




UNIVERSITY OF LIMPOPO

#ChosenU

11 April 2026
09h00
Onkgopotse Tiro Hall,
University of Limpopo

FACULTY OF MANAGEMENT AND LAW
DOCTOR OF COMMERCE

Ratau Linda Lefeletse





Leading solutions for Africa

CITATION

Ms. LL Ratau's thesis developed a moderated-mediating model to explore the relationship between organisational justice (OJ) and organisational citizenship behaviour (OCB) among academic employees at a South African university, focusing on the roles of psychological contract (PC) and organisational cynicism (OC). The study aimed to understand how perceptions of fairness influence discretionary work behaviours in higher education. Using a quantitative research approach, the findings revealed that OJ did not significantly predict OCB, but PC fulfilment was a strong predictor of OCB, while OC negatively impacted employees' willingness to engage in extra-role behaviours. The study emphasises the importance of trust, perceived obligations, and employee attitudes in shaping positive organisational outcomes. It challenges traditional assumptions about organisational justice and suggests that university management should prioritise psychological contract fulfilment and address organisational cynicism to promote OCB. The study has led to one journal article, and another included in the proceedings of the 26th Annual International Conference in Athens, Greece.