and encourage OCB. Also, the lack of clear communication and leadership support and indifference for OCB, inadequate training and development programs to foster OCB skills and competencies, motivation and the feeling of duty to enforce individual level and organizational citizenship behaviours among teachers. Addressing this problem requires a comprehensive understanding of the precursor and end results of OCB, as well as the development of effective strategies and interventions to promote and sustain OCB in the workplace." This research work looks at the other mechanisms which ascertain the effect employee perception of justice on the dimensions of organizational citizenship behavior among secondary school teachers in Bassa LGA, Plateau State.

Previous studies have identified diverse determinants of OCB, including perception of injustice (distributive, procedural, interactional, and informational justice) and perception of job insecurity (Abuseif & Abdullah, 2015). Usually, perception of justice and it's dimensions has been studied as one of the most important predictors cited in the above empirical analysis and some of these



against OCB and other organizational behaviours (Bouazzaoui et al, 2020; Choong et al., 2025; Ji et al., 2025); these research works have returned inconsistent in findings regarding the relationship between perception of justice (distributive justice, procedural justice, interactional justice and informational) and OCB, Le Nguyen & Nguyen (2018) Winarsih and Riyanto (2020), Ismail S., et al. (2018), Bazgir, et al. (2018), and Khalifa & Awad (2018) also appearing in Choong et al., (2025); Pham et al., (2024); Ji et al., (2025); and Kao et al., (2023) the above research were centred around perception of justice and its dimensions and how each relates to OCB and results have been mixed. The information available to the current researchers is how the construct of perception of justice relates to the dimensions of organizational citizenship behavior (individual and organizational level OCB). This research work looks at the relationship between perception of justice and the dimensions of OCB.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Organizational Citizenship Behaviour (OCB)

Organ (1988) defined OCB as "individual behavior that is discretionary, not directly or explicitly acknowledged by the formal setting of the organization, and that in totality promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, it is clearly not stated in unambiguous terms in the individual's engagement contract with the organization; the behavior is strictly base on personal choice, such that its omission is not generally understood as punishable (Zhao, et al 2019; Podsakoff, et al 2000)." Furthermore, citizenship behavior is a behavior that is not employee's official duties but this is desirable and useful for organization (Winarsih & Riyanto 2020; Neami & Shokrkon, 2004). According to Organ, discretionary behavior is an individual's free choice, if it is not done then the person concerned will not be punished or sanctioned but if it is done it can help the organization achieve its goals. Organ (1998), Hanh Tran and Choi, (2019); Zúniga et al., (2022) provides a classification for dimensions of organizational citizenship behavior: Conscientious, Courtesy, Altruism, Sportsmanship, Civic virtue. Others built on the above categories and further grouped them into two major dimensions of OCB which is argued by Williams and Anderson (1991), Zhao et al. (2019), they conceptualized and labeled citizenship behavior directed toward the organization as OCBO, and citizenship behavior directed toward individuals (including coworkers and supervisors) as OCBI. They argued that individual level OCB are behaviors that immediately benefit specific individuals and, through this means, indirectly contribute to the organization (for example, helps others who have been absent, takes a personal interest in other employees), The second category was OCBI which are behaviours that immediately benefit specific individuals and indirectly through this means contribute to the organization such as helping others who have been absent, take personal interest in other employees' welfare. contributes to the organization indirectly by benefiting peers and coworkers (Majumdar & Kumar, 2021). Williams and Anderson (1991) and Majumdar and Kumar (2021) argued that Individual level OCB includes



behaviours altruism, courtesy, peacekeeping, and cheerleading efforts directed at individuals. On the other hand, Organizational level OCB includes behaviors intended for the organization as a whole, like punctuality, making suggestions for organization advancement and obeying rules. These are behaviors that benefit the organization in general (for example, gives advance notice when unable to come to work, adheres to informal rules devised to maintain order). Organ (1997) followed the lead of Williams and Anderson (1991) (Ashfaq & Hamid, 2020; Lee & Allen, 2002; Somech & Khotaba, 2017; Williams and Anderson, 1991). and designated conscientiousness, sportsmanship, and civic virtue as OCBO.

