Organisational Justice and Organisational Citizenship Behaviours among Academic Staff of Private Universities in Southeast Nigeria

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Abstract
The study was carried out to explore the relationship between organizational justice and organizational citizenship behavior among academic staff of private universities in Southeast Nigeria. The study employed questionnaire for data collection on three selected private universities in Nigeria. Pearson Correlation Coefficient was used for data analysis. The results show that there is a significance positive relationship between the organizational justice and the organizational citizenship behaviour. The researcher therefore, recommends possible ways to amend the situation.
Key words: Organizational justice, organizational citizenship behavior (OCB), Pearson correlation, private university, academic staff and significance factor

1. Introduction

Today, as educational system move into an era of reorganization and required to work in a competitive and complex environment, success of tertiary institutions fundamentally depends on lecturers who are committed to university goals and values, and more willing to go above and beyond the call of duty to contribute to successful change; that is, to engage in such organizational citizenship behaviours (Miller, 2002, Oplatka, 2006 and Somech and Ron, 2007). Though, university is universal; meaning that lecturers are mobile managers who must move to create employment for younger ones, yet, efforts should be made to encourage senior ones to reproduce themselves for nation development. As reports of National University Commission (NUC) (2008) revealed that while universities are increasing, the number of qualified lecturers is not increasingly proportionately (Adeniji. 2011). Thus, there has been constant mobility of highly skilled and talented lecturers from private universities to Federal or State Universities. The critical fact is that some of these lecturers hardly stay for long in private universities before moving to a better Federal or State Universities, hence, causing brain drain. Therefore, the main reason that informed this study has to do with the unique importance of justice in relation to the organisational citizenship behaviours among academics in the private universities, which affects the realisation of these institutions vision, goals and values.

As educational institutions today are seeking for high performance, innovations and flexibility to boost up the economy of the entire world. It can only be possible when organisations and institutions provide their employees with satisfied workplace, fair treatment, remuneration and appraisal for their effective work. These factors help in developing the organisations, institutions and other such kind of work places (Hafiz, Umair and Anam, 2012). Accordingly, an organisation should be capable of shifting its member attitudes and behaviours which act for organisational development from egoistic behaviours. Hence, for increasing the overall effectiveness of the organisations and institutions, organisational citizenship behaviour is one of the factors.

Organisational citizenship behaviours come in a variety of forms such as loyalty, aiding others and organisational compliance (Podsakoff, Mackenzie, Paine and Bachrach, 2000). Organ (1988) defines organisational citizenship behaviours as individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation. Cohen and Vigoda (2000) have identified the importance of organisational citizenship behaviour for all nature of organisations, and try to elaborate the view that it improves the overall firm's performance in a variety of ways. If employees are happy with their work, environment and responsibilities, then they naturally feel constructive for the organisation and give optimistic response. Researchers have identified organisational citizenship behaviours importance and tried to dedicate their attention towards this aspect of employee behaviour for the success and better performance of the organisations (Hafiz et al, 2012). Thus, Organ et al (2006) rightly identified organisational citizenship behaviour as one of the most influential factors that affect organisational effectiveness and success.

Similarly, organisational justice (OJ) is about how the decisions and practices of organisational management are perceived by the employees, and employees' perception concerning justice in work and thus, about employee's

attitudes and behaviours (Eskew, 1993). Organisational Justice is about the distribution of tasks, property, rewards, sanctions, pay, organisational positions, opportunities, roles, and the like within an organisation, the rules by which decisions concerning these distributions are made and the social norms on which these rules are based (Folger and Cropanzano, 1998). Organisational Justice is important in organisations and institutions because it discloses the fact that equitable treatment with all employees and workers exist which enhances the perception of employees regarding justice (Rorray, 2006).

