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**ORGANIZATIONAL JUSTICE, TASK AND CONTEXTUAL  
PERFORMANCE: EMPIRICAL ANALYSIS FOR FRONT LINE  
MANAGERS**

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*Dr Muhammad Shahid Tufail  
Dr Hakim Ali Mahesar  
Dr Saima Kamran Pathan*

**ABSTRACT**

*Organizational justice-performance relationships have been extensively explored and some significant relationships are reported between procedural and distributive justice with employee performance around the globe. This paper aims at exploring justice-performance relationships particularly for front line managers in Pakistani Textile industry. Organizational justices such as procedural and distributive justice are examined with individual performance of employees which is measured as task and contextual performance including citizenship behaviour. A randomly selected sample of 352 front line managers from 20 textile organization through stratified sampling has been collected for the purpose of data analysis. Results show that both procedural and distributive justices have significant and positive relationships with task and contextual performance including citizenship behaviour. However, relatively stronger strengths of relationships are found between justice measures and contextual performance including citizenship behaviour in comparison to task performance of front line managers. The findings of the study visibly contribute toward conceptual as well as theoretical understanding of justice-performance relationships particularly in developing economies.*

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**Keywords:** Procedural Justice, Distributive Justice, Task Performance, Contextual Performance, Front Line Managers.

**INTRODUCTION**

The organizational justice-performance relationships have been extensively researched and significant results are reported between organizational justice and employee performance (Greenberg and Colquitt, 2005; Devonish and Greenidge, 2010; Culbertson and Mills, 2011; Suliman and Kathairi, 2012). Both procedural and distributive justice are examined with employee and organizational performance by modern researchers (Culbertson and Mills, 2011; Poon, 2012). Organizational justice posits the view as exploring employees' perceptions about fairness of processes, procedures and allocation of

resources such as rewards in organizations (Greenberg, 1987; Greenberg and Colquitt, 2005). These perceptions have significant impact on various employee outcomes such as performance in organizations (Colquitt, 2001). Organizational justice is comprised of procedural justice, distributive justice and interactional justice. This paper intends to examine the procedural and distributive justice in relation to performance of front line managers as highlighted by some prior studies (Lambert et al., 2005; Poon, 2012). In doing so, the current study seeks to conform the equity theory proposed by Adams (1965) highlighting the fact how employees perceive reward-effort outcomes of themselves with others at the same level (Poon, 2012).

The prior researchers have done on individual performance and have identified different dimensions such as task performance, contextual performance, citizenship behaviour and counterproductive work behaviour. The OCB and CWB are considered to be lying in the same frame of reference with inverse orientation (Kelloway *et.al.*, 2002; Sackett *et.al.*, 2006). However, the contextual performance including citizenship behaviour is, therefore selected as it tends to encompass some of the important organizational elements in relation to individual performance (Van Scotter, Motowidlo and Cross, 2000). The current study seeks to measure the individual performance keeping in consideration both task and contextual performance including citizenship behaviour as suggested by existing literature (Edwards *et.al.*, 2008). Digging deep into constructs, the task performance revolves around the implementation of formal components of one's job which in turn benefit the organization directly and differentiates one's job from others significantly. Whereas, the contextual performance including citizenship behaviour comprises of various activities providing support to task performance in terms of organizational, social and psychological contexts (Borman and Motowidlo, 1993). It is important to mention here that both these performance dimensions tend to make independent contributions to employee's efforts to get rewards such as pay and promotions (Van Scotter and Motowidlo, 1996; Edwards *et.al.*, 2008).

As a matter of fact, considerable research works are done in the field of compensation and rewards for the top and middle level management employees in various contexts. However, there is lack of research for front line managers who play very vital role in the overall business performance of any organization. They are responsible for self-work as well as subordinates' work to help organizations achieve its goal significantly (Purcell and Hutchinson, 2007). In particular to Pakistani

textile industry, the front line managers are linked with overall business activities starting from getting an order and shipment of finished goods to customers around the globe. The existing literature does not explicitly highlight the relationships of justice dimensions and individual performance for front line managers even in western contexts. Hence, there is dire need of testing and exploring these relationships for front line managers in local context as no evidence of any prominent study is available (Danish and Usman, 2010). It is envisaged that findings of this study would add invaluable contribution towards justice-performance field for management level employees particularly in developing economies such as Pakistan.

