

**PERCEIVED ETHICAL LEADERSHIP IN RELATION TO ORGANISATIONAL
JUSTICE AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR AT A
SELECTED MUNICIPALITY IN THE LIMPOPO PROVINCE**

by

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RESEARCH DISSERTATION

Submitted in fulfilment of the requirements for the degree of

MASTER OF COMMERCE

in

HUMAN RESOURCE MANAGEMENT

in the

FACULTY OF MANAGEMENT AND LAW

(School of Economics and Management)

at the

UNIVERSITY OF LIMPOPO

SUPERVISOR: PROF. T.S SETATI

2023

DEDICATION

I dedicate the research to myself. I am appreciative and grateful for the resilience I have portrayed on my master's degree journey, the hard work that I have put in and for never giving up despite all the hardships I came across.

DECLARATION

I, Andani Nethavhani, student at the Faculty of Management and Law of the University of Limpopo, declare and certify that this dissertation entitled, *Perceived Ethical Leadership in Relation to Organisational Justice and Organisational Citizenship Behaviour at a Selected Municipality in the Limpopo Province*, is entirely the results of my own work and has never been submitted by me for a degree at this or any other university. I have faithfully and accurately cited all my sources.

Nethavhani A

Signature:

Date: **01 AUGUST 2022**

ACKNOWLEDGEMENTS

I want to thank the following persons for their respective contributions to this dissertation:

- Firstly, I would like to acknowledge myself, Andani Nethavhani, for the diligent effort I have invested in completing this study.
- I would like to extend my heartfelt gratitude to my parents, Mr. T.S. Nethavhani and Mrs. M.J. Nethavhani, for their unwavering support and words of encouragement. Without their guidance and motivation, I would not have been able to invest my utmost attention and energy into this study.
- My supervisor Prof T.S Setati for the utmost support he has shown me throughout the study.
- Makhado Municipality for allowing me to conduct my study within their premises.
- Ms Maseko and Ms Matlakala for your utmost support and words of encouragement.
- Dr HR Maluka for your utmost support and words of encouragement.

ABSTRACT

The purpose of this study is to investigate the relationship between ethical leadership, organisational justice, and organisational citizenship behaviour in a selected municipality in the Limpopo Province. A quantitative research design was used in which self-administered questionnaires were utilised to collect data from a convenience sample of 120 participants. The sample size constituted of 120 employees from 1 municipality, drawn from a population of ($n=174$) employees. The data was collected using the Ethical Leadership Questionnaire (EQL), the Organisational Justice Questionnaire (OJQ) and the Organisational Citizenship Behaviour Questionnaire (OCBQ). Descriptive statistics such as mean, mode, and median and inferential statistics, including correlation and regression analyses were used during data analysis. These were chosen to provide basic information about variables and also to highlight potential relationships between the variables. The findings indicated that there is a positive relationship between ethical leadership, organisational justice, and organisational citizenship behaviour. The results revealed that employees do not perceive fairness in the workplace, they do not see the existence of ethical leadership and they are less motivated to engage in extra-role behaviours. It was recommended that leaders should promote ethical behaviours, ensure that there is fairness in the organisation in order to encourage employees to engage in extra-role behaviours. The study recommends further research on the perceptions of employees on the three variables.

Keywords: Ethical leadership, Organisational Justice, Organisational Citizenship Behaviour, Social Exchange, and Distributive Justice.

TABLE OF CONTENTS

DEDICATION	i
DECLARATION	ii
ACKNOWLEDGEMENTS	iii
ABSTRACT	iv
LIST OF FIGURES	ix
LIST OF TABLES	x
CHAPTER 1: INTRODUCTION AND BACKGROUND OF THE STUDY	1
1.1. INTRODUCTION AND BACKGROUND	1
1.3. PROBLEM STATEMENT	3
1.5. OBJECTIVES OF THE STUDY	4
1.6. HYPOTHESES	5
1.7. DEFINITION OF CONCEPTS	5
1.7.1. Ethical Leadership	5
1.7.2. Organisational Justice	5
1.7.3. Distributive Justice	6
1.7.4. Procedural Justice	6
1.7.5. Interactional Justice	6
1.7.6. Informational Justice	6
1.7.7. Organisational Citizenship Behaviour	7
1.8. SIGNIFICANCE OF THE STUDY	7
1.9. STRUCTURE OF THE STUDY	8
Chapter 1: Introduction and background	8
Chapter 2: Literature review	8
Chapter 3: Research Methodology	8

Chapter 4: Presentation of Results	8
Chapter 5: Conclusions and Recommendations.....	9
1.10. CHAPTER SUMMARY.....	9
CHAPTER TWO: LITERATURE REVIEW.....	10
2. INTRODUCTION.....	10
2.1. THEORETICAL LITERATURE.....	10
2.2.1. Utilitarianism Theory	10
2.1.2. Social Exchange Theory	12
2.1.3. Equity Theory	15
2.2. EMPIRICAL LITERATURE.....	17
2.2.1. The relationship between Ethical leadership and Organisational citizenship behaviour	17
2.2.2. The relationship between Ethical leadership and Organisational Justice	29
2.2.3. The relationship between Organisational Justice and Organisational Citizenship Behaviour	40
2.2.4. Organisational Justice in Municipalities.....	48
2.3 CONCEPTUAL FRAMEWORK.....	49
2.4. CHAPTER SUMMARY	51
CHAPTER THREE: RESEARCH METHODOLOGY	52
3.1. INTRODUCTION.....	52
3.2. RESEARCH APPROACH	52
3.3. RESEARCH DESIGN	53
3.4. POPULATION OF THE STUDY	53
3.5. SAMPLE AND SAMPLING METHOD.....	53
3.6. DATA COLLECTION INSTRUMENTS	54
3.6.2. Organisational Justice Scale	54

3.6.3. Ethical Leadership Questionnaire	55
3.6.4. Organisational Citizenship Behaviour Questionnaire	56
3.7. DATA COLLECTION PROCEDURES.....	56
3.8. DATA ANALYSIS METHOD.....	57
3.9. ETHICAL CONSIDERATIONS	58
3.10. CHAPTER SUMMARY	59
CHAPTER FOUR: PRESENTATION OF RESULTS	61
4.1. INTRODUCTION.....	61
4.2. RESPONSE RATE	61
4.2. DEMOGRAPHIC INFORMATION.....	62
4.2.1. Gender	62
4.2.2. The age of the respondents	63
4.2.3. The level of education of the respondents	65
4.2.4. The job positions of respondents	66
4.2.5. Length of service (at the organisation).....	67
4.3. RESULTS OF RELIABILITY ANALYSES	69
4.3.1. Procedural Justice Iterative Item Reliability Analysis	69
4.3.2. Distributive Justice Iterative Item Reliability Analysis	70
4.3.3. Interactional Justice Iterative Item Reliability Analysis.....	70
4.3.4. Organisational Justice Scale Reliability	71
4.3.5. Ethical Leadership Questionnaire (ELQ) Reliability	71
4.3.6 Organisational Citizenship Behaviour Reliability	72
4.4. DESCRIPTIVE STATISTICS	73
4.5. DISTRIBUTION OF ORGANISATIONAL JUSTICE COMPONENTS ...	76

4.6. CORRELATION BETWEEN ETHICAL LEADERSHIP, ORGANISATIONAL JUSTICE AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR	77
4.7. CHI-SQUARE VALUE	80
4.8. MODEL SUMMARY FOR REGRESSION	81
4.9 CHAPTER SUMMARY	82
CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS	83
5.1. INTRODUCTION.....	83
5.2. CONCLUSIONS.....	83
5.3. RECOMMENDATIONS FOR FURTHER PRACTICE.....	86
5.4. CONTRIBUTIONS OF THE STUDY	89
5.5. LIMITATIONS OF THE STUDY	90
5.6. FUTURE IMPLICATIONS.....	90
5.7. CONCLUDING REMARKS.....	91
5.8. CHAPTER SUMMARY	92
REFERENCES.....	93
APPENDICES	121
INFORMED CONSENT FORM.....	121
QUESTIONNAIRE	122
LETTER OF REQUEST.....	128
APPROVAL LETTER	129
TREC CERTIFICATE.....	131

LIST OF FIGURES

Figure 2.1: Conceptual Framework.....	51
Figure 4.1: Gender of the respondents.....	63
Figure 4.2: Age of the respondents.....	64
Figure 4.3: Education level.....	65
Figure 4.4: Job position.....	67
Figure 4.5: Length of service.....	68

LIST OF TABLES

Table 4.1: The Response Rate.....	62
Table 4.2: The gender of the respondents.....	63
Table 4.3: Age of the respondents.....	64
Table 4.4: Education Level.....	65
Table 4.5: Job position.....	66
Table 4.7: Length of service.....	68
Table 4.8: Reliability coefficient for Procedural Justice.....	69
Table 4.9: Reliability coefficient for Distributive Justice.....	70
Table 4.10: Reliability coefficient for Interactional Justice.....	71
Table 4.11: Reliability coefficient for Organisational Justice Scale.....	71
Table 4.12: Reliability coefficient for Ethical Leadership Questionnaire... 	72
Table 4.13: Reliability coefficient for Organisational Citizenship Behaviour.....	73
Table 4.14: Descriptive statistics.....	75
Table 4.15: Friedman (f) Test	76
Table 4.16: Correlation between organisational justice, ethical leadership, and organisational justice.....	78
Table 4.17: Test Statistic^a.....	80
Table 4.18: Model summary for regression between organisational justice, ethical leadership, and organisational citizenship behaviour.....	81
Table 4.19: Regression analysis results	81

CHAPTER 1: INTRODUCTION AND BACKGROUND OF THE STUDY

1.1. INTRODUCTION AND BACKGROUND

The South African public sector is always faced with financial constraints, corruption, maladministration, unethical leadership, unfair treatment of employees and less motivated public servants (Igwe, Egbo, Nwakpu, Hove-Sibanda, Saif, & Islam, 2021). Various researchers in their studies stressed the importance of ethical leadership, organisational justice, and organisational citizenship behaviour in organisations (Fatima & Siddiqui, 2020; Unterhitzberger & Moeller, 2021). Ethical leadership is seen very positively both in research and in practice and predicts organisational citizenship behaviour as well as the overall employee's wellbeing (Yaung & Wei, 2018). Ethical leaders influence the well-being of their employees by considering their decisions and treating their followers justly and fair (Engelbrecht, Heine, & Mahembe, 2014). Ethical leaders are thought to be honest, respectful, and trustworthy (Brown & Treviño, 2006). They care about people and the broader society and behave ethically in their personal and professional lives (Usman, Hashim, Salim, Shariff, & Bakar, 2019).

Tende and Amah (2021) stated that research has acted as an example to show how ethical leadership is valued and its importance in organisations. According to the King IV Report (2016), ethical leadership is demonstrated by integrity, competence, responsibility, accountability, fairness, and transparency. In light of the King IV Report (2016), fairness has also been ranked high, this means that employers in organisations must in all cases treat employees with fairness and in the process aim to ensure equity and relate more to organisational justice. The King IV Report (2016) also alluded that fairness should be upheld in corporations and organisations to avoid unjust treatments towards employees. This is prevalent in the South African municipalities; civil servants are not treated equally, and they are not given or distributed the same working

resources (Dzansi, 2014). Civil servants then perceive unfairness (negative organisational justice) (Dzansi & Dzansi, 2010).

Bwowe and Marongwe (2018) stated that it is important for an organisation to create settings in which employees can interact socially. Organisational justice has been scientifically researched in literature and it has been well linked to ethical leadership and organisational citizenship behaviour (Wan, 2011). A number of authors (Dzansi, Chipunza, & Monnapula-Mapesela, 2016; Engelbrecht, & Samuel, 2019) as research progressed started to tap into organisational justice in a municipal setting, they explored all aspects of organisational justice, and many conclusions were reached on these bases.

It is believed that in municipalities, municipal managers and employees must interact within a just and fair organisational setting for harmony to prevail (Madzivhandila, Babalola, & Khashane, 2019). Most employees within the public sector have noted that they experience unfair treatment when performing their duties and it prevents them from performing optimally (Bwowe & Marongwe, 2018). Dzansi and Dzansi (2010) in their study, noted that there is lack of organisational justice in South African municipalities. They stated that most employees do not perceive organisational justice when performing their duties. When employees perceive organisational justice and harmony they tend to be good organisational citizens who go beyond to ensure that organisational goals are achieved (Rego & Cunha, 2010; Yuen Onn, Nordin bin Yunus, Yusof, Moorthy, & Ai Na, 2018).

Kataria, Garg, and Rastogi (2013) explained that when employees experience fairness, they become good organisational citizens they perform beyond their duties, and they go an extra mile to achieve the organisations' goals and objectives. Organisational citizenship behaviour encompasses anything positive and constructive that employees do, from performing beyond what is required of them to being loyal and committed to their organisation and their duties (Thiruvankadam & Durairaj, 2017). Negative employee citizenship behaviours,

and consequently poor organisational performance prevent municipality employees from doing more for the organisation (Lo & Ramayah, 2009), and they are less motivated to do more than what they are required to do (Hazzi & Maldaon, 2017). It is prevalent in most South African local municipalities that organisational citizenship behaviours are not rewarded for because these municipalities are faced with high employee turnover rate, high absenteeism, and a low degree of loyalty (Dzansi, 2014).

In a study by Kayalivzhi, Maniraja, and Nesakumar (2021) in municipal setting a positive relationship between organisational justice and organisational citizenship behaviour was found and the authors concluded that organisational justice and organisational citizenship behaviour are fundamental in the progress of an organisation. A study conducted by Fatima and Siddiqui (2020) further indicated that ethical leadership affects organisational citizenship behaviour by promoting ethical climate and organisational justice in the organisation.

Not much research has been done based on organisational justice, ethical leadership and organisational citizenship behaviour in the public sector/municipality (Ledimo, 2015). Not much research has been done in South African municipalities, therefore the researcher will seek to bridge this gap by conducting this study within a municipality setting. It is for these reasons that the study investigated the relationship between these constructs in the municipal setting. The study seeks to outline the perceptions of employees regarding ethical leadership in relation to organisational citizenship behaviour and organisational justice.

1.3. PROBLEM STATEMENT

South African municipalities are in dire conditions, with lack of service delivery, lack of accountability and immense corruption being the centre of it all (Jonck & Swanepoel, 2016; De Kadt & Lieberman, 2020). This is caused by the lack of proper ethical leadership, less motivated employees, and impractical fairness when it comes to treatment from managers and heads of departments (Fourie,

2015). Ethical leadership remains a dream in a number of South African municipalities, with corrupt activities in the supply chain and tender approval continuing to be the core of this problem (Menzel, 2015).

The Annual Industrial Action Report (2020) reported that in 2020 over 117 strikes were initiated in local municipalities. The report also indicated that all these strikes were more on rewards and wages, fair treatment in the workplace and the fight against corruption. This resulted in employees not going an extra mile for the organisation and do more than what is required of them. In 2021 employees affiliated to different trade unions in the Makhado Local Municipality engaged in a strike. The aim of the strike was to address employment benefits and issues that they are facing such as shorted of personnel and corruption. However, there is little research done on the three constructs. This study sought to investigate the relationship between ethical leadership, organisational justice, and organisational citizenship behaviour, which add to the limited literature in relation to the three variables.

1.4. AIM OF THE STUDY

The aim of this study was to investigate the relationship between ethical leadership, organisational justice, and organisational citizenship behaviour at a selected municipality in the Limpopo Province.

1.5. OBJECTIVES OF THE STUDY

The study has the following objectives:

- To examine the relationship between ethical leadership and organisational justice in the municipality.
- To determine the relationship between ethical leadership and organisational citizenship behaviour in the municipality.
- To determine the relationship between organisational justice, and organisational citizenship behaviour in the municipality.

1.6. HYPOTHESES

H_{a1} There is a relationship between ethical leadership and organisational justice in the municipality.

H_{o1} There is no relationship between ethical leadership and organisational justice in the municipality.

H_{a2} There is a relationship between ethical leadership and organisational citizenship behaviour in the municipality.

H_{o2} There is no relationship between ethical leadership and organisational citizenship behaviour in the municipality.

H_{a3} There is a relationship between organisational justice and organisational citizenship behaviour in the municipality.

H_{o3} There is no relationship between organisational justice and organisational citizenship behaviour in the municipality.

1.7. DEFINITION OF CONCEPTS

1.7.1. Ethical Leadership

Ethical leadership is defined as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making (Kar, 2014). In this study ethical leadership means acting according to an acceptable standards on a day-to-day basis within an organisation, meaning to do the right thing.

1.7.2. Organisational Justice

Organisational justice refers to the conditions of employment that lead individuals to have confidence in that they are being treated fairly or unfairly (Baldwin, 2006). In this study, organisational justice refers to the public servants' perceptions of fairness in relation to the conditions of employment.

1.7.3. Distributive Justice

Krishnan, Ahmad, Farihah, and Haron (2018) defined distributive justice as the perceived fairness of the outcomes received by the employees. In this study's context, distributive justice refers to the public servants's perceptions of fairness in relation to the distribution of resources and outcomes in the work place.

1.7.4. Procedural Justice

It is defined as the fairness of the process that is used to arrive at decisions (Nowakowski & Conlon, 2005). In this study, procedural justice refers to the public servant's perceptions of fairness in relation to fairness in processes and procedures that are used to reach a decision.

1.7.5. Interactional Justice

Interactional Justice is defined as the feelings of the employees about how they were treated in the process of procedure execution (Dai & Xie, 2016). For the context of this study interactional justice has been defined as the public servant's perceptions of fairness in relation to how they were treated during decision making.

1.7.6. Informational Justice

Informational justice refers to the explanation, justification or information provided by decision-makers as to why outcomes have been distributed in a certain way (Dai & Xie, 2016). For the context of this study interactional justice has been defined as the public servant's perceptions of fairness in relation to fairness in distribution of important organisational information.

1.7.7. Organisational Citizenship Behaviour

Organisational citizenship behaviour is defined as individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system and that taken together promotes the effective functioning of the organisation (Tanaka, 2013). In the context of this study, organisational citizenship behaviour refers to the public servant's willingness to engage in extra-role behaviours in order to advance the success of the organisation.

1.8. SIGNIFICANCE OF THE STUDY

The study can increase the understanding of the relationship between ethical leadership, organisational justice, and organisational citizenship behaviour in the public sector. This study has a potential to also help broaden existing knowledge within the human resource management discipline. The relationship between ethical leadership, organisational justice, and organisational citizenship behaviour is thoroughly discussed. Therefore, this imply that the findings may add to literature and also benefit researchers, managers, and also leaders of different organisations. Recommendations have been offered at the end of the study. The other crucial factor is that this study has identified or established gaps, which were made in the previous findings.

This study could potentially benefit both staff members and management of the municipality as it will give them an idea of whether or not employees perceive justice in the workplace, perceive ethical leadership and go an extra mile within the organisation. This study could potentially provide employees with a chance to give individual perceptions of their work and the organisation. This could potentially enable the organisation to identify which areas they need to reinforce or improve.

1.9. STRUCTURE OF THE STUDY

This section provides a summary of what each chapter encompasses.

Chapter 1: Introduction and background

This chapter is regarded as the opening chapter as it provided motivation and background to the research. The problem statement is thoroughly discussed, and the aim of the study and research objectives are crafted to answer the problem. Hypotheses are formulated to evaluate the relationship among variables. The significance of the study is distinguished and definition of concepts guiding the study are briefly discussed.