Perception of Justice

According to the Turkish Language Association "Justice" concept is described as "the rights and compliance with the law, regardless of right, truth, not falling himself to everyone, providing its own right" (Türk et al, 2005, Öktem & Öztoprak, 2019). People are naturally attentive to the justice of events and situations in their everyday lives, across a variety of contexts (Tabibnia, et al. 2008, Öktem & Öztoprak, 2019). Which means that individuals naturally react to actions and decisions made by organizations every day especially when they tend project a perception of justice. An individual's perceptions of these decisions as fair or unfair can influence the individual's subsequent attitudes and behaviors. Organizational justice is therefore, referred to as the "just and fair manner in which organizations treat their employees" (Greenberg, 1990, Öktem & Öztoprak, 2019), with employees' evaluative assessment of such fairness as a key factor (Tepper, 2001). Greenberg (1987) introduced the concept of organizational justice with regard to how an employee judges the behavior of the organization and the employee's resulting attitude and behaviour (Greenberg, Jerald 1987, Öktem & Öztoprak, 2019). Organizational justice is the term that serve to reveal the effects of the justice to the individual and the organization (Greenberg, 1990), (López- Cabarcos et al, 2015). Scholars have generally identified three components of organizational justice: distributive justice, procedural justice, and interactional justice (Colquitt, 2001, Sia & Tan, 2016).

EMPIRICAL REVIEW

Perception of Justice and Organizational Citizenship Behaviour

Organizations and scholars continue to lean on social-exchange and fairness theories to explain why justice matters for OCB: when people feel decisions, distributions, and interpersonal treatment are fair they feel valued and reciprocate with discretionary, pro-organizational acts (helping colleagues, volunteering for extra tasks, etc.). Recent empirical work between 2023 and 2025 largely continues to confirm this theoretical expectation while refining the picture with multi-level and contextual tests. For example, large field studies and multi-level designs show that perceived justice or perceived organizational support links to higher OCB, and that leadership climate can amplify or dampen those effects (Kao et al., 2023; Choong et al., 2025).



Across sectors and countries, studies published in 2023–2024 reinforce a consistent pattern: specific justice dimensions (especially interactional and procedural justice) predict greater OCB, and work attitudes explain much of the effect. A Vietnam sample ($n \approx 350$) found that interactional justice predicted OCB largely through increased work engagement — employees who were treated respectfully and informed felt more engaged and thus more willing to go beyond their formal roles (Pham et al., 2024). Complementary multi-level work in public/agency settings shows perceived organizational support and transformational leadership operate cross-level to shape the justice→OCB link, indicating practical levers for managers (Kao et al., 2023).

The 2024–2025 literature has sharpened our understanding of mechanisms and boundary conditions. Trust in leaders, work engagement, and lower burnout emerge repeatedly as mediators: when justice builds trust or reduces burnout, employees repay the organization with OCB (Choong et al., 2025; Ji et al., 2025). At the same time, personal resources and context moderate effects — for instance, Choong and colleagues (2025) showed teacher self-efficacy changed how justice translated into OCB (stronger trust→OCB for high self-efficacy, but a somewhat complex moderation for justice→OCB). In short: justice predicts OCB, but the pathway is often indirect and conditional on trust, engagement, burnout levels and leadership/organizational climate (Choong et al., 2025; Pham et al., 2024; Ji et al., 2025; Kao et al., 2023).

That said, the pattern is not completely uniform. Some sector-specific work (e.g., a 2024 nursing study) reported no significant correlation between justice scores and OCB, suggesting that heavy workloads, cultural norms, or measurement differences can obscure effects in particular settings (Elrhem, 2024). Practically, the takeaways are: (1) strengthen fair procedures and respectful interactions to encourage engagement and trust, (2) reduce burnout to protect OCB, and (3) attend to contextual moderators (leadership style, self-efficacy, organizational climate) when designing interventions. Future research should push for longitudinal, experimental, and cross-cultural designs to unpack causal ordering and test interventions that translate perceptions of fairness into sustained citizenship behavior across diverse work environments.

