

# Organizational Justice as a Predictor of Organizational Citizenship Behavior: An Empirical Study

Shayista Majeed<sup>1</sup>, Dr. Sabiya Mufti<sup>2</sup>, Dr. Muzamil Jan<sup>3</sup>

<sup>1</sup>(Research Scholar, Department of Commerce, University of Kashmir, J&K, India)

<sup>2</sup>(Senior Assistant Professor, Department of Commerce, University of Kashmir, J&K, India)

<sup>3</sup>(Senior Assistant Professor, Extension & Communication, Institute of Home Science,  
University of Kashmir, J&K, India)

## ABSTRACT

Organizational justice is considered as an important determinant of employees' behavior which ultimately affects their work performance. Keeping it in view, the present study aimed to inspect and explore the relationship between Organizational Justice and Organizational Citizenship Behavior. The population under study was the teaching staff of the University of Kashmir. Using Simple random sampling technique, 115 teachers were selected as our sample, out of which only 90 responded, thereby representing a response rate of 78.26%. The study had a descriptive correlational design and the required data were collected using the validated form of Organizational Justice and Organizational Citizenship Behavior questionnaires respectively. The obtained data were analyzed using Descriptive Statistics, Pearson's Correlation Coefficient and Linear Regression in SPSS (version 16). The results of the correlation analysis showed that there exists a significant positive correlation between Organizational Justice and Organizational Citizenship Behavior ( $r=0.472$ ,  $p<0.01$ ). The results of the Regression analysis showed that among the dimensions of Organizational Justice, Procedural Justice is comparatively better predictor of Organizational Citizenship Behavior with the highest Beta value of 0.438 ( $p<0.05$ ).

**Keywords:** Distributive Justice, Interactional Justice, Organizational Citizenship Behavior, Organizational Justice and Procedural Justice.

## INTRODUCTION

In contemporary age of cut throat competition, only those organizations can survive which thrive on carrying out their operations in innovative ways. Apparently innovation is the outcome of human brain. Hence, human resource has become the most valuable resource of any organization whether business or social, manufacturing or service-oriented. A highly committed workforce can make the organization reach new heights. Today organizations need such employees whose performance go well beyond the call of duty as a source of organizational effectiveness. Such behavior is referred to as Organizational Citizenship Behavior (OCB). Organ [1] defined OCB as the behavior that is discretionary or voluntary, not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization. Organ et al [2] rightly identified OCB as one of the most influential factors that affect organizational effectiveness and success. Extant research has identified a number of factors responsible for such discretionary efforts of

employees like organizational commitment, job satisfaction, organizational justice, leadership style, personality traits, organizational culture and HRD climate. Amongst these antecedents, Organizational Justice is quite prominent because justice is something that all the employees expect in the work place, considering the time, skills and efforts they invest. Justice in the organization can be defined as the overall fairness of the organizational reward system like pay and promotions; and the perceived fairness of the actions of individuals responsible for implementing the rewards allocation system [3] [4]. James [5] defines Organizational justice as the perception of employees as individuals or as a group regarding fair treatment that they receive from the organization and their reciprocal behavior to such perceptions. The employees seek fairness with regard to the distribution of the rewards, the procedures used to determine these rewards and the interaction with their supervisor in the organization. Some studies have attempted to determine the relationship between organizational justice and organizational citizenship behavior wherein it has been anticipated that one's perception of organizational justice influences OCB [6] [7] [8] [9]. Hence, it can be rightly said that organizational justice is the glue that can make the employees stick to the organization longer and reciprocate accordingly.

Nowadays, educational systems are moving into an era of reorganization and are required to work in a competitive and complex environment [10], therefore the profession of teaching in the higher education needs more attention. The teachers should be provided with such an environment where they will perceive fairness in every aspect and accordingly feel obliged to dispose reciprocal behavior in the form of OCB. This is expected to enhance the effectiveness of these institutions, thereby leading towards a prosperous nation and a better tomorrow, as teachers are rightly called nation-builders. Therefore, this study is an endeavor to examine the relationship that may exist between Organizational justice and Organizational citizenship behavior in the context of university teachers in Kashmir valley.

## II. REVIEW OF LITERATURE

### 2.1. Organizational justice

Justice has been a topic of philosophical research from the age of Plato and Socrates [11]. Much attention has been paid on Organizational justice perceptions in the area of organizational psychology, human resource management and organizational behavior [3]. Historically, the concept of Organizational Justice has its roots in Adam's Equity theory. The equity theory is based on the premise that employees determine if their gains are fair, proportion their contribution to the organization (education, experience, intelligence, skills) to the gains they receive and compare this proportion with the proportion of other employees [12].

