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ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG LIBRARIANS

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Abstract:

Organizational justice plays an essential role in affecting extra role behavior which is above and beyond formal role requirements. It is believe that there is a relationship between organizational justice and organizational citizenship behavior. Therefore, this study was aimed to identify the level of organizational justice and the level of organizational citizenship as well as to investigate the relationship between organizational justice and organizational citizenship behavior among librarian at Public Library in the State of Selangor. This study is a cross-sectional study whereby data is collected from a total of 105 respondents. The data were analyzed using Statistical Package for Social Science version 22. Descriptive and inferential statistics were used for data analysis. Findings showed that there was a moderate level of organizational justice and a high level of organizational citizenship behavior among the public librarian. Result also reveals that there is a significant strong positive relationship between all dimension of organizational justice and organizational citizenship behavior among the public librarian with interactional justice was found to have the strongest relationship with organizational citizenship behavior followed by distributive and procedural justice. Therefore, it is necessary to enhance justice in organization by looking into the organizational policy and holding training programs for employees to foster them the tendency to display voluntary behaviors.

Keywords:

Organizational Justice, Organizational Citizenship Behavior, Interactional Justice, Distributive Justice, Procedural Justice

Introduction

Khan et al. (2024) emphasize that Organizational Citizenship Behavior (OCB) plays a critical role in enhancing the overall functioning of organizations. OCB is considered crucial for improving an organization's effectiveness, as defined by Organ (1988). It entails unique, discretionary behaviors that go beyond routine duties and are not mandated by organizational policies or formal reward systems. In the context of library services, Oyedipe et al. (2024) found that OCB significantly impacts librarians' perceived job performance, highlighting the importance of discretionary behaviors in the effective delivery of library services. While the literature has established a strong link between perceived organizational justice and OCB, there remains a gap in research specifically addressing the role of OCB and organizational justice within public libraries, particularly in Malaysia. Studies have consistently shown that fair workplace treatment fosters positive employee behaviors, enhancing organizational effectiveness and reducing turnover intentions (Ali, 2016; Burns & Dipaola, 2013; Heidari et al., 2012; Rangriz, 2012; Rego & Cunha, 2010).

The importance of studying public libraries in Selangor is based on several factors. Selangor has the largest and most extensive public library network in Malaysia, serving a diverse population with high literacy rates and an increasing demand for digital and conventional library services. Public libraries play a vital role in community development, supporting education, lifelong learning, and access to knowledge. Given the rapid digitization of library services, changing user expectations, and increased reliance on technology, the role of librarians has evolved significantly. These changes may influence their perceptions of fairness (organizational justice) and their willingness to engage in discretionary efforts beyond their formal job roles (OCB).

Additionally, Selangor's public library system, governed by the Perbadanan Perpustakaan Awam Selangor (PPAS), serves as a benchmark for library services nationwide. As one of the leading state library networks, its policies, service quality, and employee engagement strategies set standards for other public libraries across Malaysia. Understanding how organizational justice influences librarians' OCB within this setting can provide insights into effective HR practices, policy improvements, and strategies to enhance workplace morale and productivity. This study aims to delve deeper into the nuances of organizational justice, segmented into distributive, procedural, and interactional justice, to assess how each component distinctly influences librarians' OCB. By focusing on public libraries in Selangor, this research contributes to bridging the knowledge gap in library management studies within Malaysia, providing data-driven recommendations for improving organizational fairness and employee engagement. Understanding these dynamics is essential for fostering an environment that supports both individual and organizational advancement.