Nevertheless, educational institutions are the bedrock on which most prosperous nations depend. If people are instilled with better education and skills, they will be better placed to contribute positively to the economy. Educational institutions need lecturers to polish and impact knowledge on students, as students are pillars of a nation so their importance in any country cannot be avoided. Investing in academic welfare of the lecturers cannot also be ignored, since human resources capital development is considered as most powerful resources of a country to make it grow. Hence every employee wants justice in the work place in terms of fair procedures used to determine rewards, distribution of rewards, and interaction with superiors to make them more satisfied and committed with their work. Therefore, when employees are fairly treated in the organisation they feel need of reciprocal response to the organisation in positive behaviours. In the same vein, academic staff also needs justice in their working environment which in turn motivates them to properly guide and teach their students.

Against this background, academic staff in private universities is currently facing many challenges in form of inadequate infrastructure, lack of enabling research environment, disparity in salary and allowances, inconsistent policy implementation which affect their levels of satisfaction. In fact some of these academics are of the opinion that communication and decision making problem exist in their institutions because the management take certain decisions without involving them which in turn creates additional negative work environment (Adeniji, 2011). Despite the numerous research effort on organisational justice and organisational citizenship behaviours among academic staff, there is dearth of research on the subject of interest in Nigeria particularly in private universities in the southeast Nigeria; hence the need for the study.

The Objective of the Study

This study examines the relationship between organisational justice and organisational citizenship behaviours among academic staff of private universities in Nigeria. The rationale for conducting this research is to find out the type and impact of the relationship among variables in the construct. The organisational justice construct (distributive, procedural and interactional justice) is taken as the independent variable while organisational citizenship behaviours construct (altruism, courtesy, sportsmanship, conscientiousness and civic virtue) is dependent variable. The study also suggests possible solutions to improve the situation in private universities in Nigeria.

Hypotheses: For studying the relationship between organisational justice and organisational citizenship behaviours, we test the following hypotheses:

Ho_1: There is no significant relationship between distributive justice and OCB.

Ho_2: There is no significant relationship between procedural justice and OCB.

Ho_3: There is no significant relationship between interactional justice and OCB.

2. Hypothetical Model

Based on the hypotheses, the researcher proposed a model which is evaluated in terms of the relationship between Organisational Justice and OCB.
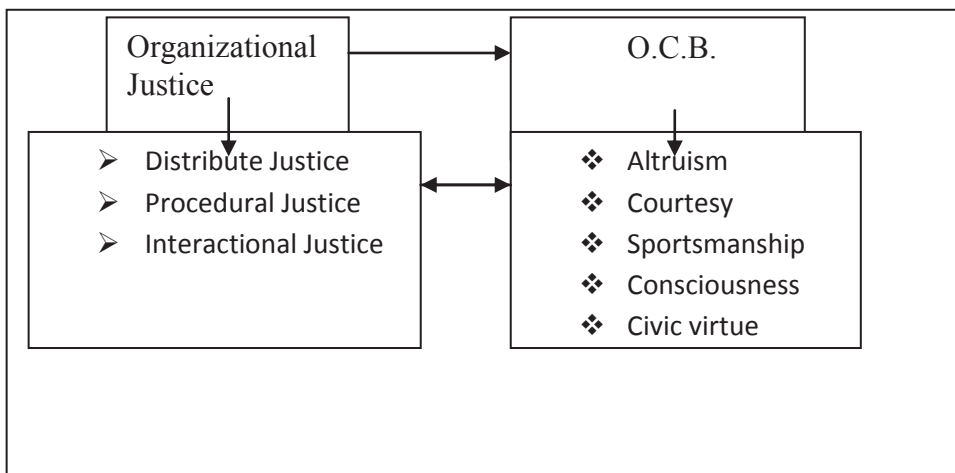

Figure 1: Relationship Between Organisational Justice and Organisational Citizenship Behaviour.

3. Review of Related Literature

Organisational Justice: Greenberg (1990) defined the concept of Organisational Justice as that which expresses employees' perception about the extent to which they were treated fairly in organisations, and how such perceptions influenced organisational outcomes such as commitment and satisfaction. James (1993) viewed Organisational Justice to mean the perception of individuals and group regarding fair treatment that they received from the organisation and their resultant reactions in behaviours to such perceptions. According to Greenberg and Baron (2009), Organisational Justice is the study of people's perception of fairness in organisation. Organisational Justice is historically rooted in Equity theory. Equity theory according to Adam (1965), states that people undergo cognitive conflict when things go in contrast to their prospect. This theory also states that people engaged in continual social comparison with their referent individuals. Thus they compare the ratio of their ''input and output'' with their referent individuals.