Greenberg [13] coined the term "Organizational justice" and expressed it as "people's perception of fairness at workplace." He believed such perception to be vital not only for individuals' satisfaction but for the better performance of the organizations as well. Hence organizations should make every effort to achieve this goal. Colquitt et al. [12] defined Organizational justice as the description and explanation of fairness in the workplace. In general, Organizational Justice comprises three dimensions namely; Distributive justice, Procedural justice and Interactional justice [14].

The first and the foremost dimension of Organizational justice acknowledged is Distributive justice. Colquitt et al., [15] expressed "Distributive Justice represents the perceived fairness regarding the allocation of

organizational resources.” This was delineated by Moorman [6] as “the fairness of outcomes an employee receives such as pay and promotions”.

Procedural justice is the workers’ perception concerning fairness in rules and regulations or procedures which are applied in making decision that will direct the final outcome of the organization [16]. Moorman [6] expressed it as “the fairness of the procedures used in determining employee outcomes”.

Interactional justice refers to the interpersonal treatment that employees receive from the superiors or decision makers and the way in which the formal decision-making procedures are explained [17]. Quality of behavior or treatment received from the supervisor or decision maker is considered as Interactional justice [14].Cohen-Charash et al., [8] regarded it as the human side of organizational practices.

Thus Organizational Justice is a versatile concept; it covers everything from the system of payment to the treatment of one’s boss. Such perceptions are really very important as these have a bearing on attitudes and behaviors, in turn having a positive or negative impact on employees’ overall performance, image of the organization and on the organizational success of course.

## 2.2. Organizational Citizenship Behavior

During the last few decades, a concept which has generated huge interest among researchers in the areas of psychology and organizational behavior is Organizational Citizenship Behavior [18]. The term OCB, first coined by Bateman & Organ [19], has its roots in Barnard’s [20] concept of the “Willingness to cooperate” and Katz’s [21] work. Katz [21] claimed that helpful behaviors and cooperation among employees are essential for organizational operations. He further added that organizations need such employees that are willing to perform more than their formal duties. This claim marked the beginning of OCB.

Organ [1] has defined OCB as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”. Then, he proceeds to define what is meant by discretionary, “By *discretionary*, we mean that the behavior is not an enforceable requirement of the role or the job description; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable”. Organ [1] classified this concept of OCB into five dimensions and Podsakoff et al. [22] created the scale of standard assessment for each of these five dimensions. These five dimensions are:

- Altruism: It refers to the helping behavior of employees towards others in the workplace when confronted with some organization specific problem.
- Conscientiousness: It refers to such behavior of employees which involves adherence to the rules and regulations of organization even when nobody is watching, refraining from taking extra breaks and maintaining attendance above the norms.
- Sportsmanship: It refers to the tolerable behavior of an employee when confronted with less than ideal situations in the workplace. He avoids complaining about trivial matters.
- Courtesy: It refers to such behavior of employees which aims at avoiding the occurrence of work related problems for other employees.
- Civic virtue: It refers to such behavior of an employee which depicts that he is actively involved in or is concerned about the image and well-being of the organization [22].

### 2.3. Organizational Justice and Organizational Citizenship Behavior

Extant research constantly depicts that the behavior of employees in an organization is likely to get affected by the perception of justice [12]. In order to explore the relationship between Organizational Justice and OCB, Moorman [6] conducted a study in two management firms of America. The findings revealed that among the dimensions of Organizational justice, Procedural justice and Interactional justice were related to OCB, while Distributive justice had no such relationship. Another study to test how Procedural justice may affect OCB was conducted by Moorman, Blakely & Niehoff [23] with organizational support as the mediating variable in a large military hospital. The findings depicted that procedural justice is an antecedent to the perception of organizational support and affects OCB in an organization. Cohen-Charash & Spector [8] examined the three kind of justice in a meta-analysis study and the results revealed that OCB was related to Distributive as well as Procedural justice.

Williams et al., [9] made an empirical study to examine which dimension of Organizational justice is the best predictor of OCB intentions among employees across industries and job positions. The results found that the employees who perceive fairness in the treatment of their supervisors are more likely to engage in citizenship behaviors. Aryee et al., [16] stated that employees' engagement with OCBs depends upon some preconditions and one such precondition is the perception of organizational justice. If the workers believe the organization's decisions are fair, a feeling of trust will be created. This will encourage them to show more voluntary behaviors. Moreover, Rezaeian and Rahimi [24] indicated that in order to encourage OCBs among employees, first find out their backgrounds and then make efforts to manage and improve them. One such background is perceived justice. Zhao et al., [25] stated that when employees perceive interactional justice, they are more willing to go beyond the call of duty.

