

INTERNATIONAL JOURNAL OF ORGANIZATIONAL LEADERSHIP

WWW.CIKD.CA

journal homepage: <https://www.ijol.cikd.ca>



The Relationship Between Organizational Justice and Organizational Citizenship Behaviour: Psychological Capital as a Mediator

Shaghayegh Ghaffaripour

Work Research Centre, Faculty of Social Sciences, Tampere University, Finland

Keywords:

Distributive justice, Procedural justice, Interactional justice, Psychological capital (PsyCap), Organizational citizenship behaviour (OCB)

Received

30 May 2023

Received in revised form

17 June 2023

Accepted

19 June 2023

*Correspondence:

shaghayegh.ghaffaripour@tuni.fi

ABSTRACT

Previous research has indicated that organizational justice perceptions can reinforce Organizational Citizenship Behaviors (OCBs). However, little attention has been paid to the role of the facets of organizational justice and their unique contribution to OCBs. Furthermore, the mechanisms that potentially explain this relationship are unclear. The first aim of this study was to investigate the relationship between multifocal organizational justice facets (i.e., distributive, procedural, and interactional) and OCB levels focusing on interpersonally focused (OCBI) and organizationally focused (OCBO). Second, the study examined whether psychological capital mediates the organizational justice-OCB relationship. Employees working in an Iranian oil company ($n = 200$) were analyzed through structural equation modeling. The results demonstrated that from the facets of organizational justice, interactional justice was positively associated with interpersonally focused (OCBI). Moreover, psychological capital mediated the relationship between procedural justice and citizenship behaviors at both OCB levels. The results suggest that increasing OCB among employees is not only a social interaction phenomenon but also includes employees' instinct motivation aspects. Therefore, granting employees enough authority and control over their jobs and communicating with them based on appreciation will create better circumstances to exhibit prosocial behavior.

©CIKD Publishing

Organizational Citizenship Behaviors (OCBs) are defined as discretionary or voluntary activities. These spontaneous behaviors are not directly part of the contractual tasks of employees and collectively promote the effective functioning of the organization (Organ,

1988). Some examples of OCBs are taking the initiative for extra work, collaborating with colleagues, and sharing ideas (Motowidlo & Scotter, 1994). Although OCBs have been investigated for decades (Harvey et al., 2018), what contributes to the willingness to participate in discretionary acts beyond standard work duties is not thoroughly identified. Kabasakal et al. (2011), in their cross-cultural examination of OCB between different societal cultures (Canada, Iran, and Turkey), highlighted the role of contextual attitudes, dispositional attributes, and cultural values as the main antecedents of OCBs.

It has also been suggested that organizational justice (i.e., an employee's perception of fairness and fair treatment in the organization) might be one of the facilitators of OCB (Cohen-Charash & Spector, 2001). However, there is still no clear consensus on how organizational justice dimensions (i.e., distributive, procedural, and interactional) contribute to explaining OCBs. Earlier research has typically utilized only a particular dimension of organizational justice (Pan et al., 2018; Tepper & Taylor, 2003; Yadav & Gupta, 2017). However, the present study investigates all three justice dimensions, providing a comprehensive view of organizational justice. Prior studies have also revealed that each justice dimension is positively connected with OCB (Cohen-Charash & Spector, 2001; Colquitt et al., 2013), but association strength varies between studies.

In some studies, distributive justice, which refers to employees' perceptions of the fairness of outcomes, is a weaker predictor for OCBs, compared to procedural justice, or the fairness of decision-making processes, and interactional justice, which includes the fairness of interpersonal behavior (Ball et al., 1994; Moorman, 1991; Niehoff & Moorman, 1993; Young, 2010). However, in other studies, distributive justice is the strongest facilitator of OCB (Nadiri & Tanova, 2010).

One of the reasons for these contradictory findings may be related to cultural distinctions and sample differences. As the majority of psychological research (including justice and OCB studies) has been conducted among so-called 'WEIRD' societies and countries, that is, western, educated, industrialized, rich, and democratic societies and employees (Henrich et al., 2010), scholars have called for more country-specific studies to perceive the relationship based on different cultures (Elamin & Tlaiss, 2015; Ertürk, 2007; Gupta & Singh, 2013), especially among countries in the Middle East region (Chou & Lopez-Rodriguez, 2013; Suliman & Kathairi, 2013). One of the giant industries in the Middle East region is related to the oil and gas sector, which produces the main source of energy supply in today's world. At the end of 2020, this region contains 48.3% of the world's proven oil reserves and nearly half of all known natural gas reserves (Geneva Report, 2022). This study targets the personnel working in Iran's oil industry. Since this sector plays a dominant role in Iran's economy and has been providing the majority of the country's national income for many years. Therefore, expanding the perception of organizational justice in relationship with constructive behaviors in this working context will be effective in improving the performance of oil production companies in the long run. Accordingly, expanding the cultural diversity of the research area broadens the generalizability of results and knowledge about possible cultural differences (Elamin & Tlaiss, 2015; Gupta & Singh, 2013; Somech & Khorana, 2017).