Organisational Justice is a key factor to most successful organisations. In order to keep a satisfied, committed and loyal employee in the organisation, the organisation needs to be fair in its system regarding justice. When employees see themselves as partners in the organisation, they perceive higher level of justice. This is because; employees feel that they are part of the decision making in the organisation. Hence, employees feel that they are part of the organisation, which most time enhances organisational productivity and employee performance. Similarly, when there is free flow of communication in an organisation, the employee feel higher level of justice. Organisational climate and culture can influence organisational justice (Yasar, Emhan and Ebere, 2014). Deconick (2010) rightly states that the outcome of organisational justice is trust, and that commitment tends to increase where there is justice. Issues like allocating monetary resources, hiring employees in organisations, policy making and policy implications that affects decision maker and the people who are affected from such decisions require special attention in respect of justice (Greenberg, Colquitt and Zapata- Phelan, 2005). Wat and Shaffer (2005) rightly states that equity has generally been conceptualised in terms of perceived fairness and operationalized as a three dimensional construct: distributive, procedural and interactional justice.

Distributive Justice refers to employees' perception concerning whether benefits are distributed fairly or not (Folger and Cropanzano, 1998). According to Greenberg and Baron (2008), Distributive Justice is that form of organisational justice that focuses on people's belief, that they have received fair amounts of valued work- related outcomes (e.g. pay, etc). Distributive justice requires that rights, benefits and responsibilities are distributed on the basis of skills and contributions. Cropanzano et al (2007), argued that distributive justice is concerned with the reality that not all workers are treated alike, and that the allocation of outcome is differentiated in workplace. Dailey and Kirk (1992) found that employee may rationalize their desire to quit, by finding evidence which illustrates how unfairly rewards are distributed. The main issue in distributive justice is whether gains made are right, appropriate and ethical (Ozen, 2003).

Procedural Justice is defined as fairness issues concerning the methods, mechanisms and process employed to determine outcomes (Folger and Cropanzano, 1998). Greenberg (1996) views procedural justice as the perception of an individual concerning whether the procedures or methods used in the making of a decision about him / herself or a third person are appropriate. Procedural justice criteria include; voice in making of decisions, consistency in applying rules, accuracy in use of information, opportunity to be heard, safeguards against bias (Greenberg and Colquitt, 2005). One major significant of procedural justice to the organisation is that, fairness did not mean that the employees were only interested in fair outcomes, but they also interested in fair processes used in the determination of their outcomes (Greenberg and Baron, 2008). In cases of procedural injustice, people did not only consider their outcomes as unfair but also reject the entire system by considering that unfair. Consequently, every organisation should maintain procedural justice as a regular practice, because, decisions based on unfair practices were not accepted by employees (Greenberg and Cropanzano, 2001).

Interactional Justice is about how the behaviours of the decision makers are perceived (Bias and Moag, 1986). It is the way recipients of justice are treated by management in terms of immense organisational practices (Cohen- Charash and Speitor, 2001). Interactional justice is also related to proper performance of formal decision making process. This type of organisational justice is defined as interpersonal justice, which means people's perceptions of the fairness of manner in which they are treated by others (Greenberg and Baron, 2008). However, according to Greenberg and Colquitt (2005), if boss of employee explained the situation and reason of layoff to an employee in a careful and sensitive manner, then it results in a positive feeling in the mind of the leaving employee, as the employee considers that the layoff is fair, and thus, will not sue the organisation for wrongful termination. This shows to a large extent the importance of interactional justice, as the way the organisation treats its employees help project the image and good will of the organisation.