#### LITERATURE REVIEW

**Organizational Justice:** Organizational justice is referred to employees' perceptions about fairness of processes and allocations in organization (Greenberg and Colquitt, 2005), with considerable impacts on employee outcomes (Colquitt, 2001). As evident from existing literature, there are three types of organization justice as procedural justice, distributive justice and interactional justice (Colquitt, 2001). However, the interactional justice is generally considered as "subset of procedural justice" (Poon, 2012:1508). The procedural justice and distributive justice make independent contribution to existing literature and therefore, are selected for examining relationships with individual performance for front line managers (Lambert *et.al.*, 2005; Poon, 2012). According to Poon (2012), procedural justice emphasizes on the "fairness of the procedures used in making resource-distribution decision" (p-1507). Fairness in organizational decisions seeks to encourage employees to gain control on the decisions with expecting some fair outcomes (Colquitt, 2001; Balder and Tyler, 2003).

On the other hand, distributive justice refers to the fairness in distribution of resources in the organizations (Greenberg, 1987). The employees assume the distribution of resources such as rewards as fair if these are offered sufficiently paying-off the inputs/efforts put by them (Ambrose and Arnaud, 2005). The equity theory (Adams, 1965), posits the fact how employees perceive their efforts as well as outcomes in getting rewards by comparing it with other colleagues (Poon, 2012) and distributive justice entails for degree of perception regarding equity or inequity on part of employees as suggested by equity theory. For employees, the fairness in resource allocation and distribution is termed as crucial as it stimulates the behavioural outcomes on part of employees with high or low motivation resulting in improved or poor performance

accordingly (Brockner and Wiesenfeld, 1996; Lawler, 2000; Lambert *et.al.*, 2005; Edwards *et.al.*, 2008; Ismail *et.al.*, 2011; Poon, 2012). In developing economies, organizational justice has significant positive relationship with overall employee performance as explored by Suliman and Kathair (2012), in a study done in public sector organizations in UAE. However, no visible study is there in local context testing justice-performance relationships for management level employees.

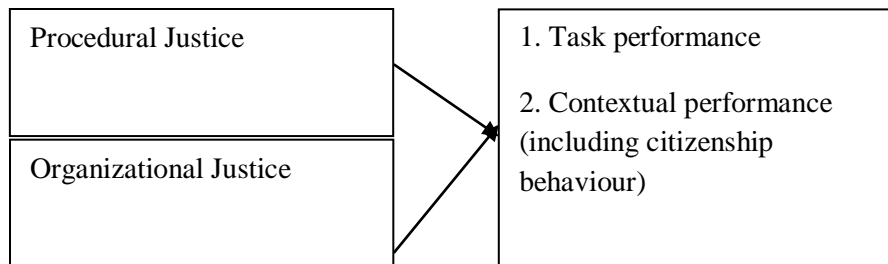
**Individual Performance–Task and Contextual Performance including citizenship behaviour:** The current study intends to examine the individual performance of front line managers which is measured in terms of task performance and contextual performance including citizenship behaviour (Borman and Motowidlo, 1997; Edwards *et.al.*, 2008; Poon, 2012). The task performance involves job related aspects that a particular employee is supposed to do at a given job. The job activities may include the quantity of work, quality of work done, speed of performing tasks, accuracy in work done and variety of the tasks being done or performed by the employee (Tubre *et.al.*, 2006; Edwards *et.al.*, 2008). On the other hand, contextual performance including citizenship behaviour entails for activities other than core job and is mostly related to factors such as peers, work place and supervision. The activities such as helping and supporting peers at work place, showing keen and learning attitude towards assigned tasks, defending and obeying supervision available at work, doing tasks for others which are not one's responsibility, sharing of information and managing work and responsibilities willingly (Van Scotter and Motowidlo, 1995; Van Scotter, Motowidlo and Cross, 2000).

As per existing literature, both performance measures as task and contextual performance including citizenship behaviour tend to contribute independently towards individual performance of employees and seek to explore their efforts to get rewards such as pay and promotions (Van Scotter and Motowidlo, 1996; Edwards *et.al.*, 2008). The employee performance has significant and positive relationship with organizational justice as reported by various research works done around the globe (Colquitt *et al.*, 2005; Devonish and Greenidge, 2010; Culbertson and Mills, 2011; Suliman and Kathairi, 2012; Poon, 2012). As supported by equity theory and social exchange theory, the current study seeks to conform the both theories in developing economies context such as Pakistan. There is limited evidence of any research work examining the relationship of organizational justice with task and contextual performance including citizenship behaviour for front line managers.

Hence, this study intends to address this field of literature in particular relation to context of developing countries such as Pakistan by exploring justice-performance relationship for management level employees in manufacturing industry.

