

# Preface

Globalisation and the advancement of technology have triggered much interest among organisational researchers to study the discretionary behaviour of employees at the workplace. As baby boomers retire, the core workforce in most organisations is dominated by Generation X and Generation Y, who generally are less likely to remain in an organisation for their entire working life. Being more techno-savvy, these human capitals have access to information that provides career advancement opportunities which increase the incidence of leaving. Therefore, research on organisational citizenship behaviour in the new millennium has attracted much attention as discretionary and extra-role behaviours of organisational citizens are instrumental for employee retention, job performance and the sustainability of organisations. Various predictors of organisational citizenship behaviour have been examined, and among the most robust attitudinal predictors of organisational citizenship behaviour are employees' perceptions of organisational justice, job satisfaction and leader-member exchange. As perceptions of organisational justice have been associated with job performance and organisational citizenship behaviour, and organisational citizenship behaviour with job satisfaction and leader-member exchange, facilitating organisational justice becomes crucial.

Perceptions of organisational justice are widely recognised as an influential factor in employee attitudes at the workplace. Employees who perceive unfairness are likely to limit their commitment to citizenship, whereas employees who perceive equity will contribute to the system through continued citizenship. Generally, employees are more likely to exhibit organisational citizenship behaviour if they perceive that their organisations treated them fairly. But, do employee perceptions of organisational justice have similar relationships with organisational citizenship behaviour in a high power distance and collectivist orientation culture like Malaysia? In the Malaysian context, there is limited study on organisational justice and organisational citizenship behaviour, specifically with job satisfaction and leader-member exchange as mediators. Furthermore, the limited literature available shows that the findings of prior studies are rather ambiguous. Specifically, the significance of each justice component on each dimension of organisational citizenship behaviour, job satisfaction and leader-member exchange in the manufacturing sector in

Malaysia is still inconclusive. Nonetheless, despite being a high power distance country, where open expression of dissatisfaction is much constrained, interest in research on organisational justice in Malaysia has increased. Considering the spiralling effects of negative work attitudes and the job switching habits of the current Malaysian workforce, the question of how employee perceptions of organisational justice are related to job satisfaction, leader–member exchange and organisational citizenship behaviour remains to be addressed. That question is the focus of this book. The growing competitiveness of the manufacturing sector especially in terms of career mobility of managerial staff makes organisational citizenship behaviour an important facet that is worth considering.

This book provides a comprehensive exploration of the current developments in organisational behaviour and human capital management in the new millennium in an academically rigorous manner. A review of related literature and an in-depth study among managerial staff in the manufacturing sector in Malaysia offer a profound insight of the subject domain. The study presents an integrated analysis of the organisational justice–organisational citizenship behaviour relationship in the manufacturing environment in Malaysia by embracing job satisfaction and leader–member exchange as mediators to unveil a holistic perspective of the associations between these constructs. The study has expounded on the importance of job satisfaction and the quality of leader–member exchange in the organisational justice–organisational citizenship behaviour relationship, and, therefore, the correlation between these constructs must not be overlooked. The relevant content of the study has been incorporated in the text of the chapters. Concisely, the findings indicate that personal factors are imperative for advancing organisational citizenship behaviour among managerial staff in the manufacturing sector in Malaysia.

The primary sources of information are discussions with practising managers and questionnaire survey. Practitioners provide real-life examples of the challenges that arise at the workplace. Data collected through questionnaire survey reflects employee perceptions of organisational justice, organisational citizenship behaviour, job satisfaction and leader–member exchange in Malaysia's manufacturing sector. Analysing data drawn from a sample of 267 managerial employees in a range of manufacturing entities using well-established scales, the study examines the effect of distributive justice, procedural justice, informational justice and interpersonal justice on five dimensions of organisational citizenship behaviour, namely, altruism, courtesy, conscientiousness, sportsmanship and civic virtue. As employee perceptions of organisational justice are likely to affect job satisfaction and leader–member exchange, this study includes these variables as mediators to enrich the understanding of the justice–citizenship relationship. Full use has been made of other comparable studies, which provided secondary data for this book. The reference list provides readers appropriate sources of additional information as well as creates a desire for further research. The reader is, thus, facilitated to continue with the research if sufficiently interested to do so.

The strongest significance of this study is probably providing indicators that influence organisational citizenship behaviours. Understanding the direct and indirect factors that affect organisational citizenship behaviours helps organisations to

increase focus on those factors that encourage organisational citizenship behaviours. The inclusion of all four types of organisational justice in the study enlightens organisations on the relative importance of each and its effects on the employees. A corollary of this is that organisations in the manufacturing sector are able to see the effects of each type of organisational justice on each dimension of organisational citizenship behaviour. This facilitates organisations to decide which aspect of justice to work on to improve citizenship behaviours among their employees. It engenders organisations to promote a culture of fairness and shapes employees' perception of a quality relationship between organisational justice and organisational citizenship behaviour. As the study looks at job satisfaction and leader-member exchange as well, it offers an insight of whether these two factors are primary antecedents of organisational citizenship behaviour. If these two variables are indeed strongly related to organisational citizenship behaviour, then measures may be taken to improve job satisfaction and leader-member exchange. The study also gives an indication of the importance of organisational justice on job satisfaction and leader-member exchange. Furthermore, by comparison, one would be able to see which type of organisational justice would have a greater impact on organisational citizenship behaviour, job satisfaction and leader-member exchange.

In essence, this book is intended to be of value not only to academicians and practitioners but also students writing their dissertations. The book is a product of careful planning and constant reviews of the currents of change. Updates, additions and revisions are made at every level of writing. Grammar, syntax and vocabulary are continually revised to make the language more meaningful to the broadest possible range of people in the English reading audience. Writing that is directed towards one level of educational attainment and away from another, to one gender rather than to both, to some socioeconomic, ethnic or language groups rather than all, is eliminated whenever it is found. Much effort has been taken to be consistent without pedantry and to guide the reader, without being misleading. The author feels confident that this book offers a relevant and interesting look at organisational behaviour and human capital management and is optimistic that those who read this book will agree.

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