Methodology

To avoid the possibility of making erroneous inferences based on predetermined mind-set hence the adoption of quantitative research design to empirically examine the relationship between Perception of Justice and organizational citizenship behaviour among secondary school teachers in Bassa LGA, Plateau State. To achieve this, the study adopted a survey research design and cross-sectional design through both explanatory and formal studies. The explanatory part of the study has the research hypotheses as its end product, while the formal research tests the hypotheses through the use of questionnaires to collect primary data from respondents. The unit of analysis was at the individual level and data was collected in one – shot. The instrument for data collection was the Perception of justice Questionnaire and organizational citizenship



behaviour Scales adapted from the work of Colquitt, (2001) and Hernández et al. (2010), Podsakoff et al. (1990) respectively. The researcher used stratified sampling technique to issue 400 questionnaires to teachers in Bassa LGA Plateau State.

ASSESSMENT OF RESPONDENT'S DEMOGRAPHY

The respondents' profile in Table 1 reveals that 63 percent of the respondents are male, which shows that there are more male respondents than 37 percent female which tends to show that there are more male teachers as respondents. 33 percent (the greater number of the population of valid respondents) of civil servants are between the ages of 28 to 37 years. In addition, 74 percent of the respondents were married which indicates that more of the respondents were married. From the generated data, most of the teachers (53%) across various levels holds Bachelors (First) degree; 33% of the respondents have worked in secondary schools in Bassa LGA, Plateau State for a period 6 – 9 Years. Also, 63% of the respondents from permanent staff, and 37% of the entire staff were contract staff.

Table 1: Assessment of Demography

Indices	Frequency n = 344	Percentage %
GENDER		
Male	215	63
Female	129	37
AGE		
18 – 27	60	17
28 – 37	170	49
38 – 47	88	26
48 – Above	26	8
MARITAL STATUS		
Single	90	26
Married	254	74
QUALIFICATIONS		
Diploma	105	31
First Degree	181	53
Masters Degree	58	16
LEVEL		
Junior Staff	219	64
Senior Staff	125	36
YEARS OF WORK		
Less than 1 Year	57	17
2 – 5 Years	94	27
6 – 9 Years	114	33
10 – above	79	23



DATA ANALYSIS IN PARTIAL LEAST SQUARE SEM

In conducting data analysis through the use of partial least square (PLS-SEM 4), two major procedures are involved. First, the assessment of measurement model to determine the relationship between constructs and their indicators also referred to as outer model (Hair Jr et al., 2013). Second, assessment of structural model which describes the relationship between latent variables in order to predict the expected outcome for hypothesis testing.

Assessment of Measurement Model

This section discusses the measurement model process in this study. Measurement models in PLS-SEM are Reflective Model. Reflective measurement model involves the assessment of internal consistency with emphasis on composite reliability, indicator reliability, Convergent Validity otherwise known as the Average Variance Expected (AVE) and Discriminant Validity (Hair Jr et al. 2013). This research work assesses the reflective measurement model.

In order to perform a reflective measurement analysis of the research model, a PLS algorithm was conducted using PLS-SEM 4, and the outcome is presented in the following sections; construct reliability, convergent and discriminant validity using various criteria.

Construct Reliability Assessment

Recently, researchers have prioritized the use of construct reliability in addition to the traditional Cronbach alpha (McDonald, 1996; Hair et al., 2011; Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014). This research work adopts the position of researchers on construct reliability this is because the emphasis in Cronbach alpha assumes that the loading of the indicators on construct are the same, in PLS-SEM the priority is on the different loading of individual indicators (Hair Jr et al., 2014). Hair et.al, (2011) further suggest an acceptable composite reliability value of between 0.6 to 0.7 in an exploratory factor analysis, while a value with threshold of 0.708 as ideal in a measurement model. However, Hair, Ringle, Sarstedt (2011) suggested that an indicator with loading of between 0.4 to 0.7 is considered for deleting if doing so improves the composite reliability(CR) and Average Variance Extracted (AVE).