#### FRAMEWORK AND STUDY HYPOTHESIS

Keeping in view the literature reviewed above, the following conceptual framework is developed for the current study:



**FIGURE-1: FRAMEWORK FOR STUDY**

#### HYPOTHESIS

In view of literature reviewed, following research hypotheses are proposed in this study:

**H 1:** The procedural justice has significant positive relationship with task performance of front line managers.

**H 2:** The procedural justice has significant positive relationship with contextual performance including citizenship behaviour of front line managers.

**H 3:** The distributive justice has significant positive relationship with task performance of front line managers.

**H 4:** The distributive justice has significant positive relationship with contextual performance including citizenship behaviour of front line managers.

#### METHODOLOGY

This is a survey based research and data have been collected from front line management employees working in textile sector organizations in Pakistan. The study makes use of questionnaire as key research instrument for data collection. The use of questionnaire is considered to be the most effective way for data collection in a survey based cross-sectional research (Bryman, 2012). The questionnaire used in this study is adopted from existing research work with tested and validated measures for constructs such as procedural justice, distributive justice, task and

contextual performance including citizenship behaviour. The procedural and distributive justices are measured by using a scale adopted from Lambert *et.al.*, (2005). The scale contains items such as (1) "Promotions are seldom related to employee performance" and (2) "Promotions are done fairly here" and (3) "The standards used to evaluate my performance at this place have been fair and objective" for procedural justice. For distributive justice, the items such as: (1) "I am fairly rewarded at this place based upon my education level and job skills" and (2) "I am fairly rewarded considering the responsibilities and work I do" are used to measure the responses from sample front line managers.

Similarly, the task performance is measured by adopting 5 items scale developed by Tubre *et.al.*, (2006) and used by Edwards et al. (2008) focusing on different dimension of task performance such as accuracy, quantity, quality, speed and variety. The contextual performance including citizenship behaviour is measured by a 15 items scale adopted from Motowidlo and Van Scotter (1994) and further used by Edwards et al. (2008). The scale contains elements of citizenship behaviour and comprises of items as: (1) "Comply with instructions even when supervisors are not present" and (2) "Cooperate with others in the team" and (3) "Display proper appearance and bearing" and (4) "Follow proper procedures" and (5) "Pay close attention to details" and (6) "Defend the supervisor's decision". Moreover, all study variables are further checked for reliability through Cronbach (1951) alpha values which are greater than .7 for all constructs as reported in Table 1.

The stratified random sampling technique was used to collect data and target population was divided into three strata such as processing, spinning and garments based on the product produced by sample organizations in textile industry. Later on, 20 organizations were randomly selected from all strata and a total of 400 questionnaires were distributed to sample front line managers in these firms. With response rate as 88 percent, a total of 352 questionnaires were finalized for final data analysis. The demographic figures show the age of respondents ranged between 22 to 42 with mean value as 29.93 (SD = 4.08), the experience ranged from 2 years to 13 years with the mean value as 6.43 (SD = 2.60), 329 respondents were male (93.5%) and 23 respondents were females (6.5%), 167 respondent were graduates (47.4%) and 185 respondents were post-graduates (52.6%) and 190 respondents (54%) were holding designations as assistant managers, 110 respondents (31.3%) were deputy managers and rest of 52 respondents (14.8%) were managers. Furthermore, the data were analyzed by using Pearson's

correlation and multiple regression models to examine the proposed relationships among study constructs. Moreover, the principle component analysis (PCA) was performed for all study items and KMO values were recorded as 0.802 with a significant Bartlett's test of sphericity and factors with loading more than or equal to .5 were retained for further analysis (Hair *et.al.*, 2010).

## RESULTS

The Pearson's correlation values were found for study construct to check the degree of association. The age of respondents was found to be highly correlated with experience ( $r = .72$ ,  $p < .01$ ) and some weak association was found with other variables used in this study. Furthermore, the procedural justice had positive significant with distributive justice ( $r = .51$ ,  $p < .01$ ). There was positive and significant correlation between procedural justice and task performance ( $r = .13$ ,  $p < .05$ ) and contextual performance including citizenship behaviour ( $r = .29$ ,  $p < .01$ ). Whereas, the distributive justice has positive and non-significant correlation with task performance ( $r = .08$ ) and a positive but significant relationship with contextual performance including citizenship behaviour ( $r = .15$ ,  $p < .05$ ) for front line managers. The correlation values among study constructs are reported in Table 1.