Chapter 2: Literature review

This chapter details out the literature review as per the three variables. It details out the components of the variables, the theories, and the dimensions involved. The main aim of this chapter is to conceptualise the three concerned variables.

Chapter 3: Research Methodology

This chapter provides information on the research design, study population, data collection method, statistical procedures used to analyse and interpret data, hypothesis testing and give a full discussion on ethical considerations.

Chapter 4: Presentation of Results

This chapter details out the discussions and presentations on the findings of the relationship between ethical leadership, organisational justice, and organisational citizenship behaviour. The literature and empirical results are integrated.

Chapter 5: Conclusions and Recommendations

This chapter provide a conclusion of the results for the entire research. It further discusses the limitations of the study, recommendation, as well as areas for future research.

1.10. CHAPTER SUMMARY

Chapter one gives an overview of the study which includes an introduction, the background, significance of the study, the problem statement, its aims and objectives, and the hypotheses. An outline of the dissertation provides guidance to readers on the direction of the dissertation. The subsequent chapter discusses the literature review of ethical leadership, organisational justice, and organisational citizenship behaviour.

CHAPTER TWO: LITERATURE REVIEW

2. INTRODUCTION

This chapter focuses on the theoretical literature, empirical and conceptual framework of the study. This chapter will explore the literature and empirical research findings based on the three variables. A conclusion on the conceptual framework has been drawn for the purpose of this study.

2.1. THEORETICAL LITERATURE

This section of the chapter has explored the theories of the variables of the study, namely utilitarianism theory, equity theory, and the social exchange theory. It further detailed out why the theories have been chosen for the study.

2.2.1. Utilitarianism Theory

Coined by Jeremy Bentham and John Stuart Mill in the 18th and 19th century, utilitarianism theory was developed to test or assess what is deemed to be morally right or morally wrong. The theory explained that an action is deemed to be right if it promotes pleasure and wrong if it tends to produce pain (Driver, 2014). Spence (2017) defined utilitarianism theory as a theory in normative ethics holding the best moral actions in one that maximises utility. The utilitarian principle reveals that the action is morally right when it promotes the greatest wellbeing for as many people as possible (Dion, 2012).

Utility implies the trend to produce benefits, advantages, pleasures or happiness, for the majority of people who are affected by a given decision. According to Bentham and Mill (2004) as cited in Postema (2019) revealed that it is possible to measure the quantitative aspects of individual happiness (pleasure/benefits) or unhappiness, so that it could be possible to identify the resulting level of happiness/unhappiness. There is a basic principle that has

been provided for the utilitarian theory, the principle states that favouring the highest level of happiness for the greatest number of people who are affected by a given decision. Dion (2012) demonstrated that it is very difficult to apply this in real life. Dion (2012) further explained that although individuals define happiness as including more pleasure than pain, the problem lies in the assessment of such pleasure and pain. Dion's (2012) statement was supported by Bentham and Mill (2004) who placed their opinion on saying that most of the time, people only reach a qualitative evaluation of the effects of such pleasure and pain on those who are affected by a given decision.

The principle of utility is required to decide which alternative of action should be preferred to the others. When individuals are surviving, they can decide which pleasures are far much better than others. Mill (2008) also stated that the principle of utility could justify lying or stealing in given situations (Dion, 2012). Employees can lie in the organisation, they can lie about different things and the lies can partially benefit them, Mill (2008) suggested that individuals can adopt the principle that lying is morally acceptable when it is in our self-interest to lie. The author further stated that the consequences of this principle could be disastrous.

Mill (2008) described that not all pleasures are equal. According to Mill (2008) some pleasures are more desirable than others (Dion, 2012). The highest pleasures included intelligence, education, sensitiveness, sense of morality and physical health. Mill (2008) further said that inferior pleasures are sensuality, indolence, egoism, and ignorance. Authors (Haar, Roche, & Brougham, 2019) supported Mill (2008) by saying that even when the pleasures would be equal in those two different alternatives of action, we should favour that which implies higher pleasures.

Decision-makers who agree with Mill's perspective would then always prefer intelligence, education, sensitivity, sense of morality and physical health to sensuality, egoism, and ignorance. Although most of the inferior pleasures that

Mill (2008) considered have clear negative impact on wellbeing, Dion (2012) believed that Mill's perspective is problematic for one reason. They explained that the higher pleasures share the same level of importance or relevance. It has been emphasized that physical health is just as important as education, intelligence; sense of morality is as valuable as sensitiveness.

The utilitarianism theory was coined to assess the ethical abilities of leaders. It was later noted and used to test ethical leadership in organisations (Driver, 2014). It is based on the fact that leaders are people who do things for the organisations in order to benefit their organisations. It is based on what is deemed right or wrong as ethical leaders in an organisation do it. This study has adopted the utilitarianism theory to describe the relationship between ethical leadership, organisational justice, and organisational citizenship behaviour.

2.1.2. Social Exchange Theory

The social exchange theory was coined by sociologist George Homans in 1958. Homans (1958) defined social exchange theory as the exchange of activity, tangible or intangible and more or less rewarding or costly, between at least two people. Mitchell, Cropanzano, and Quisenberry (2012) further explained that the social exchange theory refers to voluntary actions of individuals that are motivated by returns they are expected to bring, which are regarded as organisational citizenship behaviours. When organisational citizenship behaviour was first introduced to literature, its basis was on the social exchange theory, which predicts that given certain conditions, people seek to requite those that benefit them (Vigoda-Godat, 2006). The social exchange theory asserts that the contribution that organisations make for their employees motivates them to reciprocate the same by exhibiting in their work-related behaviours that advantage their organisation (Sechudi, 2014).

Alizadeh, Darvishi, Nazari, and Emami (2012) demonstrated that the social exchange theory argued that constructive, valuable, and developmental actions done by an organisation for the betterment of employees' leads to create a high-quality exchange relationship that may help an employee to reciprocate the same in a positive and advantageous means. Previous research by Anwar, Mahmood, Yusliza, Yusoff, Ramayah, Faezah, and Khalid (2020) as well as Benuyenah (2021) has presented that when an employee perceives high job satisfaction, they feel gratified to reciprocate for what their organisation has given them by enhancing the efforts to help the organisation accomplish its objectives and goals.

Mitchell, Cropanzano, and Quisenberry (2012) explained that the social exchange theory depicts employees' acting to reciprocate past obligations to the organisation and create new ones from the organisation. This means that employees are open to learning and going an extra mile for the organisation, be it through written requirements or just being themselves and working hard to realise the organisational goals (Sechudi. 2014). Social exchange theory can also be seen in the light of social psychological theory (Aoyagi, Cox, & McGuire, 2008). Sechudi (2014) precisely clarified that the social psychological theory proposes that human interactions can be seen as transactions where people exchange resources in the hope for earnings and is thus in line with the cognitive approach organisational citizenship behaviour.

The social exchange viewpoint is also described as the affinity of satisfaction that is reciprocal according to the conditions that were formulated between two parties that is based on trust and through exchanging or maintaining a stable system of moral norm exchange (Halbusi, Ruiz-Palomino, Jimenez-Estevéz, & Gutierrez-Broncano, 2021). Sechudi (2014) stated that the relationship between the variables is determined by rewards and liabilities to an employee. The relationship is based on the belief that there is a balance between the effort offered into the relationship and the output or rewards that are received.

Sechudi (2014) further stated that employees perform extra-role behaviours to reciprocate past fair treatment, and with the expectation that their behaviours will induce future fair treatment. Employees will engage in these behaviours because they saw the rewards that can be received by engaging in such. These behaviours constitute beneficial acts that are provided to an organisation in exchange for benefits, which are received from the organisation, benefits such as time off or extended leave days (Kaur, Malhotra, & Sharma, 2020).

Emerson (1976) elucidated that the strive for creating balance in social exchange, whether it is done consciously or not, is centered around the concept of reciprocity. Emerson (1976) further alluded that reciprocity refers to the expectation that people will help those who have helped them. It is believed that as people we invest in others and expect dividends (returns). In the process of evaluating the reciprocity of interpersonal relationships, people have certain standards that their evaluation of social costs and rewards are influenced by.

Kaur, Malhotra, and Sharma (2020) cited Homans (1958) in explaining that the dominant emphasis of the social exchange theory was the individual behaviour of actors' interaction with one another. Homans' (1958) primary aim was to explain fundamental processes of social behaviour (power, conformity, status, leadership, and justice) from ground up. Homans (1958) alluded that there is nothing that emerges in social groups that cannot be explained by propositions about individuals as individuals, together with the given condition that they happen to be interacting (Chowdhury, 2013). Homans (1958) defined social exchange as the exchange of activity, tangible, or intangible, and more or less rewarding, or costly, between at least two persons.

Other author such as Blau (1964) as cited in Staples and Webster (2008) viewed social exchange as a process of central significance in social life and as underlying the relations between groups as well as between individuals. Blau (1964) primarily focused on the reciprocal exchange of extrinsic benefits and the forms of association and emergent social structures that this kind of social

interaction created. Without discrediting Homans's explanation of social exchange, Blau (1964) further, defined social exchange as voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others.

The social exchange theory is based on the fact that employees in an organisation offer a service to the organisation in exchange of economic rewards from the organisation (Emerson, 1976). In terms of the social exchange theory, it is recognised that rewards are essential in motivating the employees and ensuring that they keep giving back to the organisation. Municipal workers do a lot for their organisation (administration, maintenance, and evaluation), they most do their jobs to serve the communities they oversee but, concisely, they offer their services to the municipality in exchange for different rewards the organisation has to offer.

This study has adopted the social exchange theory to describe the exchange relationship between ethical leadership, organisational justice, and organisational citizenship behaviour. The relationship is based on a social exchange; it is described as a give and take situation. Sechudi (2014) justified that the social exchange describes well the relationship between employees and the employer hence it was chosen for this particular study. Previous literature clearly indicates that quite a number of researchers (Cropanzano & Mitchell, 2005; Chiboiwa, Samuel, & Chipunza, 2011) have explained that the social exchange theory indeed explains the relationship.

2.1.3. Equity Theory

The equity theory was coined in the 1960s by behavioural psychologist John Adams. The author stated that the equity theory is concerned with defining and measuring the relational satisfaction of employees (Eib, 2015). In his writings, Adams suggested that employees try to maintain a balance between what they give to an organisation against what they receive (Hatfield, Salmon, & Rapson,

2011), and base satisfaction with their own balance on perceptions of the same balance in colleagues. Equity theory is based on a principle that peoples' actions and motivations are guided by fairness and that discrepancies in this fairness in the workplace will encourage them to try and recompense it (Bakhshi, Kumar, & Rani , 2009).

Historically, Adams (1965)'s equity has been the main focus of organisational scientists interested in issues of justice and organisation. Greenberg (2001) pointed out that the equity theory claims that employees compare the ratios of their own perceived work outcomes to their own perceived work inputs with corresponding ratios of a colleague, be it in the same department (Bakhshi, Kumar, & Rani , 2009), doing similar work. Greenberg (2001) further extended his explanation by stating that if ratios are unequal, the employee whose ratio is higher is theorised to be inequitably overpaid, whereas the person whose ratio is lower is theorised to be inequitably underpaid. Employees believe that they deserve to be paid as per their contributions to the organisation and they believe that they should be equally rewarded as their co-workers (Cao, Huang, Wang, Li, Dong, Lu, & Shang, 2020).

The equity theory predicted that comparatively low rewards would produce dissatisfaction (Akoh & Amah, 2016). Employees who perceive that they are getting paid less or not getting rewards that match their contribution tend to be less satisfied with their jobs (Ajala, 2015). Greenberg (2001) in his study explained that this discontent would then motivate employees to take action that reduces the discrepancy between their ratio and that of their colleagues. Employees will try to find a solution to the problems at hand to ensure that everything runs smooth, and they are satisfied. Adams (1965) as cited in (Ajala, 2015) explained that an over-reward situation will result in a person experiencing guilt, shame, or remorse.

The current study adopts Adam (1965)'s equity theory. The adoption of Adam (1965)'s theory is based on the aim of the study, which is to prove whether

there is a relationship between ethical leadership, organisational justice, and organisational citizenship behaviour. This theory gives a better understanding of the importance of employee contributions to the organisation as compared to the outputs and rewards they receive from the organisation.

2.2. EMPIRICAL LITERATURE

This section integrates and establish the relationship between three variables of interest. This relationship between ethical leadership, organisational justice, and organisational citizenship behaviour is best understood within the global context and as well as the South African context.

2.2.1. The relationship between Ethical leadership and Organisational citizenship behaviour

Studies done in municipalities indicated that employees show more prosocial behaviour, such as organisational citizenship behaviour, by imitating their ethical leader within the organisation (Yaung & Wei, 2018). It is believed that a high-quality social exchange relationship between ethical leaders and subordinates can increase subordinates' personal obligation, positive working attitude, and organisational citizenship behaviour (Frank, 2002). Many studies (Arnson, 2001; Frank, 2002; Halbusi, Tehseen, & Ramayah, 2017) have agreed with the above-mentioned statement by stating that ethical leaders are the mirrors for subordinates, and they are deemed to be the bridge between subordinates and extra role behaviours in the organisation. In addition, research has shown that ethical leaders can develop high-quality exchange relationship with their followers, which in turn increase followers' loyalty and commitment to the organisation (Yaung & Wei, 2018).

A study by Neubert, Wu, and Roberts (2013) was one of the earliest attempts to report on the impact of ethical leadership and organisational citizenship behaviour and explored the mechanism by which an ethical leader affects

employee behaviours in the organisation. Their study revealed that employees do not attempt to do anything they have not seen from their superiors. They affirmed that there is positive correlation between ethical leadership and organisational citizenship behaviour. In the same vein, Neubert, Wu, and Roberts's(2013) study revealed that a relationship between ethical leadership and organisational citizenship behaviour exists and it is thoroughly influenced by the social relationships that exists between employees and their employers (Yaung & Wei, 2018). Their study was supported by Arnson (2001) who revealed that ethical leadership and organisational citizenship behaviour have a positive correlation, this correlation is mainly influenced by the social exchange relationships, and how ethical leaders treat employees in the organisation. The findings also stressed the need to focus on ethics in any organisation.

Authors focused on how ethical leadership behaviours affect employee organisational citizenship behaviours and as such proposed a theory about the relationship between ethical leadership behaviours and employee organisational citizenship behaviours which suggests that when a manager has a high level of ethical leadership (Pitzer-Brandon, 2013; Liu, Kwan, Fu, & Mao, 2013; Philipp & Lopez, 2013). It is believed that employees are more affiliated with the organisation and are likely to engage in organisational citizenship behaviour (Neubert, Wu, & Roberts, 2013). Arnson (2001) noted that when ethical leadership behaviours are negative towards employees, it is less likely that employees will subject themselves to extra-role behaviours.

The study of Pitzer-Brandon (2013) found that there is a positive correlation that has been recorded between ethical leadership and organisational citizenship behaviours. This result agreed with Alizadeh, Darvishi, Nazari, and Emami's (2012) study which found a positive correlation between ethical leadership and organisational citizenship behaviours. These results of the studies further revealed that demonstrating ethical leadership behaviour can lead to the development of organisational citizenship behaviours. Kapur (2018) agreed that ethical leadership behaviours are the major contributors to the development of

organisational citizenship behaviours amongst employees. Kapur's (2018) study revealed that many employers believe that if they act accordingly their employees are likely to do more for their organisation and aim to achieve all the goals the organisation has set. It is believed that employers must play their roles in ensuring that extra role behaviours exist in the organisation by acting ethical and providing leadership qualities that match everything they stand for.

Pitzer-Brandon (2013) extended their study by revealing that there are three themes that are used to determine the relationship between ethical leadership and organisational citizenship behaviour. The results revealed these three themes are; ethical leadership promotes employee organisational citizenship behaviours, negative leadership discourages employee organisational citizenship behaviour, and other factors promote employee organisational citizenship behaviour. Their study revealed that these three themes are important in determining the relationship between the two constructs (Ahmadi, Daraei, Rabiei, Salamzadeh, & Takallo, 2012). The themes had subthemes that extended the results that Pitzer-Brandon (2013) obtained in mentors (Arnson, 2001). They further revealed that ethical leaders should provide resources to employees; this can encourage them to do more for the organisation and engage in extra-role behaviours (Dinc & Muzaffer, 2014).

A study by Shareef and Atan (2019) revealed that there is a substantial positive correlation between ethical leadership and organisational citizenship behaviour. Furthermore, studies revealed that when managers and supervisors have an elevated level of ethical leadership they tend to motivate employees (Shareef & Atan, 2019; Arshad, Abid, & Torres, 2021). They motivate employees to be more affiliated with the organisation and consequently generate organisational citizenship behaviour. Many researchers are of the view that managers need to show ethical leadership aspects (transparency, integrity, honesty, respect, fairness, and trust) in order to get more out of their employees (Mostafa, 2018; Aloustani, Atashzadeh-Shoorideh, Zagheri-Tafreshi, & Nasiri, 2020).

It was further cleared that employers believe that if they are engaged in positive ethical leadership, their employees will respond by engaging themselves in organisational citizenship behaviour positively (Chahal & Mehta, 2010). A study by Mitonga-Monga and Cilliers (2016) showed that there is a positive relationship between ethical leadership and organisational citizenship behaviour. The results of the study indicated that employee perceptions of ethical leadership aspects are the main reason they engage in extra-role behaviours (Mitonga-Monga & Cilliers, 2016).

Organisational citizenship behaviour has been related to distinct factors of ethical leadership (Hyusein, & Eyupoglu, 2022). It was presented that a leader that displays ethical leadership qualities (honesty, integrity, and integrity) is more likely to see their employees engage in organisational citizenship behaviour (Khan, Yasir, Yusof, Bhatti, & Umar, 2017). There are dimensions that have been identified by Organ (1988) in relation to organisational citizenship behaviour, the following discussion will detail out the five dimensions namely altruism, courtesy, sportsmanship, conscientiousness, and civic virtue in relation to ethical leadership.

2.2.1.1. Ethical leadership and Altruism

Organ (1988) cited that altruism primarily concerns with the helping approach of the members of the organisation. It includes behaviour that covers help for co-workers who have a heavy workload and/or to orient new people about job tasks voluntarily or even when not asked (Chahal & Mehta, 2010). When individuals have specific problems, need assistance, or seek help, altruistic people go the extra mile in assisting them. Altruistic individuals are regarded as selfless and always eager to teach, learn and help out their counterparts (Chowdhury, 2013).

A study by Mostafa (2018) proved that for altruism to exist well in organisations, ethical leaders must be influential, they must lead the way for employees to be

able to assist other employees. Chahal and Mehta (2010) in their study voiced that ethical leaders in organisations play a huge role in ensuring that employees are open to assisting each other. Jain (2010) supported the above statement by relaying that employees must mold their employees from the groundup, they must show that they are good organisational citizens and are open to helping others too.

According to Engelbrecht, Kemp, and Mahembe (2018) ethical leaders maintain moral, fair, and ethical practices in the organisation that are congruent with their ethical values, such as altruism and integrity. It has been revealed that ethical leadership is driven by the integrity of the individual (Tan, Yap, Choong, Choe, Rungruang, & Li, 2019). In their study Newman, Kiazad, Miao, and Cooper (2014) revealed that an altruistic leader tends to show concern and care for the follower. Engelbrecht, Kemp, and Mahembe (2018) revealed that a leader motivated by a robust altruism orientation would act morally in the workplace by caring on the moral interests of the organisation.