Table 2 Convergent Validity Report

Construct	Item	Factor Loadings	CR	AVE
Individual Level OCB	IL - OCB1	0.909	0.939	0.755
	IL - OCB2	0.940		
	IL - OCB3	0.928		
	IL - OCB4	0.706		
	IL - OCB5	0.841		
Organizational Level OCB	OL - OCB1	0.610	0.909	0.719
	OL - OCB2	0.900		
	OL - OCB3	0.930		
	OL - OCB5	0.910		
Organizational Justice	OJ1	0.859	0.971	0.789
	OJ2	0.892		
	OJ3	0.901		
	OJ4	0.915		
	OJ5	0.894		
	OJ6	0.912		
	OJ7	0.904		
	OJ8	0.865		
	OJ9	0.847		

OJ: Organizational Justice, OCB-IL: Organizational Citizenship Behaviour - Individual Level. OCB-OL: Organizational Citizenship Behaviour - Organizational Level (Note: OL – OCB4 was deleted because of low factor loading)

Table 3: Heterotraits and Monotraits (HTMT)

	1	2	3
IL - OCB			
OJ	0.547		
OL - OCB	0.876	0.452	

Assessment of structural model

PLS-SEM structural model analysis involves basic analysis procedure such as assessment of goodness-of-fit (GoF) (Henseler et al., 2014), assessment of collinearity, significance and relevance of relationship in structural model, level of R², and level of F² (Hair et al., 2014). Additional analysis such as mediation assessment is also conducted as it is the case in this study.

Assessing Structural Model for Collinearity

Secondly, analysis proposed for a structural model is the constructs collinearity. Construct relevance and variance inflation factor (VIF) are the indicating values in defining the extent of collinearity in a given relationship. Traditionally, a VIF of not greater than 3.3 (Diamantopoulos & Siguaw, 2006) or 5.0 (O'Brien, 2007) has been considered ideal for reflective construct.

Collinearity analysis was conducted and the result is presented in table 5 Below. Based on the results, and the criteria provided for reflective construct (O'Brien, 2007; Hair et al., 2014), there



is no collinearity problem. The take table 5 below shows that the relationship has no collinearity issues because the above criterion was not violated.

Table 4 Collinearity Assessment of Structural Model (Inner VIF Values)

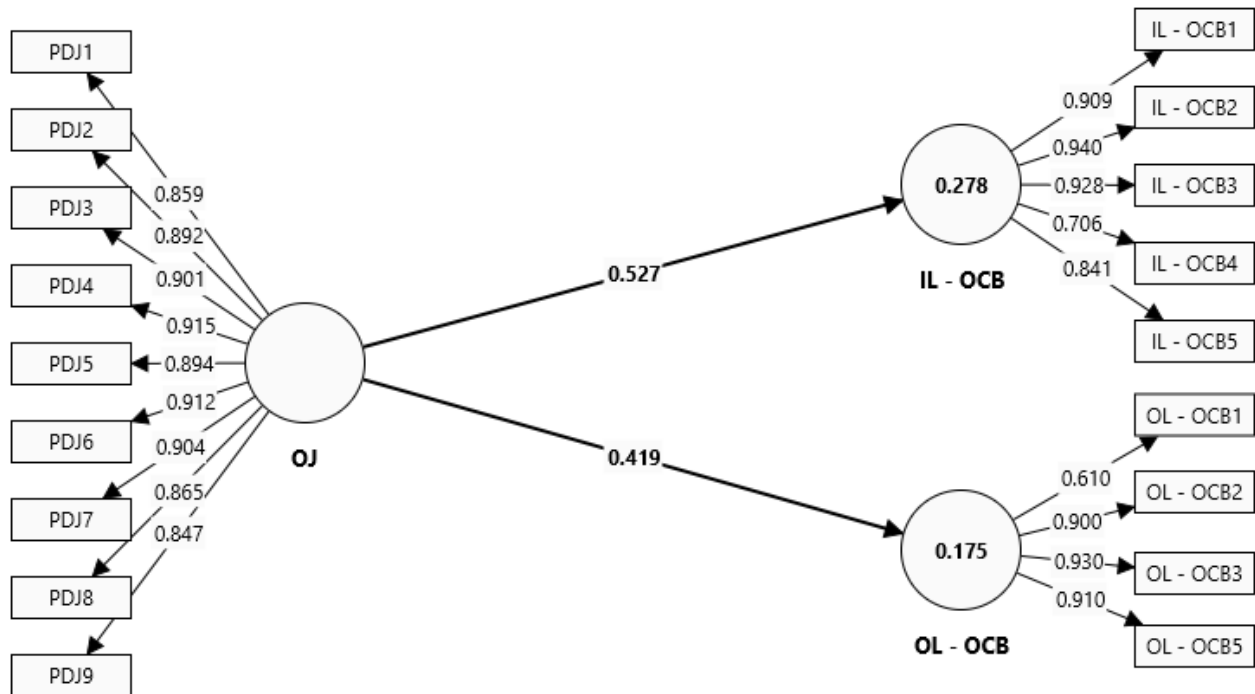
Hyp	Relationship	VIF	Nature of Relationship
HO1	Organizational justice --→ IL - OCB	1.000	Reflective
HO2	Organizational Justice ---> OL - OCB	1.000	Reflective