TABLE 1  
SUMMARY OF CORRELATION AMONG STUDY CONSTRUCTS

Variables	1	2	3	4	5	6
1. Age	(-)	.72**	-.07	-.05	-.03	-.01
2. Experience		(-)	-.02	-.06	.07	.01
3. Procedural Justice			(.72)	.51**	.13*	.29**
4. Distributive Justice				(.71)	.08	.15*
5. Task Performance					(.72)	.34**
6. Contextual Performance						(.81)

\*Significance at  $p < .05$ , \*\* significance at  $p < .01$ , ( ) alpha values for scale,  $N = 352$

For further analysis and to test the study hypothesis, multiple regression models were run by using SPSS version 21. The first model predicting task performance as dependent variable was found to be significant ( $R^2 = .132$  and  $F = 15.43$ ,  $p < .01$ ) after controlling for age and experience in the first step. The other variables such as procedural justice, distributive justice and contextual performance including citizenship



behaviour were explaining 11 % of the variance in dependent variable i.e. task performance as reported in Table 2. Hence, these results supported the hypothesis H1 and H2 stating that procedural justice is positively related to task and contextual performance including citizenship behaviour respectively. In this model, the regression coefficient of contextual performance had significant value ( $\beta = .33, p < .01$ ) as reported in Table 2.

In the second model, the contextual performance including citizenship behaviour was tested against independent variables by controlling age and experience for front line managers. The control variables were introduced in the first step and rest of the variables in the second step. The model was significant with  $R^2 = .177$  and  $F = 24.55$  ( $p < .01$ ). The model explained an overall variance of 18 % towards predicting contextual performance including citizenship behaviour as reported in Table 3. Moreover, the results fully supported the hypothesis H3 and H4 stating that procedural justice and distributive justice are positively related to contextual performance including citizenship behaviour in this study. As evident by Table 3, the regression coefficient of procedural justice ( $\beta = .24, p < .01$ ) and task performance ( $\beta = .31, p < .01$ ) had higher values in this model.

**TABLE-2**  
**REGRESSION ANALYSIS SUMMARY FOR PROCEDURAL AND**  
**DISTRIBUTIVE JUSTICE PREDICTING TASK PERFORMANCE FOR**  
**FRONT LINE MANAGERS**

Variables	B	SEB	$\beta$	$R^2$	$\Delta R^2$	F value
<i>Model 1 Controls</i>			.016	-	2.87	
<i>Model 2</i>			.132	.116	15.43**	
Procedural Justice			.02	.05	.02	
Distributive Justice			.06	.04	.07	
Contextual Performance	.33		.05	.34**		

\*Significance at  $p < .05$ , \*\* Significance at  $p < .01$ , Controls: age and experience, Dependent variable is task performance,  $N = 352$

## DISCUSSION

The current study seeks to examine the organizational justice with individual performance of front line managers in manufacturing organizations. The procedural and distributive justices have significant positive relationships with both task and contextual performance including citizenship behaviour for front line managers in this study. The



results are compatible with existing studies testing justice-performance relationships in different contexts (Colquitt et al., 2005; Devonish and Greenidge, 2010; Suliman and Kathairi, 2012). The procedural justice is positively correlated with task and contextual performance including citizenship behaviour. The results show that sample respondents as front line managers perceive more fairness in processes or procedures in relation to contextual performance including citizenship behaviour ( $\beta = .24$ ,  $p < .01$ ) as compared to task performance ( $\beta = .02$ ). The front line managers tend to perceive high relationship between organizational processes/ procedures as they feel intrinsic motivation as well as satisfaction; hence, this motivation along-with satisfaction encourage them further to perform better at work place (Lawler, 2000; Edwards *et.al.*, 2008). Despite positive relationships with individual performance, the procedural justice has significant relationship with contextual performance including citizenship behaviour only.