Organisational Citizenship Behaviour: The concept of organisational citizenship was first used in literature by Bateman and Organ (1983); but its link could be found in the Bernard's (1938) ''Concept of Willingness to Cooperate''. According to Bateman and Organ (1983) organisational citizenship entails behaviours like helping colleagues solve job- related problems; accepting orders without resistance; performing unexpected tasks that comes up at inconvenient times without complaining, keeping the working environment clean and tidy,

talking positively about the business, organisation and managers. When having conversations with people outside the organisation, creating a work environment where conflicts and distractions are kept to a minimum and protecting organisational resources. In early studies, Organ (1998) defines OCBs as those involuntary individual behaviours that are not specifically mentioned by the formal reward system of the organisation. It involves that extra role behaviour which is not formally rewarded by the organisation and against behaviour have no compensation (Kuehn and Al- Busaidi, 2002). Organisational citizenship behaviour shows behaviour which is performed by employees' with their own consent and will for the well being of their organisation, it at last positively affect the organisational performance (Kim, 2006).

OCBs Have Three Basic Characteristics According to Organ (1988), namely:

- The behaviours in question are voluntary.
- They are not directly or explicitly rewarded by the formal reward system of the organisation.
- As a whole, they contribute to the effective functioning of the organisation.

In addition, Podsakoff et al (2000) in their study, find the antecedents of organisational citizenship behaviour which comprises of four factors namely; leadership behaviours, individual characteristics and task characteristics. Bateman and Organ (1983); Smith, Organ and Near (1983) has studied the different morale factors of employee behaviour that affects OCBs, in which they found the perceptions of employee's about their supervisor support, job satisfaction, organisational commitment and perception of fairness that have strong influence on employee's attitude. Consequently, Podsakoff et al (2000) summed up the influencing variables of OCB namely; trust in leader, job satisfaction and organisational commitment.

The construct of OCBs from its conception has been considered multidimensional. First, two dimensions were proposed namely; altruism and general compliance (Smith et al, 1983); whereas later studies of Organ (1988) examined the concept under five distinct headings: altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Altruism means that employee's help others with organisational- related tasks or problems. Conscientiousness refers to discretionary behaviour that goes well beyond basic role requirement of the organisation. Sportsmanship implies that employee's have a positive attitude and ability to endure minor shortcomings of an organisation. Courtesy refers to behaviours that aim at treating people with respect. Civic virtue means that employee's responsibly participate in am and are concerned about the betterment of the organisation. Bolino and Turnley (2003) identified two basic characteristics possessed by OCB which includes:

- It is not reinforceable directly (i.e. not required to be a part of the occupation of the individuals technically).
- They originate from the particular and extraordinary efforts and actions which the organisations expect from their employee's in order to gain access to the success and effectiveness of the employee's.

4. Empirical Reviews on the Relationship between Organisational Justice and Organisational Citizenship Behaviour.

Organ (1988) in his work examined why perceptions about fairness can be linked and correlated to organisational citizenship behaviours. He stressed that attention of employee's will most probably change their OCB if they feel and perceive anything unfair happening in the workplace. Hence, Organ (1990) rightly observed that in creation of OCBs, perceptions about fairness perform a significant role.

Ishak and Alam (2009) conducted a research among non-supervisory employees and supervisors in the banking organisations in Malaysia to see the impact of organisational justice on OCB and effects of leader-member exchange (LMX) as mediator between organisational justices in determination of OCB. Results proved that there was a significant correlation between procedural justice, distributive justice, and only one dimension of OCB that was Altruism. There was contribution of interactional justice in the performance of altruism and consideration through LMX. But the contribution of procedural and distributive justice for performing OCB among employees was not significant. The results of research were consistent with social exchange theory.

Chegini (2009) found that if employees of an organisation feel a sense of organisational justice, it increases their functional ability and they show OCB. Measuring all dimensions of organisational justice (organisational justice, distributive justice, policy justice, inter-individual justice, and informational justice) were found positively correlated with OCB. As there was meaningful relationship among all dimensions of organisational justice and OCB, so it is necessary to make allocation and distribution of resources, policies, and procedures fairly, hence employees feels satisfied, respected, and show more OCBs.