### III. OBJECTIVES OF THE STUDY

The overall aim of this study is to inspect and explore the relationship between Organizational justice and Organizational citizenship behavior (OCB) in the context of Teaching Staff of the University of Kashmir. Particularly, the present study seeks to achieve the objectives listed below:

- To measure the level of Organizational Justice perceived by the Teaching Staff of University of Kashmir;
- To identify and measure the level of Organizational Citizenship Behavior (OCB) exhibited by the Teaching Staff of University of Kashmir;
- To find out if there exist any relationship between Organizational Justice and Organizational Citizenship Behavior among the Teaching staff of University of Kashmir;
- To determine the extent to which Organizational justice predicts Organizational Citizenship Behavior among the Teaching staff of University of Kashmir;
- To provide suggestions to educational Institutions in general and to the University of Kashmir in particular.

### IV. RESEARCH HYPOTHESIS

On the basis of the purpose of the study, the following hypotheses have been formulated:

H1: There exists a positive relationship between organizational justice and organizational citizenship behavior

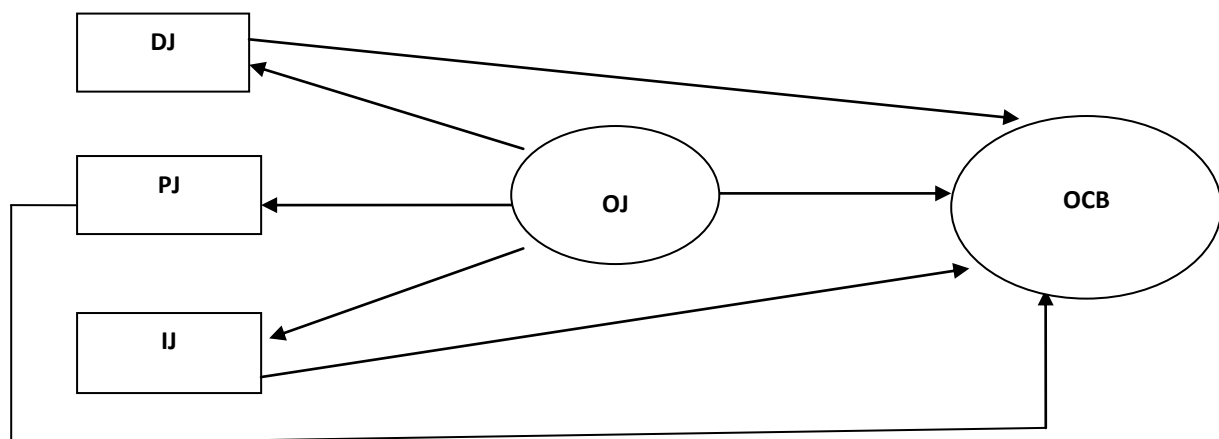
among teachers in the University of Kashmir.

H2: There exists a positive relationship between distributive justice and organizational citizenship behavior among teachers in the University of Kashmir.

H3: There exists a positive relationship between procedural justice and organizational citizenship behavior among teachers in the University of Kashmir.

H4: There exists a positive relationship between interactional justice and organizational citizenship behavior among teachers in the University of Kashmir.

H5: Organization justice is a significant predictor of Organization citizenship behavior



**Research model for the present study**

## V. RESEARCH METHODOLOGY

### 5.1. Sample

The information for the present study was gathered from teachers working in different faculties of the University of Kashmir. Using simple random sampling technique, 115 teachers were selected as the sample for the study. A total of 90 teachers responded to the questionnaire administered to them personally, thereby representing a response rate of 78.26%.

### 5.2. Measuring instrument

Contents in the Questionnaire used in the study were taken from various researchers' work. To assess Organizational Justice among University teachers, the validated form of Organizational Justice scale developed by Niehoff and Moorman [26] with desired modifications was used. The scale contains 20 items covering three dimensions of Organizational Justice, i.e. Distributive justice (5 items), Procedural justice (6 items), and Interactional justice (9 items). While as, in order to assess Organizational Citizenship Behavior, scale given by Podsakoff and McKenzie [22] containing 24 items with its five dimensions; Altruism (5 items), Conscientiousness (5 items), Sportsmanship (5 items), Courtesy (5 items) and Civic Virtue (4 items) was used. The responses were recorded on a 7 point Likert-scale (ranging from 1=Strongly Agree to 7=Strongly Disagree). Reliability of the scales was assessed by calculating Cronbach Alpha coefficient. The Alpha scores for all the dimensions of Organizational justice and Organizational Citizenship Behavior used in the study are presented in the below Table 1. According to Hair et al., if Cronbach Alpha coefficient exceeds the value 0.07 then the

constructed instrument is highly reliable. Thus, it can be seen that the reliability of the survey instrument is highly significant that cross the threshold limit which is mentioned by Hair et al.