Assessing Path Coefficient and Hypotheses Testing

In assessing the path coefficient to determine the direct relationships, a 5,000 sample bootstrapping command was carried out using PLS-SEM 4 and the results displayed the path coefficient or the direct effect, t-statistics and the p-value on table below. Based on the direct effect on two-tailed test at 95% level significance as stated in the hypotheses, all the relationships were indeed in the expected direction. The results reveal the significance in the direct relationship between the variables; HO1 ($\beta = 0.529$, t-stat = 12.726 and p-value = 0.000), and HO2 ($\beta = 0.421$, t-stat = 9.334 and p-value = 0.000). These hypotheses were rejected because their t-values were found to be within or above the threshold of $t \geq 1.96$ for a two tailed test and p-value ≤ 0.05 . The above result shows that Organizational Justice has significant influence on OCB-Individual level and OCB-organizational level among teachers in Bassa LGA, Plateau State. According to Cohen (1988), R² values of 0.02, 0.13 and 0.26 are considered weak, moderate and substantial respectively. Falk & Miller (1992) suggested a minimum of 10% as acceptable for a variance explained to be regarded as adequate. In line with the aforementioned, this study considered the R² of two endogenous variables obtained from PLS algorithm and presented in Table 6 below. The results reveal that; the construct has a substantial effect of 0.278 for Organizational Citizenship Behaviour - Individual Level and 0.175 for Organizational Citizenship Behaviour - Organizational Level. Hair et al. (2014) provided a yardstick for assessing effect size F² of a construct as; 0.35 as large effect size, 0.15 as medium size, and 0.02 as small size. In line with the above guideline, F² analysis was conducted using PLS 4 and the results presented in Table 6 above. The result shows the relationship between Organizational justice and Organizational Citizenship Behaviour - Individual Level has a large effect size (0.385); Organizational justice and Organizational Citizenship Behaviour - Organizational Level has a large effect size of 0.212.

Table 5: Assessing Path Coefficient

Hyp	Relationship	β	STDEV	T stat	P val	R2	F2	Decision
HO1	OJ ---> IL – OCB	0.529	0.041	12.726	0.000	0.278	0.385	Rejected
HO2	OJ ---> OL - OCB	0.421	0.045	9.334	0.000	0.175	0.212	Rejected



DISCUSSION

The hypotheses stated in the path analysis were based on direction of relationships two-tailed test. By implication, the hypotheses seek to establish the nature of relationship that exists between constructs that constitute the structural model. This therefore, forms the foundation for the inferences and discussion in this section.

Organizational Justice and Individual Level Citizenship Behaviour

The relationship between Organizational justice and Organizational Citizenship Behaviour - Individual Level (HO1) was analyzed and shown reflective indicators in the reflective-reflective model presented in table 3 above. Results of path analysis in line with hypothesized relationships were evaluated. Findings revealed statistical significance in the relationship because it met the 1.96 (significance level = 95%) for two – tailed test and $p\text{-value} \leq 0.05$ which also agrees with the position of the alternate research hypothesis. This apparently signifies that the effect of Organizational justice on Organizational Citizenship Behaviour - Individual Level is established. This finding is consistent with Winarsih and Riyanto (2020) which shows significant effect of organizational justice and organizational citizenship behavior. The implication of this is that organizational justice positively affects individual perception of OCB which means that when emphasis is on growing employee perception of organizational justice, employee will naturally



build individual OCB toward coworkers. Corroborating this finding, the results of this study were in line with the research proposed by Ismail S., et al. (2018), Bazgir A., et al. (2018), Bouazzaoui et al, (2020), Choong et al., (2025) and Ji et al., (2025).