Nwibere (2014) examined the relationship between organisational justice and OCB with sampled study of 245 academic and non-academic staff in the Niger Delta region of Nigeria. The study employed quasi-experimental research design and spearman rank order correlation coefficient and multiple regression models for data analysis. The finding showed a positive and significant relationship between organisational justice and OCB. More specifically, organisational justice was revealed to have a positive and significant influence on the measures of OCBs (altruism, courtesy conscientiousness, sportsmanship, civic virtue) in the selected Nigerian universities.

In a meta-analysis, distributive justice was found to be a crucial predictor of OCB (Colquitt et al, 2001). Aslam and Sadaqat (2011) in their empirical study found that organisational justice led in employees trust in supervisors, which

in turn encourages them to show more OCBs. In a study, the effect of fairness and trust in supervisor was investigated in relation to the OCB of academic staff of public universities in Turkey. Trust in supervisor mediated in the relationship of organisational justice and OCB. All dimensions of organisational justice (distributive, procedural and interactional justice) had significant and positive relation with trust in supervisor and trust in supervisor had strong positive impact different dimensions of OCB (Erturk, 2007; Aryee et al 2002).

Williams, Pitre and Zainuba (2002) explained that when employees perceives fair treatment from their superiors they will be more inclined to show positive behaviours like OCB and by controlling demographic variables, if employees perceive interactional justice in the organisation they showed behaviours that benefit the organisation. Similarly, Cohen-Charash and Spector (2001) found that there is significant association among distributive justice and OCB; trust in organisation and manager, satisfaction with job, pay, management counterproductive behaviours like negative emotions and conflicts.

Above all, one of the foremost researchers to investigate on the relationship between organisational justice and OCB is Robert Moorman. Moorman (1991) in his study found that there is a relationship between procedural justice and four of the five dimensions of OCB. Using the social exchange theory, Deluga (1994) rightly states that when employees perceive fair treatment and trust in managers, they perform voluntarily beneficial acts for the organisations that are not their formal responsibilities.

5. Methodology

Research methodology is a system of investigating the methods and procedures of acquiring information needed.

6. Sample and Sampling Techniques

For obvious reasons, the researcher was unable to study the whole population of the academic staff of the private universities; hence the determination of an objective sample size was used. For the determination of sample size, the researcher adopted the formula propounded by Taro Yamane (1964). $n = \frac{N}{1+N(e)^2}$

Where n = sample size, N = population size, I = theoretical constant, E = limit of tolerance error

In this study, the researcher used 5% (0.05) as the estimated error.

$$n = \frac{257}{1+257(0.05)^2}$$

$$n \approx 156$$

The sample size is 156

7. Method of Data Analysis

The descriptive method of data analysis was used to analyze data generated for the research. This was supported for the research. This was supported by tables showing questions and responses.

The data generated for this study were analyzed with appropriate statistical technique called Pearson correlation technique. The hypotheses postulated were put in null (Ho). All analysis was done using Minitab Statistical software, version 16.1.

Pearson Correlation Coefficient was used to validate hypothesis one. It is the mostly widely used method to measure the extent of relationship between two or more variables and used for both interval and ratio scales. The Pearson correlation coefficient was therefore used to assess the respondent's opinion on the reason of organisational justice and organisational citizenship behaviours among academic staff of private universities in southeast Nigeria. The formular for Pearson correlation coefficient were given below as:

$$r = \frac{n \sum x\,y - \sum x \sum y}{\sqrt{[(n\sum x^2 - (\sum x^2)\,(n\sum y^2 - (\sum y)^2)]}}$$

When y < + 0.5, a weak positive relationship exist

When y ≥ + 0.5, a strong positive relationship exist

When y < - 0.5, a strong negative relationship exist

When y ≤ - 0.5, a weak negative relationship exist

When y = + 1, a perfect positive relationship exist

When y = - 1, a perfect negative relationship exist

When y = 0, no relationship exist.

8. Decision Rule

If the calculated correlations show significant values, the null hypothesis is rejected, given room for the acceptability of the alternative hypothesis.

But if the calculated results show a non significant value, the null hypothesis will be accepted, while the alternative hypothesis will be rejected.