Literature Review

Organizational Justice

Organizational justice, first coined by French (1964), examines perceptions of fairness within an organization and significantly impacts employee attitudes such as job satisfaction, turnover intentions, and organizational commitment. This term encapsulates individuals' subjective perceptions of fairness regarding workplace procedures, interactions, and outcomes, as described by scholars like Greenberg (1987) and Baldwin (2006). It's widely recognized that employees' views on fairness influence their performance and organizational loyalty. The justice perceived in an organization often manifests in three dimensions: distributive,

procedural, and interactional justice, each contributing differently to employees' attitudes and behaviors. Distributive justice focuses on the fairness of outcomes like wages and resource distribution, heavily influenced by the equity of rewards relative to inputs compared to others, as noted by Cohen & Spector (2001) and Bahri-Ammari & Bilgihan (2017). Ilyana, A., et al. (2023) study that distributive justice emphasizes the equal distribution of rewards and resources among individuals ensuring that employees are treated fairly in terms of salary, promotions, and workload distribution. It also ensures that decisions about resource allocation and rewards are made in a fair and equitable manner, taking into account the contributions and efforts of the librarians (Ilyana, A., et al., 2023).

Procedural justice, according to Aryee, Budhwar, and Chen (2002), involves the fairness of the processes used to allocate resources and make decisions, ensuring consistency and correctness in application, and allowing for employee input and appeal processes. This dimension of justice significantly affects organizational outcomes like commitment and citizenship behaviors and can moderate the impact of distributive justice on negative behaviors, such as theft, as demonstrated by Greenberg (1987). Furthermore, fair procedures, as Silva & Madhumali (2014) noted, enhance organizational functioning by fostering a sense of respect and fairness among employees, underscoring the importance of transparency and consistency in organizational practices. Sarianti, R. & Armida, S. (2020) state the procedural justice refers to the fairness of the procedures, rules, and policies used in decision-making processes. Employees are more likely to engage in organizational citizenship behaviors when they perceive that these procedures are fair and transparent (Tjahjono, H. K., et al., 2020).

Interactional justice, or interpersonal justice, pertains to the quality of treatment individuals receive from supervisors and the fairness of communications they experience. Interactional justice involves the quality of interpersonal treatment and the extent to Informational justice concerns the transparency and adequacy of information provided regarding decisions and procedures (Ilyana, A., et al., 2023). This includes aspects such as respectful communication, dignity, and politeness in interpersonal interactions between librarians and their supervisors or colleagues, as noted by Matteson, M. L. et al. (2021). This form of justice, which focuses less on formal procedures and more on personal interactions, significantly affects employees' job satisfaction and their perception of fairness, as indicated by Ozer et al. (2017) and Jafari & Bidarian (2012). A study by Saraswati & Lie, (2021) emphasize the importance of respectful and courteous communication, as well as providing employees with a voice and opportunity to express their opinions and concerns. Unlike procedural and distributive justice, interactional justice involves the immediate relational aspect of fairness and is concerned with how decisions are communicated and enacted, impacting employees' responses and behaviors significantly (Cropanzano et al., 2007; Fugate, Prussia & Fugate, 2012).

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) was first defined by Organ in 1988 as voluntary behaviors by employees that are not mandated or directly rewarded by formal organizational systems but that contribute to the effective functioning of the organization. These behaviors often extend beyond the formal job requirements and include acts such as voluntary participation, helping colleagues, or conserving resources which ultimately benefit the organization as a whole. Robbins and Judge (2007) further explained OCB as discretionary behaviors not part of an employee's formal job requirements but that enhance organizational effectiveness. Similarly, Borman (2004) characterized OCB as actions beyond the job scope that aid the organizational environment, including innovative idea sharing and voluntary

engagements. According to the Viberg, O., et al. (2023), when employees perceive fairness in the workplace, they are more likely to engage in OCB, such as helping their colleagues, going above and beyond their job requirements, and actively participating in organizational activities. In the context of library, Matteson, M. L., et al., (2021) state that librarians play a crucial role in providing information and support to library users, and their OCB can significantly impact the overall functioning and effectiveness of the library.