**TABLE-3**  
**REGRESSION ANALYSIS SUMMARY FOR PROCEDURAL AND**  
**DISTRIBUTIVE JUSTICE PREDICTING CONTEXTUAL PERFORMANCE**  
**INCLUDING CITIZENSHIP BEHAVIOUR FOR FRONT LINE MANAGERS**

Variables	B	SEB	$\beta$	$R^2$	$\Delta R^2$	F value
<i>Model 1 Controls</i>			.002	-	.250	
<i>Model 2</i>			.177	.175	24.55**	
Procedural Justice			.21	.05	.24**	
Distributive Justice			.01	.04	.02	
Task Performance			.30	.04	.31**	

\*Significance at  $p < .05$ , \*\* Significance at  $p < .01$ , Controls: age and experience, Dependent variable is contextual performance including citizenship behaviour,  $N = 352$

On the other hand, the distributive justice has weak correlation with task performance and some moderate correlation with contextual performance including citizenship behaviour as reported in Table 1. In view of textile industry, the front line managers tend to perceive inequity in distribution of resources such as rewards, which in turn results in dissatisfaction on their part. That is why they perceive weak relationships with both task and contextual performance including citizenship behaviour for front line managers in this study. In general terms, the employees become more calculated in terms of task performance measurement and tend to show satisfaction in case some desirable

rewards are being offered by the organizations. Whereas, if resources are not allocated or distributive fairly, the employees show dissatisfaction and tend to decrease their level of efforts which might be result in poor performance at work place (Adams, 1965; Edwards *et.al.*, 2008; Poon, 2012). Results have shown the acceptance of hypothesis; however, some weak relationships have been found between distributive justice and task performance as well as contextual performance including citizenship behaviour.

#### **CONCLUSION, LIMITATIONS & FUTURE RESEARCH PROSPECTS**

The core purpose of this study was to explore the organizational justice and managerial performance relationships particularly for front line managers in manufacturing sector. As evident from results, the procedural and distributive justices are significantly related to both task and contextual performance including citizenship behaviour. Moreover, the findings are compatible with prior studies in field of justice-performance literature (Greenberg and Colquitt, 2005; Devonish and Greenidge, 2010; Culbertson and Mills, 2011; Suliman and Kathairi, 2012). Though both justice dimensions are significantly correlated with task and contextual performance including citizenship behaviour; however, the strengths of correlation show that sample respondents as front line managers are more comfortable with justice when it relates to contextual performance including citizenship behaviour rather than task performance. The front line managers hold important positions in textile organizations and are considered to be playing a critical role in the development of organizations. They tend to perceive less degree of fairness in allocation and distribution of resource such as rewards and that is reflected in the findings of this study. Nevertheless, the findings seek to answer the research questions exploring justice-performance relationships for management level employees particularly in developing economies such as Pakistan.

Similarly, the distributive justice is positively related to task performance, however, this relationship is not statistically significant. Whereas, there is a positive and significant relationship of distributive justice and contextual performance including citizenship behaviour. Once again, the strength of relationship of distributive justice and contextual performance including citizenship behaviour is stronger than that of distributive justice and task performance in this study as reported in Table 3. This is very important in understanding how employees perceive about the allocation of resources as well as distribution of resources such as rewards in manufacturing sector organizations. As results show, the front

line managers have expressed constructively how they tend to perceive about the fairness in management decision in terms of allocation of resource and how these resources are being distributed among employees in textile sector industry. Keeping in view performance-reward relationships, if organizations plan their reward strategies with high degree of fairness in procedures and processes (procedural justice) and ensure equity based treatment in allocation and distribution of these rewards, this tend to motivate the employees particularly front line managers and encourage them to perform better at work place (Adam, 1965; Lawler, 2000; Poon, 2012). This study contributes in justice-performance literature by exploring the effects of procedural justice and distributive justice directly on task and contextual performance including citizenship behaviour for front line managers. The findings of the study can be carefully generalized to some extent particularly in other manufacturing sectors and for other management level employees.

Along with visible contribution, the study implies for some limitations which also direct the gateways for future research avenues. First, the paper examines procedural and distributive justice only; however, the third dimension of organizational justice as interactional justice (Greenberg and Colquitt, 2005), needs to be considered as well. It would be a great idea to conduct a research work investigating all three dimensions of organizational justice with both task and contextual performance including citizenship behaviour. Second, the individual performance has been measured as task performance and contextual performance including citizenship behaviour. However, another dimension of individual performance is Counterproductive Work Behaviour (CWB) which has been discussed in existing studies. The CWB is tested against citizenship behaviour performance and a negative relationship is reported in available literature (Sackett *et.al.*, 2006). The future research may focus on some exclusive study investigating the relationships of task, contextual and CWB performance with organizational practices such as rewards. Third, there is likelihood of some potential intervening variables such as organizational rewards, organizational culture and organizational commitment in justice-performance relationships. Overall, this paper tends to endorse the theoretical considerations in the field of justice-performance literature and explore the justice-performance relationships for front line managers in manufacturing sector organizations. Moreover, this study offers invaluable contribution towards the justice-performance literature particularly in developing economies such as Pakistan.

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