

Vanisa Karupaiah, & Zaiton Hassan (2011). *The cross-cultural perspectives of organisational justice and organisational citizenship behavior*. Proceedings of the International Conference Human Resource Development 2011 (ICHRD 2011), pp151-160, UTM: Skudai, Johor

Purpose: The aim of this paper is to review the relationship between organizational justice (OJ) and organizational citizenship behaviour (OBC) from the cross cultural perspectives.

Design: This paper discusses three stages of the literature about OJ and OBC. The first stage is the review about OJ as well as OBC and their evolution as independent concepts. The second stage explains on how these two concepts relate to each other in cross cultural perspectives. Then, the third stage discusses both the concepts from the Malaysian cultural perspective as an effort to develop human capital. The reviews were done based on the analysis and comparisons of several literatures for each of the stages whereby a total of 30 studies from different perspectives were used.

Findings: The review of these three stages indicates that the concept of OJ and OBC are well grounded in theory. Findings showed that one hundred and forty-eight articles have developed the concepts of OJ. Numerous studies have shown that OCBs and job satisfaction result in a more strong relationship between job satisfaction and performance. One more study from Malaysia context reported a significant relationship between OJ and OCB. However, only few studies have been attempted to explain whether these concepts have a cross cultural relationship.

Value: This is an important paper because it gives a clear comparison about the organizational justice and organizational citizenship behavior in cross cultural environments through a comprehensive review between literatures. For example one of the findings showed that the factor of OBC identified in the Nepalese organizations were replicating the traditional Western models of OBC. This is also an effort to help the practitioner and academician to understand the concepts as a competitive advantage in this globalization era.