Organ (1988) identified five dimensions of OCB that enhance organizational efficiency: altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. Altruism involves helping behaviors that assist other employees in their tasks, while courtesy relates to behaviors that prevent conflicts and facilitate effective time management. Conscientiousness involves going beyond the minimum requirements in one's job role, sportsmanship entails maintaining a positive attitude even in less-than-ideal circumstances, and civic virtue represents participation in the organization's governance. These behaviors collectively foster a collaborative and efficient workplace environment, as they contribute to smoother organizational operations and enhanced group and individual performance. Nguyen, P.N.D., et al. (2023) underscores the importance of OCB dimensions by highlighting their contribution to the overall functioning and effectiveness of the organization, fostering improved relationships among colleagues and patrons, enhancing the organization's reputation, and fostering a positive work environment.

The significance of OCB has been widely recognized for its impact on organizational success, as it fosters an environment where employees go beyond their basic duties to support their colleagues and the organization at large. Studies such as those by Cohen and Vigoda (2000) and Lin (2008) have highlighted the importance of OCB in improving firm performance, facilitating the sharing of tacit knowledge, and enhancing productivity. This form of behavior, while often not formally recognized, tends to result in positive performance appraisals and better workplace relationships, according to research by Ali (2016) and Organ & Ryan (1995), who noted that OCB is a crucial element in the dynamics of organizational effectiveness and success. According to Santoso, et al. (2022), OCB is not only crucial for the effective functioning of the organization but also for fostering a positive and productive work environment as the employees are actively contributing to the overall success and reputation of the organization when they engage to OCB.

The Relationship Between Organizational Justice and Organizational Citizenship Behavior (OCB)
The relationship between organizational justice and Organizational Citizenship Behavior (OCB) has been extensively examined in organizational behavior research, highlighting the significance of fairness in shaping employees' willingness to engage in discretionary behaviors beyond their formal job roles. Employees who perceive fairness in resource distribution (distributive justice), decision-making processes (procedural justice), and interpersonal treatment (interactional justice) are more likely to display positive voluntary behaviors, such as assisting colleagues, taking initiative, and maintaining a cooperative work environment (Colquitt et al., 2001; Heidari et al., 2012). These behaviors contribute to a more efficient and productive organization, as employees who experience a just workplace tend to be more committed, engaged, and motivated to contribute beyond their required duties (Cohen-Charash & Spector, 2001; Rego & Cunha, 2010).

Empirical studies reinforce the positive link between organizational justice and OCB across various work environments. Soleymani, Daei, and Shahrzadi (2017) examined librarians in university settings and found that interactional justice had the strongest effect on OCB, emphasizing the role of respectful and transparent communication in fostering cooperation and commitment. Similarly, Artatanaya and Widihari (2023) explored this relationship in educational institutions and discovered that employees who perceived greater fairness exhibited higher levels of conscientiousness and civic virtue, which are fundamental dimensions of OCB. However, the extent of this relationship varies across organizations. Moorman (1991) and Cropanzano et al. (2007) reported that procedural and interactional justice often have a more pronounced impact on OCB than distributive justice, suggesting that employees value fair decision-making processes and interpersonal fairness over merely the distribution of rewards. These findings underscore the importance of fostering a just, transparent, and respectful organizational culture to enhance employees' intrinsic motivation and willingness to contribute beyond their formal responsibilities

Methodology

This study adopted a quantitative methodology to explore the influence of organizational justice—including procedural, distributive, and interactional justice—on organizational citizenship behavior, which encompasses altruism, courtesy, civic virtue, sportsmanship, and conscientiousness. Conducted among librarians in seven public libraries in Selangor, the research design combined descriptive and correlational approaches. The descriptive element assessed the levels of organizational justice, while the correlational aspect investigated the relationships between the dimensions of organizational justice and organizational citizenship behaviors to check for correlations. To ensure a representative sample from the librarian population in Selangor, which totals approximately 132 individuals, a simple random sampling technique was employed, deriving a sample size of 113 employees based on Krejcie and Morgan's (1970) table, thus enabling generalization of the findings to the broader librarian population.