Engelbrecht, Kemp, and Mahembe (2018) further found that there is a positive relationship between altruism and integrity. They stated that an altruistic leader is one that shows intergrity, they are deemed to be a carer and will do anything that is morally right (Heres & Lasthuizen, 2012). It has been noted that ethical leaders would be altruistic if they focused on the moral interests of the society and supported and care about others (Crews, 2012). Engelbrecht, Van Aswegen, and Theron (2005) posisted that altruism plays a bigger role in integrity development of ethical leaders, and leaders who engage in altruism often serve the interests of the society and care about their employees. McCann and Holt (2009) posisted that leaders who are consistent often get employees who engage in altruism and serve others.

A study by Basirudin, Basiruddin, Mokhber, Rasid, and Zamil (2016) in public sector setting proved that employees are often open to excersing altruistic behaviours in the organisation provided they are working with co-workers who

know the meaning and essence of altruism and unselfishness. Piatak and Holt (2020) further proved that only leaders can have the power to influence employees to be unselfish in the organisation. Lemmon and Wayne (2015) revealed that this influence can come from leaders being role models, showing care and being the leaders in altruism. A study done in a Pakistan state revealed that employees do not have hold back when they engage in altruism (Khan, Yasir, Yusof, Bhatti, & Umar, 2017). The study further revealed that employees believe that they cannot engage in something unless it is supported and influenced by their leaders. Khan, Yasir, Yusof, Bhatti, and Umar (2017) further revealed that leaders are often clueless about altruism.

In their study, Ocampo, Acedillo, Bacunador, Balo, Lagdameo, and Tupa (2018) found that ethical leaders are mostly unaware of altruistic behaviours in the workplace because they least expect their employees to do more than what is expected from them. Research shown that more education is vital for leaders in organisations (Azila-Gbettor, 2022), Alkahtani (2015) revealed that this can help with a change in mentality. de Geus, Ingrams, Tummers, and Pandey (2020) in their study in a public sector setting revealed that employees are more inclined to engage in altruism. The study showed that employees have a certain dedication towards the growth of their co-workers and the growth of the organisation (de Geus, Ingrams, Tummers, & Pandey, 2020).

It has been explained that in assisting their co-workers with problems they face in the organisation; employees tend to reap a sense of satisfaction (Biswas & Mazumder, 2017). Hunt (2017) showed that there is a positive relationship between ethical leadership and altruism. They showed a pattern, a pattern that involved ethical leaders as mentors, and employees as individuals who teach and also teach their co-workers about their work (Haar, Roche, & Brougham, 2019). Morales-Sanchez and Pasamar (2020) supported the above statement by mentioning that it is the duty and role of ethical leaders to motivate employees to engage in altruistic behaviours and also leaders must lead by example in the organisation.

Li, Wu, Johnson, and Avey (2017) in their study found that employees normally do not engage in altruism to be “seen” or recognised by their leader, but it is self-fulfilling for them, and they enjoy helping and seeing their co-workers succeed in their work. Haar, Roche, and Brougham (2019) supported the above statement by mentioning that ethical leaders should be seen as a bridge between altruism and employees. They should encourage this behaviour and ensure that it becomes a success in the organisation.

2.2.1.2. Ethical leadership and Courtesy

Schnake and Dumler (2003) defined courtesy as all those foresighted gestures that help other people to prevent a problem, such as keeping others informed about decisions and actions that may affect those people. It also means that employees should always treat others with respect, it includes behaviour such as helping someone prevent a problem from occurring or taking steps in advance to mitigate the problem (Teh & Sun, 2012). A courtesy behaviour is seen in an employee when they try to help their co-worker solve different work-related problems or personal problems (Kalshoven, Den Hartog, & De Hoogh, 2013). Courteous behaviour displayed by employees should prevent work-related and interpersonal problems (Sechudi, 2014).

It has been stated that being courteous should be embedded into ethical leaders’ whole personal being (Kalshoven, Den Hartog, & De Hoogh, 2013; Mitonga-Monga & Cilliers, 2016). A leader that possesses courtesy is known to care for and about others (employees). Such a leader is always open to preventing issues within the organisation, they are open to informing their employees about decisions that have been taken for and about them. Kalshoven, Den Hartog, and De Hoogh (2013) explained that a courteous leader is one that is always available to ensure that employees are always treating each other with respect.

Paez and Salgado (2016) revealed that an ethical leader that shows respect is more inclined to get more from their employees. Their employees will not hesitate to engage in extra-role behaviours in the workplace. A study by Potipiroon and Faerman (2016) showed that there is a relationship between courtesy and respect. This has been proven in a study by Den Hartog (2015) which indicate that there is a substantial relationship between courtesy and respect, the study revealed that managers who are respectful are often open to show courtesy to their employees. Khan, Yasir, Yusof, Bhatti, and Umar (2017) found that when a leader depicts respect, employees feel the trust in the decisions of the leader and often feel secure working in the organisation. Demirtas (2015) explained that employees will easily reciprocate by working voluntarily beyond their job description and supporting the organisation in achieving its objectives.

It has been discovered that there is a significant relationship between courtesy and respect (de Geus, Ingrams, Tummers, & Pandey, 2020; Platt Jr, 2021). The studies discovered that when ethical leaders treat their employees with respect, employees then show their counterparts the same respect. They can do so by assisting their co-workers to solve a work-related problem or any problem. They can assist in preventing certain organisational problems from occurring in the organisation. Platt Jr (2021) explained that a leader that often shows respect is then followed by many, and they can also reciprocate their energy.

The above statement has been supported in a study by Mitonga-Monga and Cilliers (2016) which indicate that a relationship between ethical leadership and organisational citizenship behaviours' dimensions does exist. They singled out courtesy as on major dimension that is more related to ethical leadership. They explained that employees who engage in extra-role behaviours in the organisation often do more courtesy (Mitonga-Monga & Cilliers, 2016). Their study revealed that employees are more inclined to engage in courteous behaviours than other dimensions and this is because they perceive their leaders as such (Mitonga-Monga & Cilliers, 2016). The study revealed that

leaders in an organisation perform a bigger role in ensuring that extra-role behaviours such as courtesy are visible in an organisation (Dinc, 2018).

Karakus (2018) alluded that ethical leaders often engage in courteous behaviours in order to serve as role models. They do so to try and mould employees into individuals that are open to assisting others and form long last relationships that are beneficial to the organisation (Gangai & Agrawal, 2019). Research over the years has shown that an ethical leader can show courtesy in different ways (De Hoogh & De Hartog, 2008; Engelbrecht, Kemp, & Mahembe, 2018). It can be from communicating certain information about the work and work policies to the employees.

Ahmad (2018) cited that it is not only limited to communicating certain, but leaders can stretch themselves to educating employees about processes that need to be followed in the organisation. Haar, Roche, and Brougham (2019) in their study quantified that as an ethical leader you should not limit yourself, you should always aim to show courtesy to your employees so that they can grow and show their co-workers courtesy too. Ethical leaders must be opened to assisting employees with different work-related problems that they could be faced with. In this way, leaders are able to have healthy relationships with their employees (Zoghbi-Manrique-de-Lara & Viera-Armas, 2019).

2.2.1.3. Ethical leadership and Sportsmanship

Sportsmanship refers to behaviours such as not complaining about unimportant matters or making petty grievances, enduring uncomfortable working conditions without complaining, maintaining a positive attitude in difficult circumstances, and being willing to sacrifice personal interests for group/team interests (Organ, 1988; Borman & Motowildo, 1993). In this sense, sportsmanship relates to avoiding negative behaviour, and implies that employees should not complain but should contribute positive attitudes. Research has proven that organisational citizenship behaviour is nurtured by the existence of ethical

leadership in the organisation (Mostafa, 2018). Employees would show their sportsmanship provided they are perceiving fairness in the workplace. Employees stated that they would rather let a lot of things slide if their leader is fair and shows consistence in their work (Dinc, 2018). Employees will sacrifice personal interests for the benefit of the organisation.

Nemr and Liu (2021) explained that the ability of a leader to keep the best interest of its employees in mind and show care towards them stimulates a reciprocating effect in the employees. An ethical leader must always look out for their employees, they will then engage in sportsmanship. Moreover, employees having a perception of their leader as ethical in terms of treating them fairly are more likely to reciprocate the same and get engaged in sportsmanship (Bah, Xiongying, & Tena, 2020).

It has been attributed that leaders' fair and consistent treatment is one of the characteristics of ethical leadership (Qing, Asif, Hussain, & Jameel, 2020). A fair leader is often regarded as one that is easy to engage with. Employees will often engage in extra-role behaviours for the organisation provided they are working with a fair and consistent leader (Fu, Long, He, & Liu, 2020). Dinc and Muzaffer (2014) in their study found that employees would rather not complain about any aspect of their work provided they are working with a fair leader. Their study discovered that employees would contribute positive ideas and attitudes when they are working with a fair leader.

Authors proved that fairness can be shown in different ways, a leader who does not show favouritism is deemed to be fair (Anser, Ali, Usman, Rana, & Yousaf, 2021). When an ethical leader shows favouritism amongst the employees, then that leader is breeding employees that would be hesitant to engage in sportsmanship (Choudhary, Kumar, & Philip, 2013). A study by Dinc and Muzaffer (2014) showed that employees will endure undesirable circumstances in the organisation if they are treated fairly and the treatment is free from

favouritism. Employees are willing to go an extra mile for an organisation that is led by ethical leaders.

2.2.1.4. Ethical leadership and Conscientiousness

Organ (1988) as quoted in Wang, Hinrichs, Prieto, and Howell (2010) referred to conscientiousness as instances in which employees perform their role behaviours well beyond the minimum required levels, such as attending required meetings, keeping one's work area clean, punctuality, and adherence to other formal and informal rules designed to preserve order in the workplace. Conscientiousness has to do more with what an employee does in their daily work, what they are obligated to do and how far they can go doing their work (Chowdhury, 2013). Conscientiousness is related to one's willingness to conform to the rules so as to maintain the social order.

Employees are open to engaging in conscientiousness behaviour provided they are led by an ethical leader (Ali, Gul, Jamal, Ali, & Adnan, 2021). Studies have also exposed that ethical leadership has become a bigger determinant of extra-role behaviours engagement (O'Keefe, Messervey, & Squires, 2018). Employees believe that their leaders are more inclined to show them the way and also encourage them to do more. A comprehensive study by (Ali, Gul, Jamal, Ali, & Adnan, 2021) proved that ethical leaders must play a bigger role in ensuring that employees feel safe to be good citizens in an organisation.

A study by Platt Jr (2021) found that there is slightly a relationship between ethical leadership and conscientiousness. They found that employees are open to achieve organisational goals and get a lot of things done in the organisation (Platt Jr, 2021). The study also found that employees are open to respect and follow the set rules. Respect as an aspect of ethical leadership is the main determinant of conscientiousness. Employees who believe that their leaders are treating them with respect often engage themselves in conscientiousness. Fatima and Siddiqui (2020) in their study found that employees look at all

aspects of ethical leadership when they think of engaging in extra-role behaviours. Aoyagi, Cox, and McGuire (2008) explained that respect always comes out as an aspect they mostly consider first, and it is essential for managers and leaders to treat their employees with respect.

2.2.1.5. Ethical leadership and Civic virtue

The word civic virtue means having a thorough knowledge of things that are happening in the organisation with particular interest in new developments, work methods, company policies and self-improvement efforts (Benuyenah, 2021). Organ (1988) posited that civic virtue inspires others to participate and gain important and general information regarding the organisation. Employees tend to have the courage to read and want to gain more knowledge about their organisations' work policies, how work is done and how they can better themselves in the organisation. Some examples of civic virtue include employees serving on committees and voluntarily attending functions. Jahangir, Muzahid, and Haq (2004) explained that civic virtue aims to promote the interests of the organisation.

Previous studies have shown a substantial relationship between ethical leadership and civic virtue (Dinc, 2018; Zhang, Zhang, Liu, Duan, Xu, and Cheung, 2019). A study by Sharif and Scandura (2014) revealed that employees often engage in civic virtue provided that their managers give them the opportunity to do so. The study further revealed that employees will be open to go out and inspire their co-workers to be more like them provided their managers have levelled up their ethical leadership. A study by Kottke and Pelletier (2013) showed that civic virtue in an organisation often exists when employees are led by individuals who are ethical and are honest with them.

Zehir, Muceldili, Altindag, Sehitoglu, and Zehir (2014) in their study found that there is a relationship between ethical leadership and civic virtue. They explained that leaders encourage employees to explore civic virtue. The study

revealed that ethical leaders must make it easy for employees to commit themselves to civic virtue. A study by Tambe and Shanker (2014) revealed that employees are able to engage themselves in civic virtue provided their managers are open to providing them with the necessary information needed. Information about organisational policies and how they should carry out their work.

A study by Wasim and Rehman (2022) revealed that there is a positive relationship between honesty and civic virtue. Employees feel the need to engage in civic virtue provided they are working with extremely honest leaders (Lee, Berry, & Gonzalez-Mule, 2019). As an aspect of ethical leadership, honesty is regarded as a major factor to the growth and realisation of civic virtue. A study on perceptions of employees on ethical leadership and organisational citizenship behaviour proved that employees will not bother doing or engaging themselves in civic virtue if their managers are not honest (Wang & Sung, 2016). The study further revealed that it is always better for managers to follow the set moral codes of conduct in an organisation, this will help them to win employees (Wang & Sung, 2016).

2.2.2. The relationship between Ethical leadership and Organisational Justice

It has been stated that by suggesting ethical leaders as moral agents of any organisation, a relation among ethical leadership and organisational justice has been found (Banks, Patel, & Moola, 2012; Khuong & Quoc, 2016). It is noted in the previous research that when leaders exercise ethical leadership behaviours the three dimensions of organisational justice are likely to be realised (Khuong & Quoc, 2016; Ali, Adnan, Ayub, Jamal, Abbas & Urrehman, 2021). Colquitt (2001) described that three dimensions as distributive justice, procedural justice, and interactional justice.

Ahmadi, Daraei, Rabiei, Salamzadeh, and Takallo (2012) in their study, thoroughly explained that when employees see that their employers are leading them with an inch of ethics they tend to perceive fairness in every aspect of the organisation. It is believed that ethical leaders are fair in resource distribution, communicating decisions and procedures and ensuring that there is good communication between them and their followers (Ali, et. al 2021).

Organisational justice has been revealed as a key factor that influences ethical leadership in organisations (Ajala, 2015). Rawls (1971) as quoted in Halbusi, Williams, Mansoor, Hassan, and Hamid (2020) revealed that organisational justice is a fundamental value and virtue, and the main ethical concern of employees. Previous studies have supported Rawls (1971) by saying that organisational justice is a two-way relationship, also known as input and output between employers and employees in an organisation (Halbusi, Williams, Mansoor, Hassan, & Hamid, 2020). It is believed that employees believe in giving what they assume will yield good outcomes that will benefit them and the organisation.

Further information was intergrated by means of research that posisted that employees always ensure that they are served by an ethical leader and ensure that they share a solid relationship with their leaders (Alpkan, Karabay, Sener, Elci, & Yildiz, 2021). Rawls (1971) further specified that employees believe in getting back what they have invested in the organisation. The two-way relationship is mostly realised when employee perceive ethical behaviours from their employers. Halbusi, Williams, Mansoor, Hassan, and Hamid (2020) supported Rawls (1971) by stating that ethical leadership is a vital antecedent of organisational justice.

Employees expected to be treated fairly in all aspects of their work. Wolmarans (2014) explained in a study that the costs of perceived unfair employee treatment can be extremely high for organisations. It is believed that the costly results of unfair treatment of employees may include lower production quantity,

lower morale, lack of cooperation, spreading dissatisfaction to co-workers, fewer suggestions and less self-confidence. Wolmarans (2014) further explained that employers must be aware of their actions in the organisation, how they behave (ethically) influences the employees' behaviour in the work place.

Yaffe and Kark (2011) asserted that ethical leaders regard fairness as a primary concern in the organisation. Leaders believe this is a good initiative because it gives them a chance to listen to their employees' views of different aspects, communicate clearly with employees and, also be able to have honest conversations with employees, and make fair decisions about them (Stouten, Van Dijke, & De Cremer, 2012). When leaders practice fairness in the organisation, employees in that particular environment will have the confidence to rely on the practice of fairness to eliminate any uncertainties about their relationship with their employer and behave ethically in such fair environments (Halbusi, Tehseen, & Ramayah, 2017). In contrast, employees who are treated unfairly and dishonestly observe inconsistency in leadership behaviour and organisational justice (Ledimo, 2015). The three dimensions of organisational justice unpacks the above statement very well.

The three dimensions of organisational justice can be seen as tangled with ethical leadership, as many of the decisions that ethical leaders make concern issues of fairness. The leaders of the organisation should assume responsibility for the distribution of outcomes and workloads provided to their employees, this related to distributive justice (Mehmood, Norulkamar, Attiq, & Irum, 2018). Wolmarans (2014) explained that employers should furthermore utilise fair formal processes and procedures to determine employees' outcome decisions, that explains procedural justice. Wolmarans (2014) further explained that ethical leaders should treat their employees with politeness, dignity and respect in performing procedures or determining outcomes, that explains interactional justice. Ethical leaders' decisions must be fair and they must always put the

welfare of their employees first. The ensuing discussion focused on ethical leadership in relation to all three dimensions of organisational justice.

2.2.2.1. Procedural justice and ethical leadership

Different authors and scholars over the years proved that there is a relationship between procedural justice and ethical leadership (Shah, Anwar, & Irani, 2017; Yildiz, 2019). They explained that indeed there is a link between procedures that are followed to reach a decision in the organisation and how ethics are honoured in that organisation (Ye, Liu, & Tan, 2022). Ethical leaders often follow procedures that are free of bias, and they often give employees a chance to comment on the procedures that are been followed in the organisation (Vermunt & Steensma, 2016). Procedural justice is specifically about the extent to which the process underlying decision-making perceived as being fair. Over the years procedural justice is about the process being fair whether the outcome of that process is deemed to be fair or not (Hough, Jackson, Bradford, Myhill, & Quinton, 2010; Bobocel & Goose, 2015).

Bobocel and Goose (2015) highlighted that employees have higher expectations for ethical leaders. Ajala (2017) further explained that employees believe ethical leadership is all about being ethical and employees tend to have a mindset that when a leader is ethical even their way of conducting business could be fair and just. Colquitt, Wesson, Conlon, and Porter (2001) in their study discovered that employees really want to see through the process that was used to reach a certain outcome. Employees deem this possible when engaging with ethical leaders because they are transparent, and they can be held accountable for their actions (Dinc & Muzaffer, 2014). Leaders who value accountability tend to have an influence in employees and also motivate them to take a responsibility for their actions.

Fair procedures by leaders in the organisation are often associated with ethics and ethical leadership (Schaubroeck, Hannah, Avolio, Kozlowski, & Lord,

2012). Employees tend to feel a sense of belonging in an organisation when they work and engage with ethical leaders (Cheteni & Shindika, 2017), when they are allowed to have influence in processes and procedures that are used to reach certain outcomes in the organisation (George & Wallio, 2017). Decisions that are free of bias tend to be the epitome of the organisation when ethical leadership is in full force and employees can perceive fairness.

Colquitt (2001) revealed that procedural justice can build or disengage the organisation if it is not coupled with transparency, honesty, and, accountability. The author further pointed that fair procedures are a good character of an ethical leader in an organisation (Eib, 2015). Much more emphasis was made, that leaders need to present themselves as role models of ethical behaviour by ensuring that employees participate in decision making (Ouma, 2017). Halbusi, Tehseen, and Ramayah (2017) uncovered that if fair procedures are not adhered to, it is highly unlikely the workforce will trust organisational justice to engage in a positive relationship with their organisation.