**Table 1: Coefficient of Cronbach Alpha of each dimension of the scales used in the study**

Name of the scale	Dimension	Cronbach Alpha Coefficient
Organizational Justice	Overall justice	0.942
	Distributive Justice	0.768
	Procedural Justice	0.916
	Interactional Justice	0.958
Organizational Citizenship Behavior	Overall OCB	0.907
	Altruism	0.781
	Conscientiousness	0.861
	Sportsmanship	0.819
	Courtesy	0.839
	Civic Virtue	0.837

### 5.3. Data Analysis Tools

After collecting the data, it was analyzed in SPSS (version16) using the statistical tools i.e., Descriptive Statistics, Pearson's Product Moment Correlation and Simple Linear Regression Analysis.

#### 5.3.1. Overall Descriptive Statistics

From Table 2, it can be concluded that the Teachers in the University of Kashmir agree that Organizational Justice is quite prevalent there as is evident by its mean score of 4.99 and standard deviation of 1.20 on a 7 point Likert-scale. Dimension wise analysis reveals that distributive justice is more prevalent in the University followed by interactional justice and procedural justice. It also reveals that the Teachers of the University of Kashmir exhibit a high level Organizational Citizenship Behavior as is evident by its high mean score of 5.79 and standard deviation of 1.04.

**Table 2: Showing Descriptive Statistics of Organizational Justice and OCB:**

Dimensions	Mean score	Standard deviation
Distributive justice	5.38	0.98
Procedural justice	4.60	1.31
Interactional justice	4.99	1.33
Organizational justice	4.99	1.20

OCB	5.79	1.04
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### 5.3.2. Correlational Analysis

**Table 3: Showing the Correlation between Organizational Justice and OCB**

	OCB	OJ	DJ	PJ	IJ
OCB	1				
OJ	0.472**	1			
DJ	0.292**	0.548**	1		
PJ	0.459**	0.614**	0.261*	1	
IJ	0.373**	0.698*	0.208*	0.638**	1

\*Correlation is significant at the 0.05 level (2-tailed)

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

OCB: - Organizational Citizenship Behavior, OJ: - Organizational Justice, DJ: - Distributive Justice,

PJ: - Procedural Justice, IJ: - Interactional Justice

To determine the nature of relationship that exists between Organizational Justice (Independent Variable) and OCB (Dependent variable), the Pearson's correlation coefficient was used. The results of the present study shown in Table 3 indicate that there exists a significant positive correlation between Organizational Justice and OCB ( $r = 0.472^{**}$ ,  $p < 0.01$ ). The results further reveal that there exists a significant positive correlation of Procedural Justice ( $r = 0.459^{**}$ ,  $p < 0.01$ ), Interactional Justice ( $r = 0.373^{**}$ ,  $p < 0.01$ ) and Distributive Justice ( $r = 0.292^{**}$ ,  $p < 0.01$ ) with OCB. These results are in support of our research hypothesis (H1, H2, H3 and H4). From these results, it can be concluded that among the dimensions of Organizational Justice, the Procedural Justice has the highest correlation with OCB. This means that an increase in Procedural justice will lead to a significant increase in OCB among the university teachers.

### 5.3.3. Regression Analysis

In Table 4, the value of R square shows that 24.3% of the variation in OCB (Dependent Variable) is explained by Distributive Justice, Procedural Justice and Interactional Justice (Independent Variables) and the rest of the 75.7% variation in OCB may be attributed to other factors. The significance of the model in terms of overall fit is expressed by  $F = 9.18$  with a significance level of 0.000 which is less than 0.05. Thus, it is acceptable and shows strong impact of Independent Variables i.e., Distributive Justice, Procedural Justice and Interactional Justice on the Dependent Variable i.e., OCB. This supports our research hypothesis (H5) which states that Organizational Justice is a significant predictor of organizational citizenship behavior among Kashmir University teachers.