Data collection was achieved through questionnaires distributed to the librarians, with prior permission from the public library management. The questionnaire was divided into three parts: demographic information, perceptions of organizational justice, and levels of organizational citizenship behavior. The sections on organizational justice and citizenship behavior comprised items adapted from Niehoff & Moorman (1993) and Kumar & Shah (2015), respectively. To ensure the reliability and validity of the instrument, a pilot study was conducted with 30 librarians in Banting, Selangor, using Cronbach's Alpha for internal consistency. Data were analyzed using SPSS version 22, applying descriptive statistics for initial analysis and Pearson correlation to identify significant relationships, guided by Guilford's (1973) correlation interpretation standards**.**

Data Analysis and Discussion

Respondents Feedback
A total of 113 questionnaires were distributed to the public librarian who are currently working in public library. However, out of the 113 questionnaires, they are only 105 usable questionnaires with complete answer, while the remaining 8 questionnaires were rejected due to incomplete answer from the respondent. Therefore, only 105 questionnaires were analyzed for the research analysis and constitutes a response rate of 92.6%.

Demographic Analysis

The gender distribution among the respondents shows a slight majority of females (56.2%) compared to males (43.8%). All respondents are of Malay ethnicity, indicating a homogeneous racial background in the sample. Regarding age, the largest group falls within the 30-39 years range (41.9%), followed by 40-49 years (27.6%), 20-29 years (18.1%), and those above 50 years (12.4%). Marital status among the respondents is predominantly married (75.2%), with singles accounting for 22.9% and divorced individuals making up a small fraction at 1.9%. Educational qualifications vary, with the highest number being SPM or STPM holders (33.3%), followed by those with degrees (25.7%), diplomas (17.1%), master's degrees (16.2%), certificates (6.7%), and a PhD (1.0%). In terms of monthly income, distribution is fairly spread out, with the majority earning between RM 2,000 to RM 2,999 (31.4%), closely followed by those earning RM 3,000 to RM 3,999 (28.6%), and equal proportions earning less than RM 2,000, RM 4,000 to RM 4,999, and more than RM 5,000 (each at 14.3%)

Objective 1: To Determine The Level Of Organizational Justice Among Librarian At Public Library In The State Of Selangor.

Table: Level of Organizational Justice

Dimension	Mean (Std. Dev)	Level
Distributive	3.659(0.596)	Moderate
Procedural	3.638 (0.588)	Moderate
Interactional	3.663 (0.557)	Moderate

This research aimed to assess the level of organizational justice among librarian at public library in the state of Selangor, finding a moderate overall perception with a mean score of 3.654. This encompasses distributive, procedural, and interactional justice, reflecting a comparable scenario to a similar study by Bahrami (2014) among Iranian hospital employees. The moderate scores across these dimensions suggest a perceived fairness in decision-making outcomes, processes, and the treatment librarians receive from their superiors, indicating a generally equitable organizational environment. According to Anggiani, S. & Wiyana, T. (2021), when employees perceive fairness in the distribution of rewards and resources, as well as in the processes used to determine outcomes, they are more likely to exhibit organizational citizenship behavior. This behavior includes actions such as helping colleagues, going beyond formal job requirements, and participating in decision-making processes that contribute to the effective functioning of the organization.

Notably, interactional justice received the highest mean score (3.663), suggesting that librarians particularly value the quality of interpersonal interactions they have with management. This aligns with research by Rego & Cunha (2010) and Moorman (1991), which emphasize the importance of interactional justice in enhancing employees' feelings of being valued and respected. Although procedural justice scored the lowest (3.638), its significance should not be underestimated, as neglecting this dimension can lead to negative consequences such as dissatisfaction and non-compliance, as highlighted by Lind and Tyler (1988). According to Wan et al. (2012), employees who view promotion decisions as fair in their organizations achieve higher performance levels and feel more satisfied with their careers. Moreover, organizational commitment and subsequent intention to depart are positively

correlated with the presence of such employees (Wan et al., 2012). This underscores the necessity of addressing all dimensions of organizational justice to foster a positive and productive work environment