Ledimo (2015) elucidated that consistency in the application of organisational policies, procedures and interventions is an important aspect of organisational justice. This simply suggest that if the organisation has integrity and is honest in its practices it can yield amazing results. Supervisors, managers must be open about their processes and policies, they must ensure that their employees perceive procedural justice. Nagtegaal (2020) clarified that procedural justice is specifically about the extent to which the process underlying decision-making is perceived as being fair. The author (Nagtegaal, 2020) further explained that procedural justice does not necessarily correspond with one's assessment of the outcome. This means that an outcome can be viewed as unfair, while the process with which the outcome was obtained is viewed as fair (Akoh & Amah, 2016).

Procedural justice is an umbrella term that relates to perceptions on accuracy, consistency, bias suppression, correctability, representativeness and ethics

(Coetzee, 2005). Therefore, a number of elements can contribute to procedural justice (Nagtegaal, 2020), for example, the extent to which an employee can voice opinions and participate in decision-making. On top of that, the rules of the decision-making process, the process used to select those who make decisions, and the existence of safeguards are also important. It has been argued that procedural justice is essential for employees' positive attitudes and behaviours in public sector organisations (Wang, Teo, & Janssen, 2021).

Procedural justice is essential for employee's positive attitudes and behaviours in public sector organisations (Wang, Teo, & Janssen, 2021). Ethical leadership can influence employees' perceptions of procedural justice. Being fair, honest, and transparent during decision making can influence the perceptions of employees (Asgari, Silong, Ahmad, & Samah, 2008). Ethical leaders must ensure clear communication of processes and procedures that are used to reach decisions (Crews, 2012). Procedural justice can moreover have important effects on key organisational variables, including outcome satisfaction, job satisfaction, organisational commitment, trust, organisational citizenship behaviour, withdrawal, and performance (Nagtegaal, 2020).

2.2.2.2. Distributive justice and ethical leadership

Alpkan, Karabay, Sener, Elci, and Yildiz (2021) has proved that distributive justice and its perceptions in an organisation should lead employees to more behaviours that are ethical. It was argued that this is not possible if there is not a role model on the forefront, thus leaders in the organisation should function as ethical leadership models (Li, Xu, Tu, & Lu, 2014). An organisation that is led by an ethical leader is more likely to have employees that will perceive distributive justice as fair provided there is transparency in the distribution of outcomes from the leader (De Hoogh & De Hartog, 2008).

A study by Alpkan, Karabay, Sener, Elci, and Yildiz (2021) revealed that ethical leadership has an influence on distributive justice. Poff (2010) stated that ethical

leaders who are fair in distributing outcomes and resources often create harmony between employees. Poff (2010) further revealed that employees believe that when their outcomes reflect what they contributed to the organisation that is when they perceive justice. Colquitt (2001) revealed that distributive justice goes beyond just outcomes and the results that employees produce in the workplace it is stretched to equitable distribution of rewards and benefits.

Ethical leaders must be on the forefront of ensuring that a fair and equitable distribution exists in their organisations. A study by Shab (2010) revealed that most government institutions, in order for them to excel in service delivery. They must ensure that their employees have the right resources to perform their duties. Dewantoro, Eliyana, Gunawan, and Pratama (2022) made remarks about the distribution of resources amongst employees by saying that the organisation must have a plan in place, a plan that will ensure equitable distribution. The plan must detail out all processes and procedures. Only an ethical leader can lead such an initiative in an organisation.

Ethical leaders should play a huge in ensuring that workplace effort and productivity is increased. Saini (2017) stated that it should be the responsibility of ethical leaders to ensure good attitudes by employees. Saini (2017) further noted that it is not a simple task because the leaders have to be fair and just when distributing resources and outcomes in the organisation. They must ensure that employees are satisfied with the rewards and benefits they are getting from the organisation (Jasso, Tornblom, & Clara, 2016).

Research done on distributive justice showed that distributive fairness judgments are ubiquitous and influential determinants of satisfaction with conflict resolution and allocation (Mayer, 2007). The relative distribution of salaries and benefits, merit pay, office space, and budgetary funds are examples of matters that employee often view through distributive justice lens (Mopalami, 2015). An ethical leader must ensure a success of distributive

justice in the workplace. It is of paramount importance that as a leader, you should have all the information about the distribution of resources and ensure that it is done in a fair and just manner. As ethical leaders are deemed to be fair and just, they must apply that when dealing with distribution of salaries and benefits (Julian & Christi, 2017).

Fairness and equity as dimensions of ethical leadership have been heavily linked with distributive justice (Mo & Shi, 2017). Research has shown that ethical leaders who act fairly and equitably in a organisation are likely to make their employees perceive distributive justice (Novitasari, Riani, Suyono, & Harsono, 2021). The distribution of resources in an organisation should be done fairly and equitably (Dewantoro, Eliyana, Gunawan, & Pratama, 2022). Employees should be afforded same resources and equal rewards. An ethical leader must at all times ensure that they act fairly towards their employees (Dewantoro, Eliyana, Gunawan, & Pratama, 2022). Employees who are treated fairly often do more for the organisation, the engage in extra-role behaviours because they are often satisfied with their jobs (Zoghbi-Manrique-de-Lara, & Melian-Gonzalez 2009).

2.2.2.3. Interactional justice and ethical leadership

Engelbrecht and Samuel (2019) noted that interactional justice and ethical leadership have a positive relationship. Interactional justice is divided into two aspects namely, informational, and interpersonal justice (Colquitt, 2001). Interactional justice, which emerges as a result of managers' treatment of their employees, focuses on interpersonal communication and behaviours during the implementation of procedures (Ahmadi, Ziaei, & Sheikhi, 2011). The concept, which is based on the interpersonal communication within an organization and focuses on the communication between the manager and the employees, is accepted as the social dimension of organisational justice (Ajala, 2015).

This notion of interactional was identified more recently than distributive or procedural justice, but it now has been well established as important workplace variable in its own right (Ali, 2016). Within this context, interactional justice requires leaders to treat their employees with respect, to listen to them with devotion, to make adequate explanations about their decisions, to be tolerant during demanding times and to exhibit a sensitive posture in the social sense (Bies, 2015). Ethical leaders are required to have a sense of respect, be polite and be open with their employees. Den Hartog (2014) declared that ethical leaders must be truthful in the way they do business, they must also be justifiable (be able to justify their treatment towards their employees). The explanatory dimension of interactional justice is seen as an interpersonal value of procedural justice, and it may create reactions against the outcomes of decisions (Al-Zu'bi, 2010).

The positive consequence of interactional fairness has been explained by drawing on principles such as the norm of reciprocity within the social exchange framework (Muzumdar, 2012). Employees see their relationships with their leaders and organisation as a social exchange in which each party seeks to reciprocate the benefits they receive. Once employees see fairness in the benefits that they are receiving, they tend to continue to give more to the organisation. The leaders must also seek to maximise the social exchange in order to nurture the relationship that they have with the employees. This can orderly result in employees perceiving interactional justice within their scope of work.

Tsai (2012) suggested that the relative prominence of interactional justice as it concerns the manner people are treated and the adequate provision of information. Some authors (Ahmadi, Ziaei, & Sheikhi, 2011; Ajala, 2015) further suggested conceptualizing interactional justice in two dimensions: informational justice and interpersonal injustice. Informational justice refers to the accuracy and quality of received information, whereas interpersonal justice describes the quality of interpersonal interactions (e.g., dignity and respect, truthfulness, and

propriety), particularly those between hierarchical superiors and their subordinates (Le Roy, Bastounis, & Minibas-Poussard, 2012).

Ajala (2015) explained that managers or employers who possess effective communication skills and have great interpersonal skills are often ethical leaders, and they value communication and not just any communication but a healthy communication between them and their employees. Charoensap, Virakul, Senasu, and Ayman (2019) in their study on a public institution found that employees always prefer to work with a leader that will be fair when communicating with them and their counterparts.

Ethical leaders are often presented with being an open person, a person of integrity and a person who treats all employees equally in the workplace (Charoensap, Virakul, Senasu, & Ayman, 2019). A study by Ahmad (2018) found that ethical leaders are often regarded as honest leaders, even their communication is believed to not have any flaws thus employees always prefer to work with such. In any sense, Colquitt (2001) stated that when employees perceive interpersonal justice in the workplace they often prefer to work with such leaders or supervisors, the author further communicated that the manner in which information is conveyed in an organisational setting is very important.

Informational justice is pinpointed around the explanations provided to employees that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain manner (Ali, 2016). Naidu, Sharif and Poespowidjojo (2014) explained that informational justice is the act of communicating relevant reasons for the procedures used in appraising, and the rationale of the distribution of the rewards to the employee in the organisation. This justice has been identified to have a strong effect on the emotional attachment of the employee and the organisation (Naidu, Sharif, & Poespowidjojo, 2014).

According to Ahmad (2018) ethical leaders must be able to explain communication channels to employees, they must be able to explain all the processes and procedures that were used to reach a certain decision (Akoh & Amah, 2016). This information must be shared equally amongst the employees in the organisation, as an ethical leader, Qui, Dooley, Deng, and Li (2020) explained that you must have sound knowledge of who got the information or who did not because injustice can prevail in the process. Once employees see and believe that the information they receive is bias free they perceive justice (Stecher & Rosse, 2005). Informational justice is also seen as the “fairness of communication channels or explanations provided to employees about procedures and outcomes” (Cohen-Charash & Spector, 2001).

All employees should have opportunities to communicate their point of view alone or in concert with others (Naidu, Sharif, & Poespowidjojo, 2014), to have that point of view taken into account, and to take part in shared decision making about the provision of information resources (Akoh & Amah, 2016). This is where ethical leaders play a huge role by listening and be a good ear to everything that their employees are saying. Contents of information available within the information environment should include fair and accurate representations of all employees of the organisation (Demirtas, 2015).

Consequently, fairness judgements are made in relation to the perceived truthfulness and adequacy of explanations given to underpin decisions made and is linked with the perceived trustworthiness of those tasked with decision-making (Colquitt, Wesson, Conlon, & Porter, 2001). Some studies have found the direct or indirect influence of employees’ perception of interactional justice on the acceptance of the leaders’ behaviours. Hence, the study on the integration of interactional justice and leader behaviour can not only enrich the theory of both, but also bring inspiration to the management of enterprises (Dai & Xie, 2016).

2.2.3. The relationship between Organisational Justice and Organisational Citizenship Behaviour

Gan and Yusof (2018) proved that the relationship between the two constructs has been highly influenced by social exchange relationships. In their study Demirkiran, Taskaya, and Dinc (2016) proved that there is a positive relationship that exists between the organisational justice and organisational citizenship behaviour. Some author has explained that this relationship is aided by many factors involved in the organisation (Shah, Anwar, & Irani, 2017). Factors such as loyalty, integrity, honest, and social exchange relationships. In his writings Organ (1988) discovered that organisational citizenship behaviour works very well as a mediator to different relationships. Wan (2011) explained that one of the predictors of organisational citizenship behaviour is the perception of organisational justice.

When employees perceive fairness in outcomes, they normally go an extra mile for the organisation (i.e. organisational citizenship behaviour). The relationship between the variables tends to be strong if the outcome is greater than the input (Farid, Iqbal, Ma, Castro-Gonzalez, Khattak & Khan, 2019). It has been deliberated and stated in many studies that employees will and can develop great social exchange relationships with their counterparts (colleagues, employer, and the suppliers) and will contribute with to the greater functioning of the organisation if they are satisfied with the relationships they have formulated (Maseko, 2019). It is believed that employees in municipalities will and can form social exchange relationships with their heads of departments, directors, and political leaders. Blau (1964) as cited in Cropanzano and Mitchell (2005) revealed that from the perspective of social exchange relationships municipalities pursue equity in their exchange with their employees.

In their study Demirkiran, Taskaya, and Dinc (2016) proved that interactional as a dimension of organisational justice relates more to organisational citizenship behaviour than the other two dimensions (procedural justice and distributive

justice). Moorman (1991) as cited in Wan (2017) emphasised that interactional justice is that sole dimension of fairness that solely correlates to organisational citizenship behaviour. Wan (2017) explained that in order to increase interactional justice in the organisation it is imperative for employers and leaders to explain procedures and processes as well as taking questions from employees pertaining those procedures and processes.

It has been enlightened that organisational justice is deemed to be a key determinant of organisational citizenship behaviour in organisations (Ahmadi, Daraei, Rabiei, Salamzadeh, & Takallo, 2012; Demirkiran, Taskaya, & Dinc, 2016). Previous studies have shown a positive relationship between procedural, distributive justice, and organisational citizenship behaviour (Wan, 2017; Khaola & Rambe, 2021). Research has proven that fair procedures in an organisations move employees to support organisational citizenship behaviour initiatives in the organisation. Khaola and Rambe (2021) explained that interactional justice is instrumental in predicting organisational citizenship behaviour. They believe that effective communication and interpersonal justice relates more to organisational citizenship behaviour.

Wan (2011) as well as Wan (2017) asserted that perceptions of fairness relate more to altruism other than other organisational citizenship behaviour dimensions. Wan (2017) explained that reciprocation plays an important part in determining the relationship between organisational justice and organisational citizenship behaviour. Wan (2017) explained that once employers initiate fair treatment of employees (when it comes to procedural justice and distributive justice), employees are more likely to reciprocate that and in turn engage in extra-role behaviours.

Research in the public sector globally has presented that public servants experience inequity when their expectations of reciprocity are not met because their social exchange relationships contain less benefits (Khaola & Rambe, 2021). Silva and Madhumali (2014) asserted that when employees do not get

the benefits, they believe they are entitled to, they tend to hold back their services from the organisation they are serving. A study done in Bangladesh public organisations revealed that a relationship that exists between organisational justice, and organisational citizenship behaviour (Ali, et al., 2021). The study supported that the relationship is built on trust, loyalty, and mutual benefits.

Aboagye (2015) stated that organisational justice is crucial in organisations because it focuses on employees' perceptions of fairness which affect their performance, loyalty, satisfaction, and create organisational citizenship behaviour that is not directly or explicitly recognised by the formal reward system, and it promotes the efficient and effective functioning of the organisation. Ye, Liu, and Tan (2022) proudly explained that employees in the organisation pay attention to their perception of justice in the organisation and will adjust their work behaviour to the perceived degree of justice.

A study done by Podsakoff, Whiting, Podsakoff, and Blume (2009) used a causal model to assess causal paths from justice perceptions to the five dimensions of organisational citizenship behaviour (Yang & Wei, 2017). The study done by Podsakoff, Whiting, Podsakoff, & Blume (2009) found a causal relationship between perceptions of organisational justice and organisational citizenship behaviour. The findings supported a view by Organ (2018) that the decision to behave as an organisational citizen may be a function of the degree to which an employee believes that they have been treated fairly in the organisation (Lo & Ramayah, 2009). In a study by Saoula, Fareed, Ismail, Husin, and Hamid (2019) they found out that if civil servants are treated positively, they will feel obligated to pay back in the same manner. Contrawise, if the employees receive unfair treatment, reacting negatively towards these actions will be very high.

Shin (2012) explained that organisational citizenship behaviours are discretionary. Shin (2012) further explained that these behaviours are

conducive to organisational effectiveness. Khalifa and Awad (2018) explained that for employees to normally engage in these behaviours, a good amount of organisational justice should be perceived by employees. Employees in an organisation should feel the need to go an extra-mile only if they perceive organisational justice. When employees perceive fairness in the workplace, whether it is fairness in the distribution of resources or procedures and interactional justice, they are likely to go an extra-mile for the organisation. Wang, Hinrichs, Prieto, and Howell (2010) supported the above statement by mentioning that when leaders distribute outcomes to employees they tend to engage more in organisational citizenship behaviour and also do more for their co-workers.

In their study Wan (2017) clarified that 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. Such employees are valued in the organisation and are likely to stay in the organisation for longer. Wan (2017) stated that employees are less likely to engage in extra-role behaviours if they perceive that their employer had failed to fulfill employment obligations. It is believed that when discussing the relationship between these two constructs one should take into account the existence of a psychological contract (Al-ali, Qalaja, & Abu-Rumman, 2016).

Khaola and Rambe (2020) explained that employees may reciprocate by displaying organisational citizenship behaviour if employees perceive a culture of fairness that leads to global organisational evaluations. Research has shown that organisational citizenship behaviour would probably be more enhanced if employees perceived that they receive fair treatment from their organisations (Wan, 2011). It is believed that fair treatment would likely encourage employees to engage in unrewarded, extra-role behaviour that are beneficial to the organisation (Yuen Onn, Nordin bin Yunus, Yusof, Moorthy, & Ai Na, 2018). Studies have proven that organisational justice is able to elicit citizenship behaviours in many cases and citizenship behaviours are the mainstay in many

organisations with high organisational justice (Saoula, Fareed, Ismail, Husin, & Abd Hamid, 2019; Deepa, 2020).

Khalifa and Awad (2018) in their study proved that there is a relationship between organisational citizenship behaviour dimensions and organisational justice. Demirkiran, Taskaya, and Dinc (2016) explained that organisational citizenship behaviour could be achieved in an organisation that is centred around fairness and equity. Khalifa and Awad (2018) explained that any organisation exists to provide services to their clients. It has been explained that justice is crucial because it focuses on employees' perceptions of fairness which affect their performance, satisfaction, and create organisational citizenship behaviour (Bellini, Ramaci, Bonaiuto, Cubico, Favretto, & Johnsen, 2019). The succeeding discussion present the five dimensions of organisational citizenship behaviour, namely altruism, civic virtue, courtesy, sportsmanship, and conscientiousness, the five dimensions will be explained in relation to organisational justice.

2.2.3.1. Altruism and Organisational Justice

Organ (1988, p. 23) described altruism as “helpfulness and assisting another with no gain in return, freely imparting time and effort to perform such action's leading to uplifting the teams' efficiency and employee's own performance”. Altruism is focused on employees being selfless towards one another. Nasurdin and Khuan (2011) explained that this is only possible when employees perceive organisational justice in the organisation. Previous studies have explained that procedural justice accounts for a linear relationship with altruism (Wan, 2017). Procedural justice entails the justification of certain processes and procedures that were used to reach decisions in the organisation.

A study by Nwibere (2014) revealed that distributive justice is set to have a correlation with altruism. Nwibere (2014) explained that employees see a fair distribution of resources and outcomes as an organisational commitment to

them and would not hesitate to reciprocate the energy and do more for the organisation and the teams they are working with. Employees always observe how employers treat them and they reciprocate the treatment in a way they receive it from their employers. Engelbrecht, Kemp, and Mahembe (2018) explained that employees practice altruism as a reward to employers who treat them fairly.

Benuyenah (2021) in their study revealed that interactional justice has a significant positive influence on altruism. Employees normally attend work events because of the interpersonal fairness that they perceive in the workplace. They often do more for their colleague because of the informational fairness that exist in the workplace. Employees are concerned with the interpersonal treatment they receive in the organisation; they often hold back if they do not perceive fairness in the interpersonal relationships, they share with employers. Podsakoff, MacKenzie, Paine, and Bachrach (2000) maintains that if employees are treated fairly, and the supervisors have a cordial relationship with them, the amount of organisational citizenship behaviour will naturally increase. Employee's perception of organisational justice will increase their intention to engage in altruistic behaviours.