9. Questionnaire Distribution among Academic Staff of the University

The researchers distributed 156 copies of the questionnaire among the academic staff of three (3) private universities in south-east Nigeria. They were distributed among the staff from the different Faculties in the university namely (Management Sciences, Education and Art, Social Sciences, Law, and Natural and Applied Sciences Faculty). One hundred and twenty (120) copies of the questionnaire from the 156 returned were found usable. The remaining thirty six (36) were discarded due to incomplete responses.

Questionnaires were formulated which were used to gather information from the decision makers. It was formulated in accordance with the hypotheses to solicit response from the target audience. The research conducted was on the topic of "Organizational Justice and Organizational Citizenship Behaviour (OCB) among academic staff of private universities in southeast Nigeria". For each of the following questions, indicate you satisfaction level with the dimension asked: Strongly agree (SA), Agree (A), Undecided (UD), Disagree (D), and Strongly Disagree (SD).

10. Presentation and Analysis of Data Based on Research Question

i. Organisational Justice

Table 1: Distributive Justice

S/No	Investigative Statement	SA	A	UD	D	SD
1	My work schedule is fair	15	9	0	26	70
2	I think that my level of pay is fair	5	21	3	30	61
3	I consider my workload to be quite fair	9	17	1	41	52
4	Overall, the rewards I receive here are quite fair	6	19	6	9	80
5	I feel that my responsibilities are fair	3	9	2	57	49

Analysis of the data Based on Correlations: SA, A, UD, D, SD

```
      SA      A      UD      D
A  -0.341
    0.575


UD -0.586   0.614
    0.299   0.270


D  -0.315  -0.495  -0.561
    0.606   0.396   0.325


SD  0.329   0.262   0.544  -0.958
    0.589   0.670   0.343   0.010
```

Cell Contents: Pearson correlation
          P-Value

Table 2: Procedural Justice

S/No	Investigative Statement	SA	A	UD	D	SD
6	Job decisions are made by the university in an unbiased manner	9	11	4	39	57
7	My university makes sure that all employee concerns are heard before job decisions are made	3	7	19	31	60
8	To make formal job decisions, my university collects accurate and complete information	9	3	13	29	66
9	My university clarifies decisions and provides additional information when requested by employees	1	11	0	29	79
10	All job decisions are applied consistently across all affected employees	13	21	0	60	26
11	Employees are allowed to challenge or appeal job decisions made by the university	6	13	9	36	65

Analysis of the Data Based on Correlations: SA, A, UD, D, SD

```
      SA      A      UD      D
A    0.435
     0.389

UD  -0.260  -0.702
     0.619   0.120

D    0.767   0.882  -0.521
     0.075   0.020   0.289

SD  -0.814  -0.701   0.242  -0.944
     0.049   0.120   0.644   0.005
```

Cell Contents: Pearson correlation
          P-Value

Table 3: Interactional Justice

S/No	Investigative Statement	SA	A	UD	D	SD
12	When decisions are made about my job, the university treats me with kindness and consideration	4	13	1	17	85
13	When decisions are made about my job, the university treats me with respect and dignity	1	20	6	40	53
14	When decisions are made about my job, the university is sensitive to my personal needs	9	7	3	29	72
15	When decisions are made about my job, the university deals with me in a truthful manner	5	21	0	51	43
16	When decisions are made about my job, the university shows concern for my rights as an employee	3	11	5	45	56
17	Concerning decisions about my job, the university discusses the implications of the decisions with me	11	11	0	61	37
18	The university offers quite adequate justification for decisions made about my Job	17	3	3	47	50
19	When making decisions about my job, the university offers explanations that makes sense to me	9	21	0	31	59
20	My university explains very clearly any decision made about my job	21	4	0	52	43

Analysis of the Data Based on Correlations: SA, A, UD, D, SD

```
      SA      A      UD      D
A   -0.717
     0.090

UD  -0.457  -0.030
     0.216   0.938

D    0.392  -0.181  -0.140
     0.297   0.642   0.718

SD  -0.386   0.016   0.186  -0.965
     0.305   0.967   0.632   0.000
```
Cell Contents: Pearson correlation
          P-Value

Decision Rule

There is significance values of 0.010 with the decision of disagree and strongly disagree and non significance values of 0.575 with the decision rule of agree and strongly agree. The rule support that there is no significance relationship for distributive justice in organizational justice.