Objective 2: To Determine The Level Of Organizational Citizenship Behavior Among Librarian At Public Library In The State Of Selangor

This study explored the level of organizational citizenship behavior (OCB) among librarian public library in the state of Selangor, revealing high overall OCB with a mean score of 3.771 and a standard deviation of 0.506. The analysis broke down OCB into five dimensions: altruism, courtesy, civic virtue, sportsmanship, and conscientiousness. Courtesy emerged as the strongest dimension with a mean score of 3.867, while sportsmanship scored the lowest at 3.683, albeit still classified as high. These findings suggest that the librarians engage significantly in behaviors that go beyond their basic job requirements, fostering a positive and cooperative work environment (Aamodt, 2015).

The high levels of OCB observed among public Library's librarians align with previous studies in other sectors and regions, such as the banking sector in Pakistan (Malik et al., 2012) and service industries in Indonesia (Ariani, 2014), where high OCB was linked to enhanced organizational effectiveness and leadership skills. The significant OCB levels in the public library could be attributed to the librarians' intrinsic motivation and their satisfaction with colleagues, as well as their tenure, with many having six to ten years of service. This duration contributes to a deeper sense of organizational ownership and commitment, which in turn fosters higher OCB levels among these employees. The significant OCB levels in the library also could be attributed to the perceived fairness of organizational justice. This is consistent with previous research by Tengku Chek, T. N. F. A., et al. (2020) that highlights the positive relationship between organizational justice and organizational citizenship behavior among librarians.

Table: Level of Organizational Citizenship Behavior

Dimension	Mean (Std. Dev)	Level
Altruism	3.829 (0.585)	High
Courtesy	3.867 (0.604)	High
Civic Virtue	3.762 (0.584)	High
Sportsmanship	3.683 (0.739)	High
Conscientiousness	3.714 (0.598)	High

Objective 3: To Investigate The Relationship Between Organizational Justice And Organizational Justice Behavior Among Librarian At Public Library In The State Of Selangor

In this study conducted at public library in the state of Selangor, the relationship between organizational justice and organizational citizenship behavior (OCB) among public librarians was evaluated using Pearson Correlation analysis. The analysis revealed a significant, moderate to strong positive correlation between the dimensions of organizational justice—distributive, procedural, and interactional—and various dimensions of OCB, namely altruism, courtesy, civic virtue, sportsmanship, and conscientiousness. Specifically, interactional justice showed the strongest correlations across all OCB dimensions, with courtesy recording the highest

correlation (r=.709, p=.000) indicating a robust link between fair interpersonal treatment and positive organizational behaviors.

Table: Correlation Analysis Between The Dimension Of Organizational Justice And Organizational Citizenship Behavior

OJ	Organizational Citizenship Behavior				
	BA	**BC**	**BCV**	**BS**	**BCS**
Distributive Justice	.616** .000	.642** .000	.621** .000	.622** .000	.630** .000
Procedural Justice	.546** .000	.600** .000	.631** .000	.652** .000	.540** .000
Interactional Justice	.626** .000	.709** .000	.658** .000	.584** .000	.593** .000

Note: OJ= Organizational Justice, BA= Altruism, BC= Courtesy, BCV= Civic Virtue, BS= Sportsmanship, BCS= Conscientiousness
**Correlation is significant at the .000 level (2-tailed)

Table: Correlation Analysis between Organizational Justice and Organizational Citizenship Behavior

	Organizational Justice	Organizational Citizenship Behavior
Organizational Justice		.815** .000
Organizational Citizenship Behavior	.815** .000	