2.2.3.2. Civic virtue and Organisational Justice

Lv, Shen, Cao, Su, and Chen (2012) explained that civic virtue is intricately linked with one dimension of organisational justice, informational justice which is a sub-dimension of interactional justice. Informational justice focuses on "explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion" (Colquitt, Conlon, Wesson, & Porter, 2001, p. 427). Ahmadi, Daraei, Rabiei, Salamzadeh, and Takallo (2012) explained that information needs to be conveyed to employees at all times, and equity must exist during the process.

Research done has proven that there is a relationship between civic virtue and organisational justice (Zhang, 2011; Gao & He, 2017). It has been noted that employees tend to engage in civic virtue in order to know more about their organisations. Demirkiran, Taskaya, and Dinc (2016) explained that employees are open to knowing more about the procedures and policies of the organisation to enhance organisational effectiveness. Employees are willing to go an extra-mile in the organisation provided informational justice exists and it is held up to its standard (Fatima & Siddiqui, 2020). They believe that once they know more or have knowledge about the processes and procedures that are used to reach organisational decisions; they will go an extra mile for their organisation (Gan & Yusof, 2018).

2.2.3.3. Courtesy and Organisational Justice

Wan (2011) reflected that there is a slight positive relationship between courtesy and organisational justice. Research has proven that employees often act or engage in courteous behaviours when they perceive justice in the workplace (Wan, 2017). Nwibere (2014) explained that employees will act with courtesy towards others when their managers and supervisors are treating them with fairness and showing care towards them. A study by Hooi (2012) revealed that employees often prevent work-related problems with their co-workers provided that they perceive procedural justice. Employees are more likely to be courteous when they know how all the decisions are reached and which processes and procedures were followed to reach those decisions (Selamat, Nordin, & Fook, 2017).

Wan (2016) elucidated that distributive justice as dimension of organisational justice is a determinator of courtesy. Employees will do more for the organisation if they are rewarded equitably and fairly (Sharma & Yadav, 2017). They will not avoid solving any organisational or personal problem that their co-worker is facing if they perceive distributive justice. A study by Ugochukwu (2016) proved that distributing resources equitably amongst employees

normally triggers them to do more for their organisation and engage in courtesy. Shukla and Singh (2014) explained that employees would not hesitate to do more for an organisation that is fair and open to them, an organisation that rewards and give them resources in order to complete tasks.

2.2.3.4. Sportsmanship and Organisational Justice

Nwibere (2014) linked sportsmanship with interactional justice as an organisational justice dimension. Wan (2011) noted that employees are will always engaged in sportsmanship in an organisation because circumstances will always not favour them. Employees will tolerate less than what they were promised in the organisation, provided there is a clear communication. Hooi (2012) explained that when employees perceive interactional justice they are more likely to engage in sportsmanship, when their supervisors treat them well and with respect, they will have less to complain about. They are more likely to tolerate the circumstances around their workplace.

Choudhary, Kumar, and Philip (2013) explained that informational justice is also positively related to sportsmanship. Employees often engage in sportsmanship when there is justification or information as to why outcomes have been distributed in a certain way (Meyer & Ohana, 2009). Employees will not hold back their abilities to engage in extra-role behaviours if they perceive that there is fairness in management and dissemination of information (Ledimo, 2015). Shin, Seo, Shapiro, and Taylor (2015) explained that when information is comprehensive, reasonable, truthful, timely, and candid in nature, employees are more likely to demonstrate tolerance of the ideal circumstances without complaining. They will do more for the organisation with the little that has been offered to them.

2.2.3.5. Conscientiousness and Organisational Justice

Khan and Rashid (2012) narrated that conscientiousness is intricately linked with interpersonal justice as a sub dimension of interactional justice. Previous studies proved that there is a positive relationship between conscientiousness and interpersonal justice (Choudhary, Kumar, & Philip, 2013; Ledimo, 2015). Coxen, Van der Vaart, and Stander (2016) explained that employees are more likely to engage themselves in discretionary behaviour provided that they perceive fairness in determining the outcomes and the treatment they receive from their supervisors and managers. Ajlouni, Kaur, and Alomari (2021) in their study cited that a supervisor that treat their employees fairly are more likely to have employees who go beyond the minimum role requirements.

Supervisors who maintain good relationships with their employees are more likely to influence employees to go beyond the minimum role requirements (Ajlouni, Kaur, & Alomari, 2021). Employees will do more for an organisation provided that they are treated with fairness and dignity. They will go beyond for the organisation and perform roles that are beyond their scope of work (Coxen, Van der Vaart, & Stander, 2016). They will engage in conscientiousness with no expectations from the organisation but to try and advance and grow the organisation and achieve organisational goals too.

2.2.4. Organisational Justice in Municipalities

In municipalities, perception of distributive inequality among employees (civil servants) is disconcerting and result to negative feelings of anger in individuals. Inequality could be seen from staff promotions, high grade delegations and other awarding systems. This inequality causes feeling of guilt and dissatisfaction in employees (Aboagye, 2015). Employees who receive unexpected increment on their salary or benefits or unexpectedly have been entrusted to boards and commissions. Those who have received unexpected pay rise or who have unexpectedly been delegate to boards and commissions,

in distribution of activities and in-service trainings on demand may work longer hours to get rid of such a feeling of guilt and have a feeling of equality or make extra efforts exceeding job definition (Mulford, 2003).

It is therefore reasonable for municipalities to distribute awards, remunerations, benefits, job assignment and delegations fairly among employees as it may affect staff performance positively. Cohen-Charash & Spector (2001) affirms that distributive justice does affect performance when efficiency and productivity are involved. An improvement in the perception of justice therefore increases performance (Karriker & Williams, 2009). On the other hand, unfair treatment may lead to job negligence, organisational incompatibility and staff resistance to decisions and applications. Such behaviours depend on the degree to which an organisation is perceived to be distributively fair or just (Cohen-Charash & Spector, 2001; Karriker & Williams, 2009).

It may also be important to understand how fairness perceptions impact ideas about future work experiences and developing a relationship with the organisation (Matlala, 2011). According to Bell and Barkhuizen (2011) when entering an unknown situation, individuals are likely to develop expectations. Employees or future employees enter into recruitment processes with expectations and their experiences are measured up against their expectations (Bell & Barkhuizen, 2011). This allows individuals to take some control over the situation and resolve uncertainties about what is to follow during selection or development procedures (Bell & Barkhuizen, 2011). Further Bell and Barkhuizen (2011) suggested that these expectations and subsequent justice judgements are much like first impressions and are formed early in the relationship

2.3 CONCEPTUAL FRAMEWORK

Based on the literature above, a conceptual framework was developed to examine and detail out the relationship between ethical leadership,

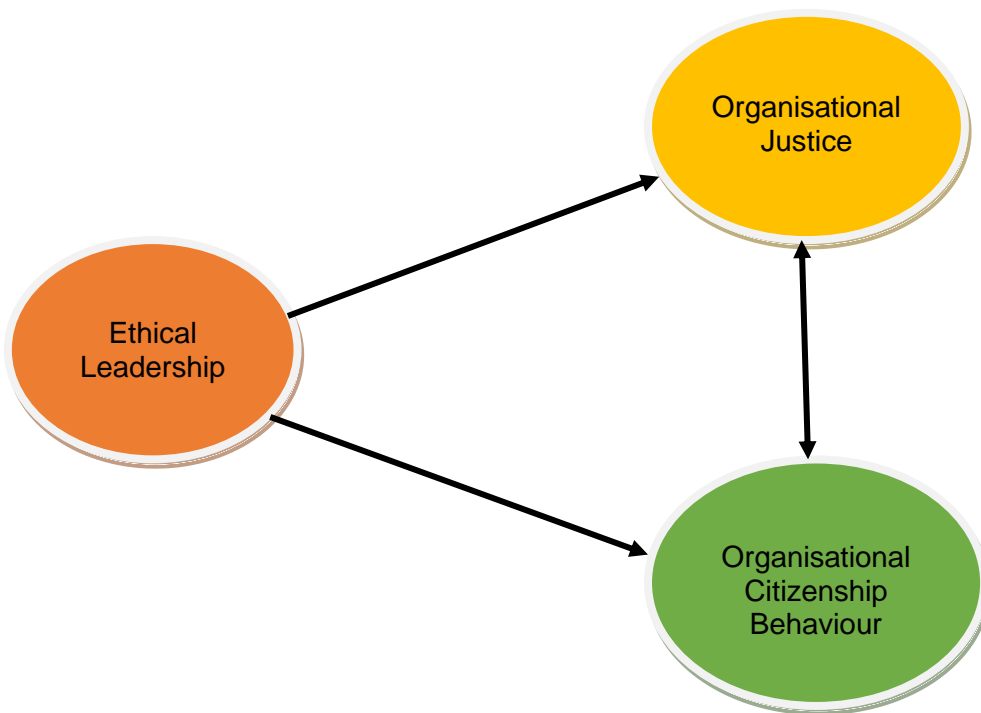
organisational justice, and organisational citizenship behaviour. Figure 1 illustrates the link between the three variables.

It has been indicated that there is a relationship between ethical leadership, organisational justice, and organisational citizenship behaviour (Engelbrecht & Samuel, 2019). Zhang, Zhang, Liu, Duan, Xu, and Cheung (2019) comprehensively reported a positive relationship between ethical leadership and organisation justice, and organisational citizenship behaviour. It has been discussed that employees will easily engage in organisational citizenship behaviours when they perceive organisational justice and when they see a fair and ethical treatment from their managers/supervisors (Asgari, Silong, Ahmad, & Samah, 2008; Engelbrecht & Samuel, 2019).

It has been detailed out that organisational citizenship behaviour is likely to occur in an organisation that is led by an ethical leader. A leader that is honest, transparent and serve with integrity. It was also detailed that organisational citizenship behaviour occurs as a result of employees' perception of organisational justice. Employees who perceive organisational justice, easily go the extra-mile for their organisation. The literature further detailed that organisational justice exists when employees are treated fairly by their leaders.

Figure 2.1

Overview of the relationship between ethical leadership, organisational justice, and organisational citizenship behaviour



2.4. CHAPTER SUMMARY

This chapter explored the theoretical literature of the three variables (ethical leadership, organisational justice, and organisational citizenship behaviour). The nature of ethical leadership and organisational justice were explored. The dimensions of organisational justice were explored under empirical literature. This was followed by the different ethical leadership approaches. Dimensions of organisational citizenship behaviour were also explored. The findings indicated that there is a positive relationship between the three constructs which lead to the exploration of the relationship between the three which further confirmed that indeed there is a positive relationship between the three. The next chapter focuses on research methodology.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. INTRODUCTION

The previous chapter discussed the literature review on the relationship between ethical leadership, organisational justice, and organisational citizenship behaviour. This chapter has focused on the research methods that were considered when the study was conducted. Subsequently, the research methodology explains the research design, study population, data collection, measuring instruments (questionnaires and scales), as well as statistical procedures used to analyse and present data. The primary research design selected can be explained as quantitative. This chapter further provides detailed discussions of the target population, sampling, data collection methods and instruments used. The reliability of the research instruments is also described.

3.2. RESEARCH APPROACH

This study applied a deductive approach because the researcher developed a conceptual framework for the study which was testing using the data that has been collected and also needed to describe the causal relationship between variables (Cooper, Cooper, Junco, Shipp, Whitworth & Cooper, 2006). The study identified the nature and factors influencing the relationship between ethical leadership, organisational justice, and organisational citizenship behaviour.

A quantitative approach was deemed appropriate for the study because collecting data using quantitative techniques enables the researcher to study a larger number of respondents within a short space of time. Using a quantitative approach has its own benefits and advantages, one being that using the same instruments and questions allows for standardised information to be collected (King, Goldfarb, & Simcoe, 2021). The quantitative technique also enabled the researcher to test the relationships between the dependent variable,

independent variable, and moderating variable using reliable statistical methods (King, Goldfarb, & Simcoe, 2021).

3.3. RESEARCH DESIGN

Research design is described as a plan detailing on how research will be implemented (Coughlan, Cronin, & Ryan, 2007). This study adopted a correlation design to examine how ethical leadership, organisational justice, and organisational citizenship behaviour are correlated among the employees of Makhado Municipality.

3.4. POPULATION OF THE STUDY

A study's population can be defined as a study object, which may include individuals, groups, organisations, events, or the conditions to which they are uncovered (Coughlan, Cronin, & Ryan, 2007). In this study, the population ($n=174$) consisted of all employees of Makhado Local Municipality, South Africa excluding technicians and waste pickers. The municipality consists of different units (departments), namely, corporate services unit, community services unit, and technical services unit (Makhado Local Municipality, 2020).

3.5. SAMPLE AND SAMPLING METHOD

In this study, the researcher used convenience sampling method, this method assisted in receiving a large number of completed questionnaires quickly, it was more convenient and time effective. To determine the sample size, the Raosoft sample size calculator was used, which calculates sample size based on 95% confidence interval, 5% margin of error and with the assumption of 50% response rate. Based on the Raosoft sample size calculator the sample size for Makhado municipality is 120. Thus, the total sample size was ($n=120$) for this study. 120 questionnaires were distributed to the municipality employees who were available and willing to participate in the study. About 107 questionnaires were returned. This represents a return or response rate of about 89% of the

convenient sample. The following employees participated in the study, administrators (68), junior managers (23), head of departments (8), and senior managers (8).

3.6. DATA COLLECTION INSTRUMENTS

For this study, questionnaires were the chosen data collection method as this is also a chosen method for survey research. This method was deemed appropriate because majority of municipal employees prefer paper-based over online questionnaires. The questionnaires were physically distributed to all municipality employees and were collected in a period of a month.

The questionnaire was divided into different sections. The sections were used to measure the variables under the study. Section A measured the demographic information of the respondents, section B measured organisational justice, section C measured ethical leadership, and section D measured organisational citizenship behaviour.

3.6.2. Organisational Justice Scale

The Organisational Justice Scale (OJS) by Colquitt (2001) was used to measure organisational justice. This twenty items questionnaire measure both 3 dimensions of organisational justice namely distributive justice, procedural justice, and interactional justice. A seven-point Likert-type scale was used, varying from 1 (*to a small extent*) to 7 (*to a great extent*). The questionnaire consists of different items used to measure three dimensions of organisational justice, namely distributive justice, procedural justice, and interactional justice. The questionnaire is divided into three subscales, each dimension is measured on its own subscale. Seven (7) items are used to measure procedural justice, four (4) items are used to measure distributive justice, and nine (9) items are used to measure interactional justice.

The participants rate the extent to which their experiences reflect attributes of fair outcomes, procedures, and interactions. An example of a question relating to distributive justice would be, “Do your outcomes reflect the effort you have put into your work?,” whereas an example of a question relating to procedural justice would be, “Have you had influence over the outcomes arrived at by those procedures?.” An example of a question relating to interactional justice would be, “Has he/she been candid in his/her communications with you?.”

Gurbuz and Mert (2009) found a reliability coefficient of 0.91 for overall organisational justice scale in their study of organisational justice in a public organisation. In a convenience sample of 224 employees in selected organisations in South Africa, a reliability coefficient of 0.954 was found (Engelbrecht & Samuel, 2019). Ajala (2017) in their study found a reliability coefficient of 0.79 for distributive justice, 0.85 for procedural justice, and 0.78 for interactional justice.

3.6.3. Ethical Leadership Questionnaire

The Ethical Leadership Questionnaire (EQL) developed by Yukl and Mahsud (2010) was used to measure the perceptions of employees towards ethical leadership. The fifteen item questionnaire measures how employees perceive their ethical leaders and how they view their conduct in the workplace. The items are measured on a six-point Likert-type scale varying from 1 (*strongly disagree*) to 6 (*strongly agree*). The items describe several distinct aspects of ethical leadership, including honesty, integrity, fairness, respect, consistency of behaviours with espoused values, communication of ethical values, and providing ethical guidance (Yukl, Mahsud, Hassan, & Prussia, 2013).

Examples of questions that can be derived from this study would be, “Holds members accountable for using ethical practices in their work,” “Is fair and objective when evaluating member performance and providing rewards,” and “Regards honesty and integrity as important personal values.” A study by

Langlois, Lapointe, Valois, and de Leeuw (2014) revealed a reliability coefficient of 0.80 for overall ELQ scale. In a convenience sample of 224 employees in selected organisations in South Africa, a reliability coefficient of 0.949 was found (Engelbrecht & Samuel, 2019).

3.6.4. Organisational Citizenship Behaviour Questionnaire

The Organisational Citizenship Behaviour Questionnaire (OCBQ) was developed by Spector and Fox (2010), the questionnaire was used to measure employees' perceptions towards organisational citizenship behaviour. The organisational citizenship behaviour questionnaire uses a five-point frequency scale varying from 1 (*never*) to 5 (*every day*). The questionnaire has twenty items, 13 of which are more on helping an employee (co-worker), and 7 of which are more focused on enhancing and achieving organisational goals.

Examples of the questions that can be derived from the questionnaire include "Helped co-worker learn new skills or shared job knowledge," "Changed vacation schedule, workdays, or shifts to accommodate co-worker's needs," and "Said good things about your employer in front of others." The Organisational Citizenship Behaviour Questionnaire has a Cronbach Alpha of 0.97 which is reliable (Fox, Spector, Goh, Bruursema, & Kessler, 2012; Seale, 2018). In a convenience sample of 633 employees working in the public health sector in South Africa, a reliability coefficient of between 0.78 and 0.80 was found (Coxen, Van der Vaart, & Stander, 2016).

3.7. DATA COLLECTION PROCEDURES

In administering the questionnaire, permission was requested from the municipality's corporate services department. A written letter was sent, and the questionnaire was presented to the acting municipal manager before approval. Written permission was granted by the research office, the office issued an ethical clearance certificate to conduct research within the municipality. The purpose and use of data for the study was explained to the respondents in an

accompanying cover letter of the questionnaire. Consent was also requested from the respondents. The respondents signed a consent form which was attached on the questionnaire.

The survey started on the 23rd of September 2021 and the final date for collection was the 15th of October 2021. Questionnaires were distributed in a way that would not cause any disturbance in the workplace. Most of the questionnaires were distributed when employees were on different breaks or after work. Despite Covid-19, hard copy questionnaires were used to collect data. Hard copies were used because the respondents stated that they prefer hard copies over soft copies because they tend to forget unless it is on the “table.” The researcher was present during data collection with the help of a municipal employee in order to familiarise the employees with the researcher.

Most municipal employees preferred paper-based surveys over computer surveys because they believe that they will be able to work on a questionnaire provided they can see it, they also lack computer literacy skills. Employees who did not understand distinct aspects in the questionnaire were given explanations in the simplest terms. Anonymity and confidentiality of the respondents was maintained. Questionnaires were collected from the respondents for inspection before they were coded into the system.

3.8. DATA ANALYSIS METHOD

The Statistical Package for the Social Sciences (SPSS) Version 27.0 (IBM-SPSS, 2020) published by International Business Machines (IBM) was used to analyse the data collected from the respondents. Descriptive statistics (frequencies, percentages) and inferential statistics were used to analyse the demographic data and to summarize data on ethical leadership, organisational justice, and organisational citizenship behaviour. The coded data was also summarized using graphical (pie charts and histograms) presentation for the

interpretations of results. Pearson Product-moment Correlation Coefficient analyses were used to analyse the relationship between the variables.

Once the data was collected and coded, the following step was to analyse in order to get reliable results on the variables under study. The correlation analysis was employed to determine if there is any correlation between ethical leadership, organisational justice (procedural justice, distributive justice, and interactional justice). The correlation analysis determines the direction and strength of the relationship between two or more variables as well as statistical significance of the relationships.

