

Contents

1	Introduction to Organisational Justice and Organisational Citizenship Behaviour.	1
	Introduction.	1
	Organisational Justice and Organisational Citizenship Behaviour.	2
	Sustainability of the Malaysian Workplace.	4
	The Objectives of This Study	6
	Methodology.	7
	Significance of the Study	11
	Organisation of Chapters	12
	Definition of Key Terms	15
	Conclusion	16
	References.	17
2	The Manufacturing Sector in Malaysia	21
	Introduction.	21
	Performance of the Manufacturing Sector	22
	Production Performance of the Manufacturing Sector	23
	Production of Electrical and Electronic Products	23
	Production of Chemicals, Chemical Products and Petroleum Products	24
	Production of Wood and Wood Products	24
	Production of Textiles, Apparel and Footwear	24
	Production of Construction-Related Materials	25
	Production of Transport Equipment	25
	Production of Food Products, Beverages and Tobacco Products	26
	Private and Foreign Investment in the Manufacturing Sector.	26
	Exports of Manufactured Goods.	27
	Employment in the Manufacturing Sector	30
	Financing for the Manufacturing Sector.	31

The Importance of Studying the Manufacturing Industry in Malaysia	31
Conclusion	34
References.	35
3 Organisational Justice, Organisational Citizenship Behaviour, Job Satisfaction and Leader–Member Exchange	37
Introduction.	37
Organisational Justice.	38
What Is Organisational Justice?	38
Dimensions of Organisational Justice.	38
Studies on Organisational Justice	42
Types of Organisational Justice	44
Distributive Justice	44
Procedural Justice	46
Interactional Justice	49
Organisational Citizenship Behaviour	51
Job Satisfaction	55
The Exit–Voice–Loyalty–Neglect Framework	58
Leader–Member Exchange	59
Conclusion	63
References.	64
4 Theories on Organisational Justice, Job Satisfaction, Leader–Member Exchange and Organisational Citizenship Behaviour.	83
Introduction.	83
Organisational Justice Theories	84
Equity Theory	85
Justice Judgement Theory.	85
Psychological Theories of Justice.	86
Contemporary Integrative Justice Theories.	87
Job Satisfaction Theories	88
The Facet Model of Job Satisfaction.	89
Herzberg’s Motivator-Hygiene Theory of Job Satisfaction	89
The Discrepancy Model of Job Satisfaction	90
The Steady-State Theory of Job Satisfaction	91
The Leader–Member Exchange Theory	91
Role Theory.	92
Theories Related to Organisational Citizenship Behaviour	93
Theory of Reasoned Action	94
Conclusion	97
References.	98

5	Relationship Between Organisational Justice, Organisational Citizenship Behaviour, Job Satisfaction and Leader–Member Exchange.	103
	Introduction.	103
	Organisational Justice and Organisational Citizenship Behaviour.	104
	Organisational Justice and Job Satisfaction	107
	Organisational Justice and Leader–Member Exchange	109
	Job Satisfaction and Organisational Citizenship Behaviour.	111
	Leader–Member Exchange and Organisational Citizenship Behaviour.	112
	Mediators in the Justice–Citizenship Relationship.	113
	Conclusion	115
	References.	116
6	Organisational Citizenship Behaviour for Organisational Sustainability.	125
	Introduction.	125
	The Importance of Organisational Citizenship Behaviour	126
	Impact of Rewarding Organisational Citizenship Behaviour	130
	Research on Organisational Citizenship Behaviour in Malaysia	131
	Improving Organisational Citizenship Behaviour	134
	Best Practices in Organisational Citizenship Behaviour in the New Millennium	140
	Conclusion	143
	References.	144
7	Preliminary Data Analysis and Interpretation.	153
	Introduction.	153
	Sampling Results	154
	Data Collection Procedures.	154
	Demographic Data of Companies.	155
	Demographic Data of Respondents	155
	Screening the Data	160
	Checking for Errors.	160
	Detection of Missing Data and Outliers	160
	Refining of Measures	161
	Reliability	161
	Validity	162
	Exploratory and Confirmatory Factor Analysis	164
	Assessment of Conformity with SEM Assumptions.	164
	Sample Size.	165
	Normality, Linearity and Homoscedasticity	167
	Multicollinearity	167

Measurement Model	168
Convergent Validity	171
Discriminant Validity	172
Conclusion	176
References	177
8 Organisational Justice–Organisational Citizenship Behaviour	179
Introduction	179
Organisational Justice	180
Organisational Citizenship Behaviour	180
Summary of Findings on Hypothesised Relationships	188
Hypothesis 1: Organisational Justice–Organisational Citizenship Behaviour	188
Discussion of the Findings	191
Organisational Justice–Organisational Citizenship Behaviour Relationship	191
Conclusion	200
References	201
9 Organisational Justice–Job Satisfaction–Organisational Citizenship Behaviour	207
Introduction	207
Job Satisfaction	208
Hypothesis 2: Organisational Justice–Job Satisfaction Relationship	209
Hypothesis 4: Job Satisfaction–Organisational Citizenship Behaviour	209
Discussion of the Findings	209
Organisational Justice–Job Satisfaction Relationship	209
Job Satisfaction–Organisational Citizenship Behaviour Relationship	215
Conclusion	217
References	218
10 Organisational Justice–Leader–Member Exchange–Organisational Citizenship Behaviour	221
Introduction	221
Leader–Member Exchange	222
Hypothesis 3: Organisational Justice–Leader–Member Exchange Relationship	222
Hypothesis 5: Leader–Member Exchange–Organisational Citizenship Behaviour	224

Discussion of the Findings	224
Organisational Justice–Leader–Member Exchange Relationship	224
Leader–Member Exchange–Organisational Citizenship Behaviour Relationship.	227
Conclusion	230
References.	231
11 The Mediating Role of Job Satisfaction and Leader–Member Exchange in Justice–Citizenship	235
Introduction.	235
Mediation Analysis	236
Job Satisfaction and Leader–Member Exchange as Mediators	238
Hypothesis 6: Mediated Relationships	240
The Mediating Role of Job Satisfaction and Leader–Member Exchange in the Organisational Justice–Organisational Citizenship Behaviour Relationship	242
Discussion of the Findings	243
Conclusion	245
References.	246
12 Conclusions and Recommendations	249
Introduction.	249
An Overview of the Study	250
Summary of the Research Findings	251
Theoretical Contributions	255
Managerial Implications and Contributions	257
Limitations of the Study	261
Recommendations for Future Research	262
Conclusion	263
References.	264
Index.	267

Organisational Justice and Citizenship Behaviour in
Malaysia

Lai Wan, H.

2016, XVIII, 272 p. 20 illus., 13 illus. in color., Hardcover

ISBN: 978-981-10-0028-7