However, in procedural justice, there is 0.005 significance levels between disagree and strongly disagree while there is no significance values between agree and strongly agree with a significance level of 0.389. The decision rule support that there is no significance relationship for procedural justice in organizational justice.

Also, there is significance values of 0.000 between strongly disagree and disagree but there is no significance value between strongly agree and agree with a value of 0.090. The analyses support that there is no significant relationship for interactional justice in organizational justice. From the results of organizational justice, it shows that there is significance relationship between the organizational justice and the organizational citizen behaviour. This thereby rejecting the null hypotheses and accept the alternative hypotheses. This decision rules were made using the Pearson correlation statistical tool.

   ii.   **Organizational Citizenship Behaviour (OCB)**

Table 4: Altruism

S/No	Investigative Statement	SA	A	UD	D	SD
21	I help others who have heavy workloads	51	49	4	9	7
22	I'm always ready to lend a helping hand to those around me	45	54	0	11	10
23	I help others who have been absent	46	53	2	13	6
24	I willingly help others who have work-related problems	53	42	3	14	8
25	I help orient new people even though it is not required	52	45	1	8	9

Analysis of the Data Based on Correlations: SA, A, UD, D, SD

```
      SA     A     UD     D
A  -0.952
    0.013

UD  0.564 -0.401
    0.322  0.504

D  -0.188 -0.019  0.124
    0.762  0.976  0.842

SD -0.043 -0.062 -0.700 -0.310
    0.945  0.922  0.188  0.612
```

Cell Contents: Pearson correlation
            P-Value

Table 5: Conscientiousness

S/No	Investigative Statement	SA	A	UD	D	SD
26	I'm one of the most conscientious employees	59	43	3	9	6
27	I believe in giving an honest day's work for an honest day's pay	64	41	1	8	5
28	My attendance at work is above the normal	61	45	4	3	7
29	I do not take extra breaks	47	51	4	14	4
30	I obey the university rules and regulations even when no one is watching	50	48	2	9	11
31	I'm one of the most conscientious employees	54	49	0	8	9

Analysis of the Data Based on Correlations: SA, A, UD, D, SD

```
      SA     A     UD     D
A  -0.925
    0.008
UD -0.160  0.118
    0.761  0.824
```

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D  -0.703  0.501  0.070
     0.120  0.312  0.895


SD -0.232  0.241 -0.423 -0.328
     0.658  0.645  0.404  0.526
```

Cell Contents: Pearson correlation
       P-Value

Table 6: Sportsmanship

S/No	Investigative Statement	SA	A	UD	D	SD
32	I'm the classic "squeaky wheel" that always needs greasing	13	13	2	53	39
33	I consume a lot of time complaining about trivial matters	9	13	0	53	45
34	I tend to make " mountains out of molehills"	8	13	2	36	61
35	I always focus on what is wrong, rather than the positive side	12	9	5	57	37
36	I always find fault with what the university is doing	10	13	1	47	49

Analysis of the Data Based on Correlations: SA, A, UD, D, SD

```
      SA      A     UD     D
A  -0.431
    0.468


UD  0.516 -0.896
     0.374  0.039


D   0.729 -0.532  0.293
     0.162  0.356  0.632


SD -0.864  0.539 -0.392 -0.975
     0.059  0.349  0.514  0.005
```

Cell Contents: Pearson correlation
       P-Value

Table 7: Courtesy

S/No	Investigative Statement	SA	A	UD	D	SD
37	I try to avoid creating problems for co-workers	37	58	0	15	10
38	I consider the impact of my actions on co-workers	42	51	2	19	6
39	I do not abuse the rights of others	55	48	1	12	4
40	I take steps to try to prevent problems with other employees	59	41	0	12	8
41	I'm mindful of how my behaviours affect other people's jobs	59	46	4	9	2
42	I do not gossip with my co-worker	48	50	2	13	7

Analysis of the Data Based on Correlations: SA, A, UD, D, SD