3.9. ETHICAL CONSIDERATIONS

- **Permission to conduct the study.**
Before commencing with the study, permission to collect data was obtained from the Turfloop Research Ethics Committee (TREC). The questionnaire was then approved by the committee after careful considerations.
- **Informed Consent**
The participants were given a thorough background and purpose of the study. They were given a consent form to sign before commencing with the questionnaire. A written informed consent form was obtained before the questionnaire was administered.
- **Anonymity**
The researcher ensured that the participant's names do not appear in any part of the study. Their names remained anonymous. No individual information will be presented on this study.

- Confidentiality

Confidentiality was maintained during data collection. The respondents were informed about confidentiality on the cover letter of the questionnaire. No individual information was shared with the respondent's management or their immediate supervisor.

- Respect

Each participant was treated with respect and dignity. The research respected their cultural backgrounds, religion, and beliefs. The participants were treated as autonomous and given the opportunity to make responsible choices. They were protected from any harm and their wellbeing was secured.

- Honesty

The research was carried out with honesty and with regard to the requirements of scientific research and the data collected from the respondents was protected. Respondents were informed that they can withdraw from the study at any given point, and they will be not penalised for withdrawing from the study.

- Privacy

During data collection the researcher did not ask for any sensitive information from the respondents. Respondents were assured that the responses given on the questionnaire were strictly for research purposes only.

3.10. CHAPTER SUMMARY

This chapter detailed out and gave a full description on study area, research design, data collection method, data analysis, and the population of the study. Ethical considerations were fully discussed and identified as a key step to take whenever data collection involved a targeted population. It also involved a

discussion about the scales (questionnaires) that were used to collect data and their reliability, and how data was collected and analysed by making use of descriptive statistics. The next chapter focuses on the results of the study.

CHAPTER FOUR: PRESENTATION OF RESULTS

4.1. INTRODUCTION

This chapter presents the study results by using the responses of the participants. The reliability of the scales used was established using the Cronbach's Alpha coefficients. The data pertaining the variables included in the study was collected by using three scales, one for each variable. The data was presented by means of calculation of descriptive measures, mean and standard deviation, paired sample tests, Friedman test, correlations, and regressions analysis. Tables and figures were used to present the data. The distribution of items is discussed using both frequencies and percentages. Pearson product-moment correlation coefficient analysis were used to test the relationship between the three variables.

The participants comprised of females and males with different gender, age groups, education level, job position, and length of service. In attempt to increase the response rate the researcher pushed and reminded the respondents to complete the survey and response rate of 89% was obtained with 107 participants taking part. The next section will present the results in detail, the results will be reported by means of tables and figures.

4.2. RESPONSE RATE

Table 1 shows the response rate for the study. One hundred and twenty (120) questionnaires were distributed to the employees and only one hundred and seven (107) questionnaires were returned, fully furnished with no mistakes and missing responses. This indicates that a response rate of 89.17% was achieved. The peak of the pandemic (SARS Covid-19) made it impossible for the researcher to distribute more questionnaires to the participants. This was also because employees in the municipality were working on shifts and not everyone was on the premises, majority of employees were working from home.

Table 4.1

The response rate.

Respondents	Number of questionnaires sent	Number of questionnaires returned	Response rate
Municipal employees	120	107	89%

4.2. DEMOGRAPHIC INFORMATION

This section will provide a detailed analysis of the demographic information collected from the participants in the study. The demographic information includes the gender, age, educational level, job position and the length of service (at the organisation) The main purpose of having the demographic information section on this study is to provide data regarding research participants. It is also necessary for the determination of whether the individuals in the study are a representative sample of the target population, for generalisation purposes.

4.2.1. Gender

Table 4.2 and figure 4.1 of this study presents the percentage of respondents based on gender. The results present that most of the responds were females 56 (52%) as compared to males 51 (48%). Studying the pie chart above females dominated this study hence a higher percentage (52%) presented. Females dominated in the study because of the male to female employee ratio in the municipality.

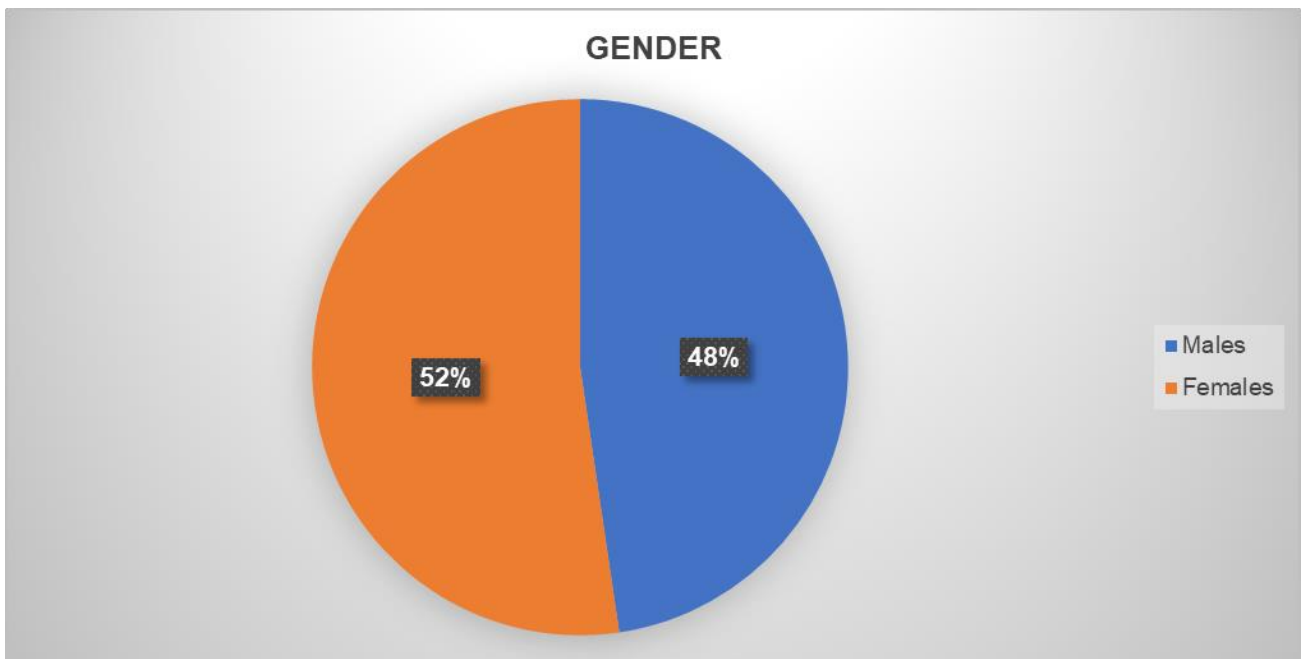
Table 4.2

The gender of the respondents

Gender		
Gender	Frequency	Percentage
Males	51	47.7%
Females	56	52.3%
Total	107	100%

Figure 4.1

Gender of respondents.



4.2.2. The age of the respondents

The age distribution of the respondents as depicted by table 4.3 and figure 4.2 shows that 6.5% (7) of municipal employees who participated in the study are

between the ages of 20-30 years old, 29% (31) of the respondents are between the ages of 31-40 years old, 48.6% (52) of the respondents are between the ages of 41-50 years old, and 15.9% (17) of the respondents are fifty-one and above.

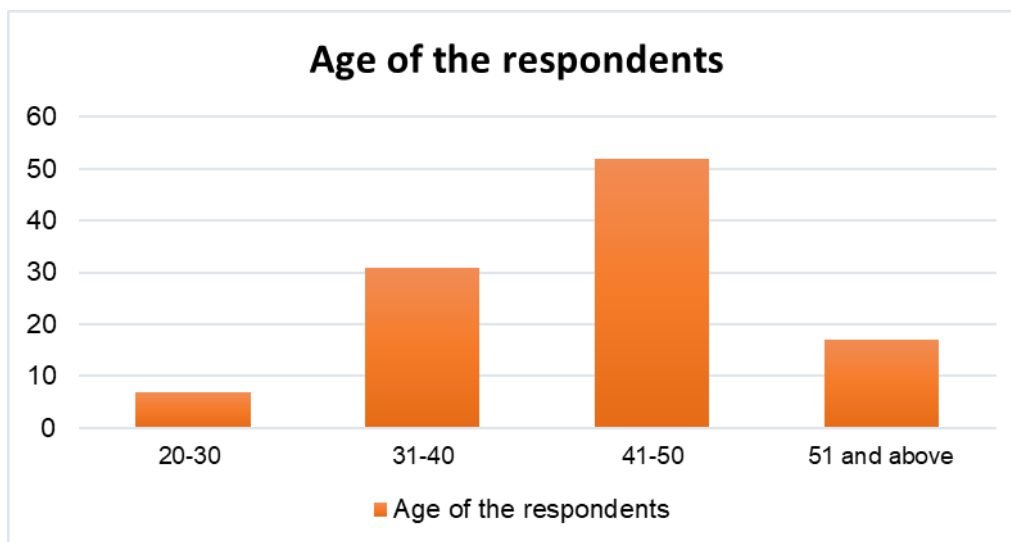
Table 4.3

Age of the respondents

Age		
Age	Frequency	Percentage
20-30 years old	7	6.5%
31-40 years old	31	29.0%
41-50 years old	52	48.6%
51 and above	17	15.9%
Total	107	100%

Figure 4.2

Age of the respondents



4.2.3. The level of education of the respondents

Table 4.4 and figure 4.3 below show the level of education of respondents. The figure below presented that 42.1% (45) of the respondents have an undergraduate qualification. The results presented show that 57.9% (62) of the respondents possess a postgraduate qualification at the municipality.

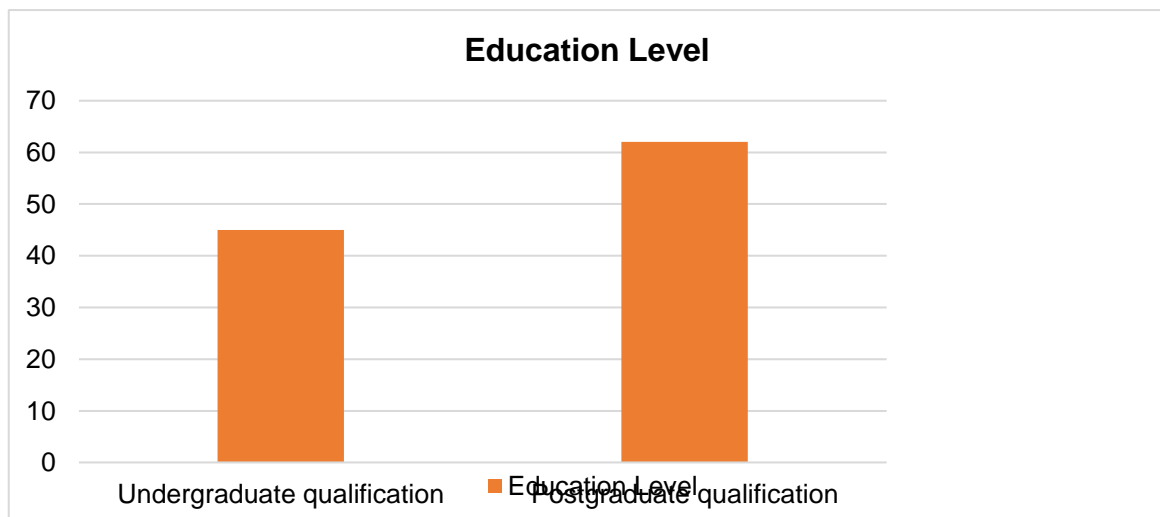
Table 4.4

Education Level

Education Level		
Qualification	Frequency	Percentage
Undergraduate qualification	45	42.1%
Postgraduate qualification	62	57.9%
Total	107	100%

Figure 4.3

Education level.



4.2.4. The job positions of respondents

Table 4.5 and figure 4.6 presents the job positions the respondents occupy in the municipality. 63.6% (68) of the respondents are employed as administrators, 21.5% (23) of the respondents are employed as junior managers, 7.5% (8) of the respondents are employed as heads of department (HOD), and 7.5% (8) of the respondents are employed as senior managers.

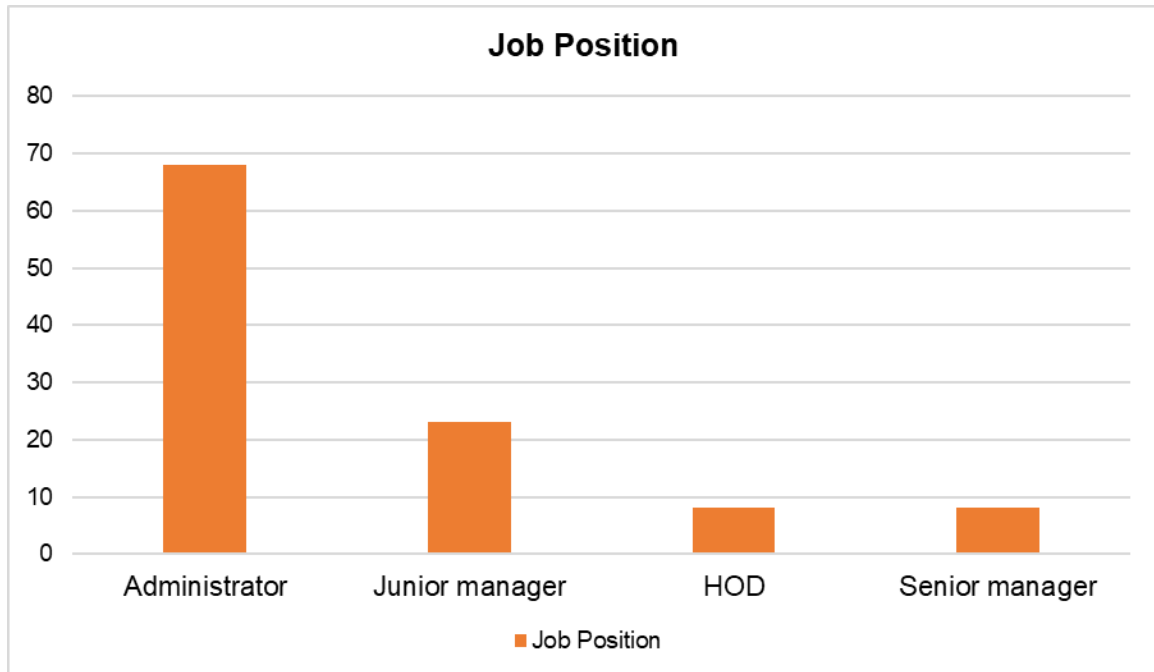
Table 4.5

Job position

Job Position		
Position	Frequency	Percentage
Administrator	68	63.6%
Junior manager	23	21.5%
HOD	8	7.5%
Senior manager	8	7.5%
Total	107	100%

Figure 4.6

Job position.



4.2.5. Length of service (at the organisation)

Table 4.7 and figure 4.5 presents that 2.8% (3) of the respondents have been in the organisation for a year and less, 22.4% (24) of respondents have been in the organisation for 1-5 years, 51.4% (55) of the respondents have been in the organisation for 5-10 years, and 23.4% (25) have been in the organisation for more than 10 years.

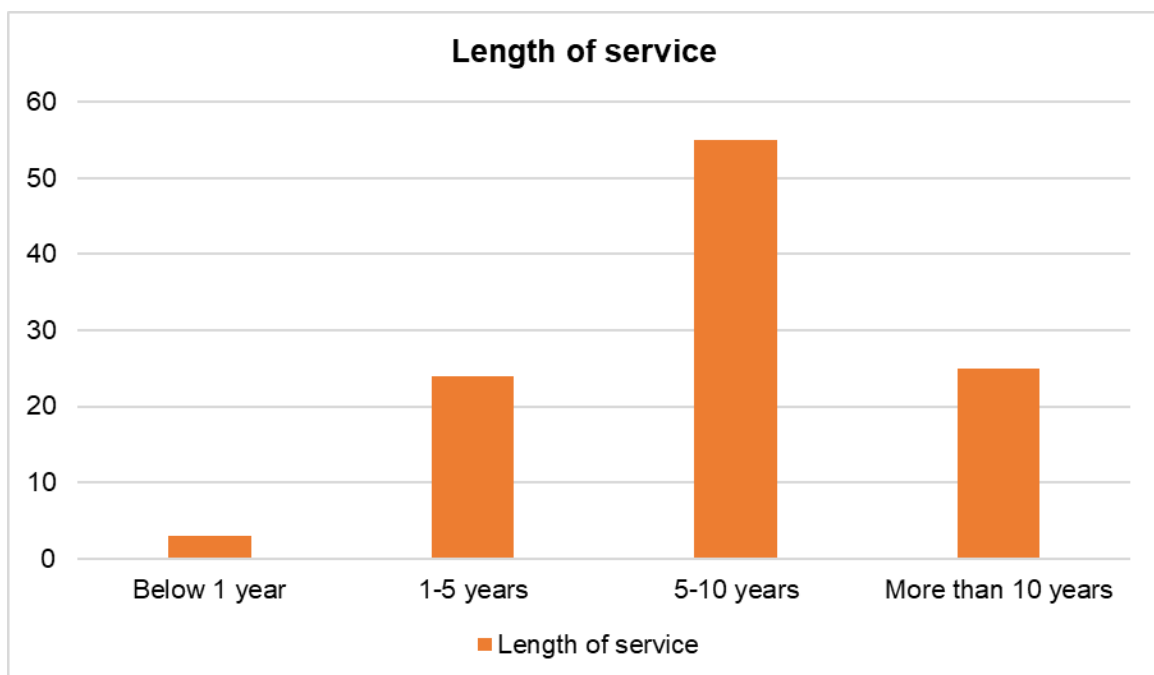
Table 4.7

Length of service

Length of service		
Length	Frequency	Percentage
Below 1 year	3	2.8%
1-5 years	24	22.4%
5-10 years	55	51.4%
More than 10 years	25	23.4%

Figure 4.5

Length of service



4.3. RESULTS OF RELIABILITY ANALYSES

The Cronbach's Alpha was used to measure the reliability of all the scales. The correlation coefficient ranges from plus or minus one. A high Alpha coefficient means that the reliability is also high. The recommended Alpha coefficient should have a value of 0.70, a coefficient above 0.70 is acceptable whereas one that is below 0.70 has limited applicability (Ewing, Monsen, & Kielblock, 2018). Bloomfield and Fisher (2019) explained that an item's total correlation should be greater than 0.30. If the total is lower than 0.30 then it would suggest that the item is measuring a different thing altogether. Bloomfield and Fisher (2019) believe that reliabilities with less than 0.60 are deemed poor while those in the range of 0.70 are deemed acceptable and those above 0.80 are considered good.

4.3.1. Procedural Justice Iterative Item Reliability Analysis

The results obtained from iterative item of the Procedural Justice Questionnaire yielded a Cronbach Alpha of 0.848 based on the seven items. Internal consistency is acceptable if Cronbach Alpha is 0.70 and the average inter item correlation is 0.30. This is supported by Ye, Liu, and Tan's (2022) study which yielded a Cronbach Alpha of 0.718. To conclude, the Procedural Justice Questionnaire is reliable as shown in table 4.8.

Table 4.8

Reliability coefficient for Procedural justice

Cronbach's Alpha	Cronbach's Alpha	
	Based on Standardized Items	Number of Items
.848	.853	7

4.3.2. Distributive Justice Iterative Item Reliability Analysis

The table below presents the Cronbach's Alpha coefficients results. As depicted on table 4.9, the Cronbach Alpha obtained is 0.801 for four items that were used for distributive justice. In a study by Ye, Liu, and Tan (2022) a Cronbach Alpha of 0.703 was achieved, which is higher than 0.70. Therefore the scale is reliable

Table 4.9

Reliability coefficient for Distributive Justice.