Organizational justice and Organizational Level Citizenship Behaviour

The analysis of the relationship between Organizational justice and Organizational Citizenship Behaviour - Organizational Level HO2 reveals strong relationship between Organizational justice and Organizational Citizenship Behaviour - Organizational Level. This implies that the increase in Organizational justice leads to increase in Organizational Citizenship Behaviour - Organizational Level. The t-value score is quite higher than the criterion for acceptance therefore the null hypothesis is rejected. This is consistent with the findings of Le Nguyen and Nguyen (2018) Winarsih and Riyanto (2020) which statistically proven strong effect of organizational justice on the OCB. From the results, it is evident that increase in organizational justice significantly leads to increase in the organizational level OCB. This is obvious that when fairness is encouraged, it ignites discretionary behaviours that benefits the organization as a whole. The finding of this study was supported by Ismail S., et al. (2018), Bazgir A., et al. (2018), and Khalifa & Awad (2018), Choong et al., (2025) and Ji et al., (2025).

SUMMARY OF FINDINGS

This research empirically examined the effect of Organizational Justice on Organizational Citizenship Behaviour of secondary school teachers in Bassa LGA, Plateau State. Major findings of the research are summarized as follows:

1. There is significant relationship between Organizational Justice and Individual level OCB of secondary school teachers in Bassa LGA, Plateau State. This finding supports hypothesis one, answers research question one and achieving the first research objective.
2. There is significant relationship between Organizational Justice and organizational level OCB of secondary school teachers in Bassa LGA, Plateau State. The finding support hypothesis two, answers research question two and achieving the second research objective.

CONCLUSION

The obtained findings related to the relation of OCB with organizational justice have established a considerable relationship in the mentioned statistical samples and when employees have a good perception of organizational justice, they have a greater tendency toward involving and participating in showing organizational citizenship behaviour. This research on employee OCB at secondary schools in Bassa LGA, Plateau State shows that organizational justice have a positive and significant effect on OCB through its dimension as suggested by William and



Anderson (1991). This positive and significant influence means that if the organizational justice run well or increase, the employee's OCB will also be good or increase and vice versa. These results will be useful for school management to foster employee OCB through a school culture that provides space for employees to take initiative, be creative, and do discretionary behaviours that lead to a sense of responsibility for the sustainability of school life and improving the quality of the field of work. In terms of organizational justice, schools need to continue to maintain procedures that are following applicable ethics and morals and are implemented consistently by increasing employee involvement in the decision or policymaking process so that employees feel treated fairly. A harmonious social relationship between leaders and employees as well as between employees, will provide a pleasant atmosphere and work experience so that it can lead to loyalty among employees.

RECOMMENDATIONS

Drawing from the literature reviewed and the results of the analysis of the study, the following recommendations are made.

1. To foster organizational citizenship behaviour (OCB) among teachers and staff in secondary schools, school administrators should prioritize building a culture of fairness across all dimensions of organizational justice — distributive, procedural, and interactional.
2. Policy makers in organizations must take critical and conscious efforts to ensure that emphasis is consistently made to encourage OCB that both benefits individual employees and organizations.
3. Recognizing the significant influence of organizational justice has on the OCB of teachers should consider and treat these variables as strategic assets which must be developed and explored.

LIMITATIONS AND DIRECTION FOR FURTHER STUDIES

The area of coverage of the present study can be increased from LGA level to state level, national level, as well as international level; Sample size can be increased; explore some other factor that contributes to low citizenship behaviour and finds out the various ways to improve the perception of a sense of organizational justice among employee. Other demographic details can be added in the future research and various other statistical tests can be used for comprehensive analysis & findings. Also, for further research, other variables that influence OCB can be used, such as work motivation, work climate, job satisfaction, and others.

These findings therefore need to be replicated with broader samples across various occupational groups and economic sectors before broader conclusions can be drawn about the relationship between the constructs measured in this study.



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