```
      SA      A     UD     D
A  -0.918
    0.010


UD  0.301 -0.163
     0.562  0.757


D  -0.795  0.532 -0.312
     0.059  0.277  0.548
```

SD -0.623 0.433 -0.808 0.489
     0.186 0.391 0.052 0.325

Cell Contents: Pearson correlation
           P-Value

Table 8:Civic Virtue

S/No	Investigative Statement	SA	A	UD	D	SD
43	I keep abreast of the changes in the university	50	52	1	7	10
44	I attend meetings that are not mandatory, but are considered important	47	61	0	3	9
45	I attend functions that are not required, but help the university	49	56	2	6	7
46	I read and keep up with the organization announcements, memos, and so on	70	39	1	8	2

Analysis of the Data Based on Correlations: SA, A, UD, D, SD

```
     SA     A     UD     D
A   -0.959
     0.041


UD   0.076  -0.217
     0.924   0.783


D    0.704  -0.869  0.567
     0.296   0.131  0.433


SD  -0.924   0.826  -0.229  -0.564
     0.076   0.174   0.771   0.436
```


Cell Contents: Pearson correlation
           P-Value

Decision Rule
Furthermore, from the organizational citizenship behaviour (OCB), altruism shows a significance relationship between agree and strongly agree with significance value of 0.013. Conscientiousness shows a significance relationship between the strongly agree and agree with a significance level of 0.008, sportsmanship its significance value between disagree and strongly disagree with a value of 0.005. Courtesy has its significance value in between agree and strongly agree with its significance level of 0.010. Also, civic virtue has its significance value between agree and strongly agree with the significance relationship of 0.041. From the OCB results, it shows that four out of five revealed that organizational citizen behaviour is significance. The result agrees that there is significance relationship in organizational citizenship behaviour, thereby rejecting the null hypotheses and accept the alternative hypotheses. This decision rules were made using the Pearson correlation statistical tool.

11.   Summary of Findings
The research findings show that there is a communication gap between the organizational justice and the organizational citizenship behaviour. This could be as a result of injustice in the employee's organization. The communication gap shows that there is a relationship between the effect of organisational justice and the organisational citizenship behaviours among academic staff of private universities in southeast Nigeria because the organizational citizenship behaviour is as a result of injustice of the organizations (i.e. the private universities) whereby the employees will give in their best and the organization (i.e. the private university) will not be fair and equitable in dealing with the employees. There is a need for the government and its agencies (like NUC, ASUU, TUC etc) to protect the injustice meant on academic staff of private universities in Nigeria so that the academic staff will give in their best and to limit the brain drain of the academic staff from the private university to the public university where they will have their organizational justice. Finally, the research shows that there is a significance relationship between the organizational justice (O.J.) and the organizational citizenship behaviour (O.C.B.) which tells that all the three null hypotheses were to be rejected and their alternative hypotheses were to be accepted which states that:

H_1: There is significant relationship between distributive justice and OCB.
H_2: There is significant relationship between procedural justice and OCB.
H_3: There is significant relationship between interactional justice and OCB.

In conclusion, there is a need for the government, ASUU and the NUC bodies to intervene in the organizational justice of the private universities upon their academic staff in other to enhance the academic staff behaviour and the organizational justice in a positive way that will optimize the university standard and make it a citadel of learning.
 The study therefore recommends possible solutions to improve the situation in the private universities in Nigeria.

12. Limitations and Further Research
This study has a number of limitations needed for future research direction. This study used proportional sampling method in data collection thus; future studies should consider more robust and scientific approach in order to help in the validation of the instrument for the studies. Also, this study made use of sample employees from three private universities in south east Nigeria; hence further study should include samples from other private universities in Nigeria for more accurate and generalization of results with larger sample size. Finally, it is suggested that further studies should consider personal variables in the model to explain the variations in the dimensions or construct of organisational justice and OCB.

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