Cronbach's Alpha		
Cronbach's Alpha	Based on Standardized Items	Number of Items
.801	.802	4

4.3.3. Interactional Justice Iterative Item Reliability Analysis

Table 4.10 below presents the Cronbach Alpha for interactional justice. As depicted on table 4, the Cronbach Alpha for interactional justice is 0.818. This is supported by Mehmood, Nadarajah, and Akhtar's (2021) study which produced a Cronbach Alpha of 0.722. The measure used nine items to gather the results. Therefore, we can safely say that the interactional justice scale is reliable since it scored higher than 0.70 and it is deemed to be good. The scale can be used to measure interactional justice in municipalities.

Table 4.10

Reliability coefficient for Interactional Justice.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.818	.822	9

4.3.4. Organisational Justice Scale Reliability

Table 4.11 depicts the overall Cronbach Alpha of organisational justice scale reliability. The Cronbach Alpha of 0.895. The Cronbach Alpha is deemed acceptable because in a study by Bakeer, Nassar, and Sweelam (2022) the Cronbach Alpha that was achieved for the scale was 0.94. The scale consisted of twenty items divided by 3 constructs; procedural justice (7), distributive justice (4), and interactional justice (9).

Table 4.11

Reliability coefficient for Organisational Justice Scale.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.895	.898	20

4.3.5. Ethical Leadership Questionnaire (ELQ) Reliability

Table 4.12 below depicts the reliability achieved by the ethical leadership questionnaire. The scale had fifteen items and the Cronbach's Alpha obtained is 0.922 as presented on the table below. In their study Qing, Asif, Hussain,

and Jameel (2020) found a Cronbach Alpha of 0.93. Therefore, as indicated in the table below, a Cronbach Alpha coefficient of 0.922 indicates that the ELQ is reliable, and it is consistent in measuring ethical leadership.

Table 4.12

Reliability coefficient for Ethical Leadership Questionnaire (ELQ).

Cronbach's Alpha		
Cronbach's Alpha	Based on Standardized Items	Number of Items
.922	.924	15

4.3.6 Organisational Citizenship Behaviour Reliability

Table 4.13 detail out the reliability achieved by the organisational citizenship behaviour scale. The scale is comprised of twenty items and the Cronbach Alpha obtained is 0.861 as presented on table 4.13. Organ (1988) specified that a Cronbach Alpha of 0.70 and higher is an acceptable value. Therefore, as indicated in table 4.13, a Cronbach Alpha coefficient of 0.861 indicates that the organisational citizenship behaviour scale is reliable and consistent in measuring organisational citizenship behaviour. This is also supported by Bakeer, Nassar, and Sweelam (2022) who in their study achieved a Cronbach Alpha of 0.78.

Table 4.13

Reliability coefficient for Organisational Citizenship Behaviour.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.861	.862	20

4.4. DESCRIPTIVE STATISTICS

Descriptive statistics in the form of arithmetic means and standard deviations were computed. The following table in the discussion indicate the specific descriptive relating to the means score of all components of organisational justice (procedural justice, distributive justice, and interactional justice), organisational citizenship behaviour, and ethical leadership. It should be noted that for the purpose of this study, each item with a mean of above 4 is considered as being perceived positively, and each item with a mean of below 4, is considered as being perceived negatively.

From the findings table 4.14 indicates that the standard deviation score. The overall mean for procedural justice is 4.10 (1.16), distributive justice is 4.83 (1.14) and interactional justice is 4.72 (0.93). It should be noted that for the purpose of this study, each item with a mean of above 4 is considered as being perceived positively, and each item with a mean of below 4, is considered as being perceived negatively.

The responses of participants on procedural justice revealed a mean of 4.10 which is above 4 and it is acceptable. This means that employees perceive justice when it comes to processes and procedures of the organisation. Responses of participants on distributive justice have shown a mean of 4.83 which is above 4, thus deem it as acceptable. This mean reveals that

employees perceive justice when it comes to the distribution of resources, rewards, and outcomes in the organisation. The responses of participants on interactional justice showed a mean of 4.72, which is above 4. This reveals that employees positively perceive the access of information as fair and the distribution of information and decisions. Also, employees perceive the communication with their superiors as just and fair.

The standard deviation for organisational citizenship behaviour is 3.02 (0.49) and for ethical leadership is 3.63 (0.89). The results depicted in table 4.14 were favourably answered by the respondents, with a positive inclination towards organisational justice (distributive justice). The responses of the participants on organisational citizenship behaviour showed a mean of 3.02 which is below 4, this revealed that employees are less likely to engage in extra-role behaviours in the organisation. As depicted on table 4.14 the responses of the participants on ethical leadership revealed a mean of 3.63 which is below 4. This reveals that employees do not perceive any ethical leadership measures in the organisation.

Table 4.14*Descriptive statistics.*

	N	Mean	Std. Deviation
Procedural Justice	107	4.1015	1.16008
Distributive Justice	107	4.8318	1.14244
Interactional Justice	107	4.7259	.93789
Organisational Citizenship Behaviour	107	3.0215	.49326
Ethical Leadership	107	3.6343	.89931
Valid N (listwise)	107		

As depicted in Table 4.14, it can further be stated that majority of items scored above mean values. Organisational justice was measured on a seven point. The scale was divided into three parts, procedural justice had 7 items, distributive justice had 4 items and interactional justice had 9 items. Organisational citizenship behaviour was measured by 5-point scale with twenty items. Ethical leadership was measured using a 6-point scale with fifteen items.

Therefore, it can be seen from Table 4.14 that the average score for procedural justice is 4.10 and the score for distributive justice is 4.83. It is therefore evident

that there is a positive trend towards organisational justice. It can also therefore be noted that organisational justice had the most positive response in the sample. The average score for interactional justice is 4.72, this shows that there is a positive shift towards organisational justice in the municipality.

From the table (table 4.14) below it be seen that organisational citizenship behaviour has scored 3.02 and ethical leadership scored 3.63. These scores are positive, and they are directing towards a positive trend between organisational citizenship behaviour and ethical leadership. The obtained mean scores indicate that there are positive sentiments inherent in overall response of participants.

4.5. DISTRIBUTION OF ORGANISATIONAL JUSTICE COMPONENTS

Table 4.15

Friedman (f) Test

	Mean Rank
Procedural Justice	1.56
Distributive Justice	2.22
Interactional Justice	2.22

Table 4.15 above shows that three organisational justice components were analysed using the Friedman rank test. As it is presented in Table 4.15 above, one can thoroughly explain that there is an overall difference between the organisational justice components. Therefore, there is a need to draw comparisons to identify which organisational justice component is dominant and determine the difference between the justice models. The results indicated that there was a slight difference among the distributions of the three organisational justice components, the procedural justice scored a mean = 1.56 which is the

lowest, distributive justice scored a high mean = 2.22 and interactional justice also scored the same mean = 2.22. Looking at the results depicted above it can be settled that both distributive and interactional justice models scored significantly high compared to procedural justice model.

4.6. CORRELATION BETWEEN ETHICAL LEADERSHIP, ORGANISATIONAL JUSTICE AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR

The Pearson product-moment correlation (two-tailed) test was used to analyse the relationship between, ethical leadership, organisational justice, and organisational citizenship behaviour. Intercorrelations coefficients (r) were calculated by means of Pearson's Product Moment Correlation. The Pearson's Product Moment Correlation coefficient has been adopted in testing four hypotheses with the Statistical Package for the Social Science (SPSS) Version 27.0. Pearson Correlation was used to investigate the relationship amongst the variables (ethical leadership, organisational justice, and organisational citizenship behaviour). The results of the inter-correlation of the different variables are depicted in table 4.16.

Table 4.16

Pearson correlations between ethical leadership, organisational justice, and organisational citizenship behaviour (N=107).

		Ethical Leadership	Organisational Justice	Organisational Citizenship Behaviour
Ethical Leadership	Pearson Correlation	1	.656**	.558**
	Sig. (2- tailed)		.000	.000
	N	107	107	107
Organisational Justice	Pearson Correlation	.656**	1	.302**
	Sig. (2- tailed)	.000		.002
	N	107	107	107
Organisational Citizenship Behaviour	Pearson Correlation	.558**	.302**	1
	Sig. (2- tailed)	.000	.002	
	N	107	107	107

** . Correlation is significant at the 0.01 level (2-tailed).

H₁ : There is a relationship between ethical leadership and organisational justice.

The relationship between ethical leadership and organisational justice is presented in table 4.16 based on the $r = 0.656$ and $p\text{-value} = 0.000$, a statistically positive relationship does exist between ethical leadership and organisational

justice, it is given that the p-value > 0.05. Therefore, the hypothesis is accepted. These findings are in line with a study that was done by Engelbrecht, Kemp, and Mahembe (2018) which indicated that ethical leadership and organisational justice are positively related. It is believed that when leaders act ethically in the municipality, the employees tend to perceive justice in existence.

H₂ : There is a relationship between ethical leadership and organisational citizenship behaviour.

The relationship between ethical leadership and organisational citizenship behaviour is presented in table 4.16 above based on the $r = 0.558$ and p-value = 0.000. Based on the table above, the relationship between ethical leadership and organisational citizenship behaviour is statistically positive. We are saying it is positive because the value of p-value > 0.05. Therefore, the hypothesis is accepted.

These finding are in line with the study that was done by Kar (2014) on ethical leadership and personnel citizenship behaviour in the workplace. It is therefore believed that when leaders show ethical behaviours (honesty, empathy, and fairness) employees will respond by going an extra mile and doing more than what is required of them. They will offer suggestions on how to improve the efficiency of service delivery.

H₃ : There is a relationship between organisational justice, and organisational citizenship behaviour.

The relationship between organisational justice, and organisational citizenship behaviour is positive. There is a statistically significant relationship between the three variables. The overall correlation between organisational justice, and organisational citizenship behaviour is ($r=0.656$, $p=0.002$). The results indicate the overall organisational justice, and organisational citizenship behaviour are positively related, there is a low positive correlation. The results do support the

hypothesis that there is no meaningful relationship between the two variables. Therefore, we accept the hypothesis. In a study by Mitonga-Monga and Cilliers (2016), supported that indeed there is a correlation between organisational citizenship behaviour and organisational justice. It was suggested that employees who go beyond for the organisation tend to collaborate well with ethical leaders.

4.7. CHI-SQUARE VALUE

Table 4.17 below presents the chi-square value of the three organisational justice components.

Table 4.17

Test Statistic^a

N	107
Chi-Square	31.861
Df	2
Asymp. Sig.	.000

Table 4.17 above indicates that there is a statistically significant difference between the three organisational justice components since the chi-square value is 31.861, $df=2$, $p<0.000$. The result implies that implies that the municipality employees hold different views about the type of justice that exists within the organisation.

4.8. MODEL SUMMARY FOR REGRESSION

Table 4.18 and 4.19 below presents the model summary for regression between organisational justice, ethical leadership, and organisational citizenship behaviour.

Table 4.18

Model summary for regression between organisational justice, ethical leadership, and organisational citizenship behaviour

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660 ^a	.436	.425	.66440

a. (Constant), Organisational Citizenship Behaviour (OCB), Ethical Leadership (EL)

Table 4.19

Regression analysis results

	Model	Beta	T	Sig.
	(Constant)		6.248	.000
1	Ethical Leadership	.707	7.969	.000
	Organisational Citizenship Behaviour	-.092	-1.041	.301

a. Dependent variable: Organisational Justice (OJ) sig>0.00

Table 4.19 shows the regression analysis results. Table 4.19 further revealed multiple regression results for perceived organisational justice. The results indicate that perceived organisational justice significantly predict organisational citizenship behaviour ($B = -.092$, $\text{sig} = 0.301$). The results further revealed multiple regression results for organisational justice and ethical leadership. The results indicate that perceived organisational justice does significantly predict ethical leadership ($B = 0.707$, $\text{sig} = 0.000$).

The results reject the hypothesis (H_2) that there is no relationship between ethical leadership and organisational citizenship behaviour. The results are consistent with the study of Podsakoff, MacKenzie, Paine, and Bachrach (2000), which revealed that there is significance between ethical leadership and organisational citizenship behaviour. According to regression results in 4.18 perceived organisational justice moderately predict organisational citizenship behaviour and ethical leadership ($r = 0.436$).

4.9 CHAPTER SUMMARY

In this chapter, the results of various statistical procedures were analysed and presented. The chapter presented the findings from the data collected on the study. It revealed the results of the reliability analysis, descriptive statistics, Pearson product-moment correlations and additional analysis in this study. The next chapter will detail out the conclusions and recommendations of the study.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION

This study examined the relationship between ethical leadership, organisational justice, and organisational citizenship behaviour in a selected municipality in the Limpopo Province. To respond to the research question that was stated, different hypothesis that were stipulated for the study were tested. Therefore, the main purpose of the concluding chapter is to draw conclusions regarding this study. This chapter outline key research findings as well as the research implications and are compared to previous research findings similar to the current study. This chapter also includes a discussion of the limitations of the study and recommendations to improve ethical leadership, organisational justice, and organisational citizenship behaviour of municipalities for future research.

5.2. CONCLUSIONS

The purpose of the study was to critically evaluate how employees in municipalities perceive ethical leadership, organisational justice, and organisational citizenship behaviour in their organisation. This study was focused on perceptions of employees about ethical leadership in relation to organisational justice and organisation citizenship behaviour. Ethical leadership was defined globally but there is no common definition of the construct all over the world, ethical leadership plays a huge role in municipalities in South Africa.

Previous studies have shown that the three constructs at some point do share a positive relationship, as supported by the present results of the study. The present findings on the relationship between ethical leadership, organisational justice, and organisational citizenship behaviour in municipalities are in line with the findings of other researchers, such as Danish, Hafeez, Hafiz, Mehta, Ahmad, and Ali (2020). The current study reveals that the relationship between

ethical leadership, organisational justice, and organisational citizenship behaviour. These findings are in connection with Khokhar and Zia-ur-Rehman (2017), who revealed that organisational citizenship behaviour is highly influenced by the treatment employees perceive from their ethical leaders and how certain decisions and resources are distributed in the organisation.

Furthermore, the current study revealed that there is a significant correlation between the dimensions of organisational justice and the other two constructs (ethical leadership and organisational citizenship behaviour). Gan and Yusof (2018) in their study stated that productivity amongst state engineers has thoroughly increased when they perceive justice in the workplace. Gan and Yusof (2018) further proved that ethical leadership has a positive relationship with organisational justice. Their study found that engineers believed that when ethical leaders show their ethical behaviours, they are more likely to treat them with their counterparts equally. Gan and Yusof (2018) also found out that the dimensions of organisational justice have a huge influence on the relationship between the three constructs.

Consequently, the results of the research are consistent with that of Anwer and Siddiqui (2020) which found that a positive relationship exist between ethical leadership and organisational citizenship behaviour. The study found out that there is a correlation between organisational citizenship behaviour and interactional justice. This result is consequently related to the result that was found by Engelbrecht, Heine, and Mahembe (2014) who found out that there is a positive relationship between servant leadership and organisational citizenship behaviour. Their study narrated that when employees see the leaders as responsive, they tend to do more for the organisation. This statement was supported by Mitonga-Monga and Cilliers (2016) who stated that ethical behaviours of employers mostly affect the abilities of employees to engage in extra-role behaviours.

Ledimo (2015) found that organisational justice dimensions are influenced by different factors such as ethical leadership and organisational citizenship behaviour. His study revealed that the performance of employees in government institutions is mostly influenced by how they perceive organisational justice in relation to other factors. He discovered that in South African municipality workers believe that they can do extra-role behaviours provided that they are treated fairly in the organisation. Ledimo's (2015) study was supported by Fatima and Siddiqui (2020) whose study was focused on organisational justice as a mediator to the ethical leadership and organisational citizenship behaviour. Their study found that there is a positive relationship between the constructs, and organisational justice mediates the relationship.

It has been revealed that most employees in municipalities feel better and perform better when their leaders are ethical (Fatima & Siddiqui, 2020). In a study by Halbusi, Ismail, and Omar (2021) they communicated that ethical leadership influences organisational justice in the workplace. They further supported the results of the current study by mentioning that ethical leaders are mostly regarded as fair leaders. They ensure that employees perceive fairness as they are performing their duties. Research has also shown that employees who are highly satisfied with their jobs are those who value fairness in the workplace (Ajala, 2017).

Kaur, Malhotra, and Sharma (2020) stated that organisational citizenship behaviour is highly determined by job satisfaction. This study revealed that employees who perceive fairness in the organisation are more likely to engage in organisational citizenship behaviour and they are also satisfied with their jobs, and they would do anything for colleague, be it picking up lunch or finishing a task for them. Research has proved that there is a positive relationship between organisational citizenship behaviour and organisational justice (Khaola & Rambe, 2020), this supported the findings of the current study. It is believed that employees who perceive justice in the organisation are more likely to engage themselves in extra-role behaviours. They do so not to be

formally rewarded but to grow themselves and also for the good of the organisation.

The results of the previous findings indicated that employees believe that once they are satisfied with their jobs, they are more likely to do more for the organisation (Wan, 2011). The results also showed that these employees are less likely to leave the organisation they are currently working for (Saoula, Fareed, Ismail, Husin, & Abd Hamid, 2019). Municipalities need to keep employees of such calibre because they are more likely to be selfless, they put the organisation first and have great working relationships with their colleagues.

The study findings reveal that there is a relationship between ethical leadership, organisational justice, and organisational citizenship behaviour. Dimensions of organisational justice such as distributive is positively related to organisational citizenship behaviour. Anwer and Siddiqui (2020) indicated that employees must be given equal resources to perform their duties in the workplace. It is believed that when employees have all the resources, they need to do their jobs, they tend to do more and engage in extra-role behaviours. Another dimension that has a positive relationship with organisational citizenship behaviour is procedural justice, research has shown that employees who are aware of processes and procedures in the workplace tend to be opened to doing extra-role activities.

5.3. RECOMMENDATIONS FOR FURTHER PRACTICE

This study has generated quite a few areas of interest that could be explored further. In view of the stated findings and conclusions, the following recommendations are made:

Managers, HODs, and supervisors in municipalities should participate in ethical leadership, organisational justice, and encourage employees to engage in extra-role behaviours (organisational citizenship behaviour). Managers, HODs,

and supervisors should strive to ensure that they provide good, ethical leaders that will in turn encourage employees to do more for the organisation in order to increase productivity and good outputs for the organisations.

Municipalities should be aware of the efforts that employees bring into the organisation when they are treated fairly, given the right resources and when decisions and procedures are fairly communicated with them. They should ensure that the leaders behave ethically, and they treat all employees equally. Providing employees with assurance can go a long way for organisations. Employees are thoroughly motivated to do more provided they are led well. Employees will gladly finish their co-workers' duties without any hesitations, they will help new employees get oriented into the job.

Most municipal leaders in South Africa engage less in ethical leadership because of the political atmosphere surrounding their jobs. They are mostly forced to do what is not right and this leads to the neglecting organisational justice. Most of the leaders are unaware of what constitute organisational justice and what it means for their organisations. They need education on ethics, treatment of the employees and how to encourage their employees to do more for the organisation. Leaders must be trained on ethics and organisational justice in the workplace. This research has indicated that ethical leadership may be neglected in municipalities, and it can be very costly to the organisation. It is therefore recommended that these municipalities must give their leaders proper education about ethics and ethical leadership in their work setting.