**Table 4: Regression analysis of Organizational Justice and OCB**

Predictors	R	R Square	Adjusted R Square	F	Sig.	Beta	t	Sig.
	0.493 <sup>a</sup>	0.243	0.216	9.180	0.000 <sup>a</sup>			
Distributive Justice						0.185	1.898	0.061
Procedural Justice						0.438	2.513	0.014
Interactional Justice						0.032	0.188	0.046

a. Predictors: (Constant), Interactional Justice, Distributive Justice, Procedural Justice

b. Dependent Variable: Organizational Citizenship Behavior

The above table also shows the Beta values of study variables that depict the individual influence of Independent variables on the Dependent variable. Results reveal that among the dimensions of Organizational Justice, Procedural Justice has a strong influence on OCB with a Beta value of 0.438. It can be said that 43.8% variation in OCB among the teachers is caused due to the Procedural Justice prevailing in the University of Kashmir which is significant at 0.014 (i.e.,  $p < 0.05$ ). It further reveals that Interactional Justice also has a positive influence on OCB with a Beta Value of 0.032 which is significant at 0.046 (i.e.,  $p < 0.05$ ). While as, distributive justice has insignificant positive influence on OCB. From these results, it can be concluded that among the dimensions of Organizational Justice, the Procedural Justice is comparatively better predictor of OCB among the Teachers of University of Kashmir.

## VI. CONCLUSIONS

### 6.1. Findings

The present study aimed to analyze the extent and the terms in which teachers of different faculties in the University of Kashmir perceived the importance of Organizational justice and its relationship with Organizational Citizenship Behavior, which is first of its kind. The in-depth analysis of the data collected reveals the findings as under:

- Results of Descriptive analysis revealed that a moderate level of Organizational Justice prevails in the University, evident with a mean score of 4.99 on a 7-point Likert scale.
- Results of Descriptive analysis also depicted that the university teachers exhibit a high level of Organization citizenship Behavior, evident with a mean score of 5.79 on a 7-point Likert scale.
- Results of Pearson's correlation coefficient revealed that there exists a significant positive correlation between Organizational Justice and Organizational Citizenship Behavior ( $r = 0.472$ ,  $p < 0.01$ ). This gives the implication that a high perception of Organizational Justice can enhance Organizational citizenship



behavior among the teachers in the University of Kashmir in proportion of the correlation. The results are consistent with the results of the earlier studies done by Aryee et al., (2002) and Niehoff & Moonman (1993). The results further reveal that among the dimensions of Organizational Justice, Procedural Justice has the highest correlation with OCB ( $r=0.459$ ,  $p<0.01$ ).

- Results of Regression analysis revealed that 24.3% variation in OCB is explained by Organizational Justice and rest of the 75.7% variation may be attributed to other factors. Among the dimensions of Organizational Justice, Procedural Justice has a strong influence on OCB with the highest beta value of 0.438 significant at 0.014 (i.e.,  $p<0.05$ ).

On the whole, it can be concluded that Organizational Justice has a strong Influencing power to predict OCB among the Teaching staff of University of Kashmir. Results reveal that Procedural justice is strongly related to OCB and is comparatively better predictor of OCB. In other words, it can be said that Procedural justice is most prevalent in the University of Kashmir. The teachers perceive that the procedures followed in making decisions are true, compatible and fair which ultimately lead to a marked display of OCB.

### 6.2. Implications of the Study

On the basis of findings, the study provides insights to the management of educational institutions in general and the management of University of Kashmir in particular, that by providing justice to the teachers, they can encourage them to exhibit more OCBs which ultimately can enhance the overall efficiency and effectiveness of their institutions. This study strongly recommends the university management to make efforts to increase the level of procedural justice prevalent in the institution as it is comparatively a better predictor of OCB among the teachers. When the teachers perceive the procedures adopted to determine the outcomes or to make decisions are fair, they will be motivated to go beyond the call of the duty. It is also recommended to ensure that teachers are treated with politeness, respect and dignity by the authorities. They must be kept adequately informed about the decisions regarding their job in the University. It should be ensured that the tasks, responsibilities, pay and other incentives are equitably distributed among the teachers. This will enhance their perception of Justice and they will be more motivated to engage in extra-role behaviors.

### 6.3. Limitations of the Study and Directions for Future Research

- The study is restricted to only one university in Kashmir valley. The future researchers can conduct the same study in other universities present in the state.
- The study has not taken into account the impact of demographic variables like gender, qualification etc., on the variables under study.
- One important limitation of the study is that justice perceptions of the teachers may vary from time to time. Hence, it calls for a longitudinal study to get better results.
- No mediating or moderating variable has been included in the present study. The future researchers can include such variable to get better insights.

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