Furthermore, the overall relationship between organizational justice and OCB was notably strong (r=.815, p=.000), underscoring that higher perceptions of justice among librarians are associated with increased levels of OCB. This correlation is consistent with previous studies in different sectors, highlighting a universally positive link between perceived justice and citizenship behaviors within organizations. For instance, studies by Vuuren, Dhurup, & Joubert (2016) in the police service, Buluc (2015) among academic staff, and Burns & Dipaola (2013) with school teachers, as well as research in Iran by Heidari et al. (2012) and Rangriz (2012), all demonstrate significant positive relationships between these variables. These findings align with equity theory, which posits that employees who perceive fairness in their organization are more likely to engage in behaviors that enhance organizational productivity, while those who perceive injustice may decrease such behaviors. A study by Tengku Chek, T. N. F. A. (2020) also underline that there is a significant strong positive relationship between all dimension of organizational justice and organizational citizenship behaviour among the academic librarian with interactional justice was found to have the strongest relationship with organizational citizenship behaviour followed by distributive and procedural justice. This study confirms that perceptions of procedural, distributive, and interactional justice significantly influence librarian behaviors, impacting their contributions to the organization's effectiveness. A study also shows that the interaction between organizational justice and the work environment and job design is an important factor to consider. Vaamonde et al., (2018) suggests that the work environment and job design can moderate the relationship between organizational justice and employee's behaviors, indicating that creating a positive and supportive work environment is crucial for facilitating the positive effects of organizational justice on employee's behaviors.

Conclusion and Recommendation

The research conducted at public library in the state of Selangor has successfully demonstrated significant correlations between organizational justice and organizational citizenship behavior (OCB) among librarians. The study revealed that librarians exhibit a moderate perception of organizational justice across distributive, procedural, and interactional dimensions, with interactional justice scoring slightly higher. This suggests that while fairness in outcomes and procedures is important, the quality of interpersonal interactions holds a slightly greater significance for the librarians. In terms of OCB, the librarians show high levels of altruism, courtesy, civic virtue, sportsmanship, and conscientiousness, with courtesy ranking the highest. This indicates a robust engagement in behaviors that support and enhance the organizational environment.

The correlation analysis highlighted a strong positive relationship between the dimensions of organizational justice and OCB, with the strongest links found in interactional justice, particularly with the courtesy dimension of OCB. This alignment suggests that perceptions of fairness in how librarians are treated on a personal level significantly influence their willingness to engage in positive organizational behaviors. The overall strong correlation between organizational justice and OCB across all dimensions reinforces the idea that when employees perceive their environment as fair, they are more inclined to contribute beneficially to the organization. Based on the findings, several recommendations can be made to further enhance the organizational environment and effectiveness at public Library by given the significant impact of interactional justice on OCB, management should focus on training programs for supervisors that emphasize empathy, respect, and effective communication. Ensuring that all employees feel valued and respected can lead to enhanced OCB.

Secondly implement regular feedback mechanisms that allow employees to voice their concerns and suggestions. This will not only improve perceptions of procedural justice by making processes more transparent but also contribute to a more engaged and committed workforce.Thirdly recognize and Reward OCB. Although OCB is, by definition, beyond the call of duty and not usually rewarded, recognizing these behaviors can further motivate employees. Implementing informal recognition programs or considering OCB in performance reviews could reinforce these positive behaviors.

Cultivate an organizational culture that prioritizes fairness and equity. This could involve regular training sessions on organizational justice, updates to policy to ensure fairness in resource distribution, and transparent decision-making processes. Lastly considering the diverse backgrounds of the librarians, tailored strategies that address the specific needs and expectations of different demographic groups could be more effective in enhancing both perceived justice and OCB. By integrating these strategies into the organizational culture of public Library, the institution can foster a more inclusive, fair, and productive work environment. This approach not only enhances perceptions of justice and fairness but also motivates employees across various demographic groups to engage in behaviors that support and advance the organization's objectives, thereby reinforcing a robust organizational citizenship behavior culture.

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