There is a big challenge in municipalities that has to do with fairness. Fairness in terms of distribution of resources, communication of decisions and their processes, and how certain decisions are made. The study revealed that employees perceive less fairness in their daily work. They believe that they are not given/paid the same rewards and benefits as their counterparts. They also believe that they are not made aware of the processes and procedures that have been followed in order to reach certain decisions that affect their work-life.

Employees also stated that they are not given clear communication regarding decisions in the organisation and their job descriptions are not clearly stated. They also revealed that the communication of their HODs/supervisors is not candid and improper remarks are often made on their work or personal life.

Managers, HODs, and supervisors in municipalities should improve their knowledge on organisational justice. They should be offered training on what entails organisational justice and how they should embrace it and ensure their employees are satisfied and can perceive fairness in the workplace. The training must be structured in such a way that it educates these three variables, feedback on the training must be provided. Progress must be tracked, and all employees must be aware of the training.

The research revealed that employees are more open to performing extra-role behaviours in the workplace. They believe they do so because of the atmosphere that exists in the organisation. They are open to organisational citizenship behaviour because their managers are better at leading, and their leaders motivate them to do more. It is recommended that managers must serve as a source of motivation for employees because it could be beneficial to the organisation. Well-motivated employees are more likely to engage in extra-role behaviours and they share a good relationship with their colleagues. Even though organisational citizenship behaviour cannot be formally rewarded, the managers must recognise the efforts of employees by means of praises.

The big challenge that many South African municipalities are facing is under performance and lack of service delivery. This can be improved or corrected by ensuring that employees contribute more to the organisation by engaging in extra-role behaviours. The honours also resonate with the managers and supervisors, they should be present. They should be mentors to employees and ensure that employees' level of engagement in extra-role behaviours is enhanced. Managers and supervisors must act ethically, they must show respect to their employees and be transparent in decision making.

When civil servants are treated with fairness, they are more likely to do more for the organisation they are serving. Justice must be the centre of everything in the municipality, employees must be treated with equity and fairness. They must be accorded the same resources, be paid equitable rewards, and also be given information that is the same on how decisions were reached. It is recommended that managers and supervisors have the utmost knowledge of organisational justice, know more, and engage their employees on it.

Municipalities should really consider formal education for their managers, HODs, and supervisors. This education must be inclusive of all the aspects of ethics and ethical leadership in a municipality setting. If they can, they should start or develop workshops about ethics and leading ethically. They should also be exposed to organisational justice education. They should know what constitutes a fair treatment or not. Employees must also be made aware of what organisational justice is. Managers, HODs, and supervisors must function as a form of motivation to employees. This is done to try and encourage employees to engage in organisational citizenship behaviour. It can also be recommended that employees get a full view of what organisational citizenship behaviour is, what it entails, and the benefits of it. This can be done through inhouse programmes or workshops.

5.4. CONTRIBUTIONS OF THE STUDY

This study and future similar research may assist municipalities, as well as managers, HODs, and supervisors in municipalities to be aware of ethical leadership, organisational justice, and organisational citizenship behaviour and how they affect the organisation and employees working in that organisation in terms of how they perceive them. The study also contributes to literature of the relationship between the variables of interests in public organisations preferably municipalities.

5.5. LIMITATIONS OF THE STUDY

This study was limited to employees of local municipalities in the Limpopo province. A convenience sampling method was used to include participants in the study. The study was only conducted at a local municipality in the Limpopo Province therefore, the study findings cannot be generalised to all local municipalities in the province. The researcher also noted that some participants were not open and free to participate in the study.

Data was collected only in the Limpopo province; this means that the findings of the study cannot be generalised. Findings can only be generalised when data is based on random samples of sufficient size, and for quantitative research studies it is assumed that the bigger the sample size, the more valid and more reliable the findings are (Bloomfield & Fisher, 2019). Few problems when encountered during data collection, due to the pandemic, it became exceedingly difficult to distribute questionnaires and to find willing participants as most of them were working from home. In addition, unreturned questionnaires also contributed to the limitations. Due to these limitations, future research to replicate the findings of the study in other similar organisations is recommended.

5.6. FUTURE IMPLICATIONS

Municipalities have a significant role to play in South Africa, they service communities and render all basic services to them. They are a big contributor to the welfare and wellbeing of communities. Most previous research done on these three variables (ethical leadership, organisational justice, and organisational citizenship behaviour) was done in the western countries, little to no research was done in South African local municipalities. A bigger, more representative sample should be used for the next study, which means that more than one local municipality should be investigated.

The study did not focus on the impact of ethical leadership, organisational justice, and organisational citizenship behaviour on employees, but only how they perceive the three variables; therefore, it is recommended that further studies should be done to address the impact. Researchers could further examine the three variables in a different work setting, be it the private sector or a district municipality. Thus, a more comprehensive study should be conducted in future.

5.7. CONCLUDING REMARKS

This chapter provided an impression of the main findings of the study, as well as the significance and limitations of the study. To conclude, recommendations were projected for potential future research opportunities. The findings and results of the study revealed that overall relationship between ethical leadership, organisational justice, and organisational citizenship behaviour of a selected municipality in Limpopo Province.

Inclusively, the results of the study indicated that employees are concerned about how their leaders and employers conduct themselves within the organisation. They are also concerned about how information is conveyed to them and how they are not encouraged enough to do more for the municipality. Recommendations were suggested that municipality leaders need to educate their senior managers, junior managers, and supervisors about the importance ethical leadership, organisational justice, and organisational citizenship behaviour. This will help them to have highly satisfied employees who are always looking forward to fulfilling their duties. It was suggested that future research should extend the study to other municipalities (local and district) in Limpopo province to improve the results. The objectives of this study were fully met.

5.8. CHAPTER SUMMARY

This chapter discussed main findings and conclusions to be drawn from the study by focusing on both the relevant literature and empirical research findings. Recommendations were provided with reference to practical suggestions for ethical leadership, organisational justice, and organisational citizenship behaviour, and this includes recommendations for future research. An integration of the study was presented by outlining the support of the findings for the relationship between ethical leadership, organisational justice, and organisational citizenship behaviour.

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APPENDICES

INFORMED CONSENT FORM

CONSENT FORM

I.....

(Participant) hereby voluntarily consent to participate in the following project titled, "Perceived ethical leadership in relation to organisational justice and organisational citizenship behaviour at a selected municipality in the Limpopo province."

Signature of respondent: _____ Date: _____

Signature of researcher: _____ Date: _____

QUESTIONNAIRE

Section A: Demographic Details

Please place a cross (x) on the box corresponding to the most appropriate response in respect of the following items:

1. Gender:

1. Male	
2. Female	

2. Age:

1. 20-30 years old	
2. 31-40 years old	
3. 41-50 years old	
4. 51 and above	

3. Education Level:

1. Undergraduate qualification	
2. Postgraduate qualification	

4. Job Position:

1. Administrator	
2. Junior manager	
3. HOD	
4. Senior manager	

5. Length of service (At this Organisation)

1. Below 1 year	
2. 1-5 years	

3. 5-10 years	
4. More than 10 years	

Section B: Organisational Justice Questionnaire

This section requires you to indicate how you feel about how things work around your department. For each question, please circle the number that best matches your response to each statement.

- 1= To the smallest extent (SSSE) 2= To a smaller extent (SSE)
 3= To a small extent (SE) 4= Neutral (N) 5= To a large extent (LE)
 6= To a larger extent (LLE) 7= To the largest extent (LLE)

The following items refer to the procedures used to determine things that affect you on your job, like pay raises, promotions, opportunities for training, etc. To what extent:	S	S	S	N	L	L	L
	S	S	S	N	L	L	L
	S	E	E		E	E	L
	E						E
1. Have you been able to express your views and feelings during those procedures?	1	2	3	4	5	6	7
2. Have you had influence over the outcomes arrived at by those procedures?	1	2	3	4	5	6	7
3. Have those procedures been applied consistently?	1	2	3	4	5	6	7
4. Have those procedures been free of bias?	1	2	3	4	5	6	7
5. Have those procedures been based on accurate information?	1	2	3	4	5	6	7
6. Have you been able to appeal the outcomes arrived at by those procedures?	1	2	3	4	5	6	7
7. Have those procedures upheld ethical and moral standards?	1	2	3	4	5	6	7
The following items refer to decisions about the actual outcomes you receive on your job, such as pay raises, promotions, opportunities for training, etc. To what extent:	S	S	S	N	L	L	L
	S	S	E		E	L	L
	S	E				E	L
	E						E

1. Do your outcomes reflect the effort you have put into your work?	1	2	3	4	5	6	7
2. Are your outcomes appropriate for the work you have completed?	1	2	3	4	5	6	7
3. Do your outcomes reflect what you have contributed to the organisation?	1	2	3	4	5	6	7
4. Are your outcomes justified, given your performance?	1	2	3	4	5	6	7

The following items refer to your immediate supervisor. To what extent:	S	S				L	L
	S	S	S	N	L	L	L
	S	E	E		E	E	L
	E						E
1. Has he/she treated you in a polite manner?	1	2	3	4	5	6	7
2. Has he/she treated you with dignity?	1	2	3	4	5	6	7
3. Has he/she treated you with respect?	1	2	3	4	5	6	7
4. Has he/she refrained from improper remarks or comments?	1	2	3	4	5	6	7
5. Has he/she been candid in his/her communications with you?	1	2	3	4	5	6	7
6. Has he/she explained the procedures used to make job decisions thoroughly?	1	2	3	4	5	6	7
7. Were his/her explanations regarding the procedures used to make job decisions reasonable?	1	2	3	4	5	6	7
8. Has he/she communicated details in a timely manner?	1	2	3	4	5	6	7
9. Has he/she tailored his/her communications to individuals' specific needs?	1	2	3	4	5	6	7

Section C: Organisational Citizenship Behaviour

This section requires you to indicate how you feel about how things work around your department. For each question, please circle the number that best matches your response to each statement.

1= Never 2= Once or Twice 3= Once or twice per month 4= Once or twice per week 5= Everyday

How often have you done each of the following things on your present job?	Never	Once or twice	Once or twice per month	Once or twice per week	Everyday
1. Picked up a meal for others at work	1	2	3	4	5
2. Took time to advice, coach, or mentor a co-worker.	1	2	3	4	5
3. Helped co-worker learn new skills or shared job knowledge	1	2	3	4	5
4. Helped new employees get oriented to the job.	1	2	3	4	5
5. Lent a compassionate ear when someone had a work problem.	1	2	3	4	5
6. Lent a compassionate ear when someone had a personal problem.	1	2	3	4	5
7. Changed vacation schedule, workdays, or shifts to accommodate co-worker's needs.	1	2	3	4	5
8. Offered suggestions to improve how work is done.	1	2	3	4	5
9. Offered suggestions for improving the work environment.	1	2	3	4	5
10. Finished something for co-worker who had to leave early.	1	2	3	4	5
11. Helped a less capable co-worker lift a heavy box or other object.	1	2	3	4	5
12. Helped a co-worker who had too much to do.	1	2	3	4	5
13. Volunteered for extra work assignments.	1	2	3	4	5
14. Took phone messages for absent or busy co-worker.	1	2	3	4	5
15. Said good things about your employer in front of others.	1	2	3	4	5
16. Gave up meal and other breaks to complete	1	2	3	4	5

work.					
17. Volunteered to help a co-worker deal with a difficult customer, vendor, or co-worker.	1	2	3	4	5
18. Decorated, straightened up, or otherwise beautified common workspace.	1	2	3	4	5
19. Went out of the way to give co-worker encouragement or express appreciation.	1	2	3	4	5
20. Defended a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor.	1	2	3	4	5

Section D: Ethical Leadership Questionnaire (ELQ)

This section requires you to indicate how well each of the following statements describes your current boss by selecting one of the following response choices.

1=Strongly Disagree 2=Moderately Disagree

3=Slightly Disagree 4=Slightly Agree

5= Moderately Agree 6=Strongly Agree

My Boss:	Strongly disagree	Moderately disagree	Slightly disagree	Slightly agree	Moderately agree	Strongly agree
1. Shows a strong concern for ethical and moral values	1	2	3	4	5	6
2. Communicates clear ethical standards for members	1	2	3	4	5	6
3. Sets an example of ethical behaviour in his/her decisions and actions	1	2	3	4	5	6
4. Is honest and can be trusted to tell the truth	1	2	3	4	5	6
5. Keeps his/her actions consistent with his/her stated values ("walks the talk")	1	2	3	4	5	6

6. Is fair and unbiased when assigning tasks to members.	1	2	3	4	5	6
7. Can be trusted to conduct promises and commitments	1	2	3	4	5	6
8. Insists on doing what is fair and ethical even when it is not easy	1	2	3	4	5	6
9. Acknowledges mistakes and takes responsibility for them	1	2	3	4	5	6
10. Regards honesty and integrity as important personal values	1	2	3	4	5	6
11. Sets an example of dedication and self-sacrifice for the organisation	1	2	3	4	5	6
12. Opposes the use of unethical practices to increase performance	1	2	3	4	5	6
13. Is fair and objective when evaluating member performance and providing rewards	1	2	3	4	5	6
14. Puts the needs of others above his/her own self-interest	1	2	3	4	5	6
15. Holds members accountable for using ethical practices in their work	1	2	3	4	5	6

LETTER OF REQUEST



UNIVERSITY OF LIMPOPO
Department of Business Management
School of Economics and Management

Private Bag X1106
Sovenga
0727
South Africa

Tel.: 072 667 0746
E-mail: reeandani@gmail.com

Invitation to participate in the research projected titled: “Perceived ethical leadership in relation to organisational justice and organisational citizenship behaviour at a selected municipality in the Limpopo province.”

Dear Sir/Madam,

My name is Andani Nethavhani, and I am a registered Master of Commerce student in Human Resource Management at the University of Limpopo. My supervisor is Prof T.S Setati. I am currently in the process of collecting data for my dissertation. The purpose of my research project is to add to understanding of the relationship between ethical leadership, organisational justice, and organisational citizenship behaviour in the public sector. Please note that your participation in the survey is completely voluntary and that all your responses will be kept confidential. The survey will take your approximately 10 minutes to complete. No personal identifiers will be revealed during data analysis and writing up of findings. If you have any questions, please do not hesitate to contact me.

Yours sincerely,
A Nethavhani

.....

Supervisor
Prof TS Setati

.....

APPROVAL LETTER



MAKHADO MUNICIPALITY

Vision: A dynamic hub for socio-economic development by 2050

Mission: To ensure effective utilization of economic resources to address socio-economic imperatives through mining, agriculture and tourism

INTERNAL MEMORANDUM

Ref no.: 5/3/1 & 5/4/2
Enquiries: E Nangambi

TO: THE ACTING MUNICIPAL MANAGER
FROM: CORPORATE SERVICES DEPARTMENT
(HUMAN RESOURCES DIVISION)
DATE: 20 SEPTEMBER 2021

SUBJECT: REQUEST TO ALLOW MR A NETHAVHANI A PERMISSION TO CONDUCT RESEARCH UNDER THE TITLE: PERCEIVED ETHICAL LEADERSHIP IN RELATION TO ORGANISATIONAL JUSTICE AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR AT A SELECTED MUNICIPALITY IN THE LIMPOPO PROVINCE

STRATEGIC OBJECTIVE

Good Governance and Administrative Excellence

PURPOSE

To seek approval by the Acting Municipal Manager in respect of Mr Nethavhani A. to be granted a permission to conduct study research based on the subject mentioned above.

DETAILS

Mr Nethavhani A. of ID No: 970529 5441 088 is currently a registered student in master's degree in the Commerce Studies at University of Limpopo is hereby requesting a permission to conduct a research on perceived ethical leadership in relation to organisational justice and organisational citizenship behaviour at a selected municipality in the Limpopo province. Attached herewith please find his request letter.

COMMENT

It therefore recommended for Mr Nethavhani A. to be granted a permission to conduct the above-mentioned research, subject to best practice and conventions for students that undertake research on council's records viz.

1. Research activities will not disturb the normal operation of the Municipality.
2. Prompt and timeous arrangements must be made with the Departmental Head concern when assistance is required.
3. Copy of the research findings / thesis must be submitted to the Municipality
4. The Municipality has no power over research conducted with community members and this part will be performed with the community at their own free will.
5. Research will be for a period of six months which can be extended for a further period determined by the Acting Municipal Manager.
6. Confidential records / information must not be reflected in thesis documents.
7. The collection of data for research will be conducted based on prior arrangements to be made before the meeting with the Acting Director Corporate Services.
8. The Municipality is indemnified against any claims for damages by the applicant which may result directly or indirectly from the research activity.
9. Research information may not be used for any form of publication media other than the applicant's studies expect with permission of the Municipality.
10. The Authorization is granted in line with provisions of the Municipality Access to Information Manual read with the Promotion to Access to Information Act, and the National Archives Act and approved by the relevant Head of the Department (HOD) with regards to the classification of information.

REQUEST TO ALLOW MR A NETHAVHANI A PERMISSION TO CONDUCT RESEARCH UNDER THE TITLE:
PERCEIVED ETHICAL LEADERSHIP IN RELATION TO ORGANISATIONAL JUSTICE AND ORGANISATIONAL
CITIZENSHIP BEHAVIOUR AT A SELECTED MUNICIPALITY IN THE LIMPOPO PROVINCE

FINANCIAL IMPLICATIONS

None

POLICY

It's part of Training and Development

LEGAL IMPLICATIONS

None

RISK IMPLICATIONS

None

ENVIRONMENTAL IMPLICATIONS

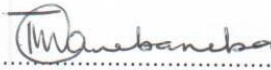
To promote good Governance.

CHANGE MANAGEMENT IMPLICATIONS

It therefore recommended for Mr Nethavahni A. to be granted a permission to conduct the above-mentioned research.

CONSIDERATION (RECOMMENDATION)

It is therefore recommended that Mr Nethavhani A. be granted to permission to conduct the above-mentioned research.


.....
MR. T MANEBANEBA
SKILLS DEVELOPMENT FACILITATOR

20/09/2021
.....
DATE


.....
MR. N DAGADA
MANAGER HUMAN RESOURCES


20/09/2021
.....
DATE

RECOMMENDED/ NOT RECOMMENDED


.....
MR. S G MAGUQA
ACTING DIRECTOR CORPORATE SERVICES


20/09/2021
.....
DATE

RECOMMENDED / NOT RECOMMENDED


.....
MR. N G RALIPHADA
ACTING CHIEF FINANCIAL OFFICER

20/09/2021
.....
DATE

APPROVED / ~~DECLINED~~


.....
MR. K M NEMANAME
ACTING MUNICIPAL MANGER

20/09/2021
.....
DATE

TREC CERTIFICATE



University of Limpopo
Department of Research Administration and Development
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 3935, Fax: (015) 268 2306, Email:
makoetja.ramusi@ul.ac.za

TURFLOOP RESEARCH ETHICS COMMITTEE

ETHICS CLEARANCE CERTIFICATE

MEETING: 17 February 2021

PROJECT NUMBER: TREC/36/2021: PG

PROJECT:

Title: Perceived ethical leadership in relation to organisational citizenship behaviour at a selected Municipality in the Limpopo Province.
Researcher: A Nethavhani
Supervisor: Prof TS Setati
Co-Supervisor/s: N/A
School: Economics and Management
Degree: Master of Commerce in Human Resource Management

PROF P MASOKO

CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: REC-0310111-031

Note:

- i) This Ethics Clearance Certificate will be valid for one (1) year, as from the abovementioned date. Application for annual renewal (or annual review) need to be received by TREC one month before lapse of this period.
- ii) Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee, together with the Application for Amendment form.
- iii) PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.

Finding solutions for Africa