The current study is not limited to investigating the direct associations between organizational justice and OCB levels but rather focuses on clarifying potential specific mechanisms that might explain their relationship. As it is known that personality characteristics may also have an impact on OCB (Somech & Drach-Zahavy, 2004), we investigated whether psychological capital (PsyCap: i.e., an individual's positive psychological state is determined by hope, self-efficacy, resiliency, and optimism (Luthans et al., 2007) mediates the relationship between organizational

justice facets and OCB levels. Thus, our study examines whether organizational justice facilitates personal resources and whether these resources are related to OCB.

This study contributes to the justice and OCB literature in three crucial ways. First, we test the linkage of justice and OCB concepts in a new cultural context among Iranian employees. Second, the study sheds light on the relationships between organizational justice facets and OCB levels. Third, the study investigates the possible mediator role of PsyCap in the justice-OCB relationship. Our findings may support practitioners with a broader understanding of employee behavior. In particular, examining the effect of the different types of justice and the mediating role of personal capacities on employees' cooperative and prosocial behaviors will assist HR professionals in making fundamental decisions about OCB development and provide valuable information on how to create more positive behaviors at individual and organizational levels.

Literature Review

Organizational Justice and OCB

The links between organizational justice and OCB are typically explained through theories of reciprocity (Gouldner, 1960), social exchange (Blau, 1964), and organizational justice (Greenberg, 1987). Slattery et al. (2010) describe social exchange theory as based on the “principle of reciprocity or exchange of favors, which shapes individual behavior, attitude, and actions in a social interaction” (p. 1544). Therefore, our theoretical perspective in this study is drawn from social exchange theory. Here OCB is depicted from both interpersonal and organizational-based levels (Organ, 1988). The dimensions of altruism and courtesy characterize individual and interpersonal-focused OCB, and conscientiousness, civic virtue, and sportsmanship represent organizational-focused OCB (Williams & Anderson, 1991).

Distributive justice is based on the principles of equity theory (Adams, 1963), and employees interpret fairness in reward distribution by identifying a balance between their contribution and the rewards they receive (Tziner & Sharoni, 2014). Regarding procedural justice, employee participation in the decision-making process is significant. This determines that the organization's decision-making procedures are consistent, accurate, unbiased, correctable, and ethical and reflect employee concerns (Gaudet et al., 2014). Interactional justice is more related to the interpersonal level, how supervisors treat their employees, and how they share information and explain decisions that affect employees (Bies & Moag, 1986; Greenberg, 1993; Tyler & Bies, 1990). Cropanzano et al. (2002) presented that procedural justice is more relevant to the exchange between employees and their organization, as interactional justice mainly refers to the exchanges between employees and supervisors.

According to social exchange theory, employees “will direct their reciprocation efforts toward the source of any benefit they receive” (Skarlicki & Latham, 1996, p. 166). When employees perceive fairness in the distribution of rewards based on their work input transparent procedures for allocating resources and rewards, and reciprocal respectful treatment, these perceptions can create a sense of obligation to give something back to the company (Cropanzano & Mitchell, 2005). This may manifest itself, for example, in OCB behaviors. It is plausible that if personnel feel that the reward obtained is greater than their dedication, then employees will try to compensate for it by performing tasks beyond their work role. According to Niehoff and Moorman (1993), when employees emotionally perceive injustice in resource allocation and incentive distribution decisions, they may be less likely to engage in extra-roles behaviors. Afterward, they

choose to withhold the frequency of OCBs so as not to affect their formal reward system in the future (Guangling, 2011).

Empirical results support this theoretical argument presented above, as prior research has shown that facets of organizational justice are related to OCB. Meta-analyses summarizing scholars' work in a Western context suggest that both distributive and procedural justice facilitate OCB (Schilpzand et al., 2013). The results of a survey from two European countries (Spain and Austria) featuring 1,435 employees on permanent and temporary contracts in 138 organizations indicated that distributive justice was significantly and negatively related to OCB-I among both permanent and temporary employees; however, procedural justice was positively related to OCB-I and OCB-O among the permanent employees, but not among the temporary employees (Sora et al., 2021). Among the dimensions of justice, interactional justice had a positive association with OCB-I and OCB-O in both temporary and permanent employees; however, the effect of interactional justice on performance outcomes was greater in the temporary sample than in the permanent sample (Sora et al., 2021).

The results of another survey conducted among 120 academic staff in India showed that there is no significant relationship between distributive justice and OCBI and OCBO. However, procedural and interactional justice facilitated OCBI and OCBO levels (Srivalli & Vijayalakshmi, 2015). Moreover, findings based on 150 staff and supervisors from several public sectors in Pakistan specified that distributive and interactional fairness were related to interpersonal, and organizational citizenship behavior, but procedural justice was not associated with OCB (Hassan et al., 2017). Besides these studies, there is evidence that perceptions of interactional justice are significantly related to the intention of performing specific organizationally beneficial activities (Williams et al., 2002). However, studies conducted among Pakistani and Saudi Arabian employees have demonstrated the importance of interactional justice in developing OCB over other dimensions of justice (Elamin & Tlaiss, 2015; Hassan et al., 2017). The same result also is in line with the Iranian context. For instance, the result of a study among 420 employees working in one of the Iranian Oil and Gas Exploitation Companies revealed that procedural and interactional dimensions of justice were correlated with OCB while the relationship between distributive justice with OCB was not significant (Mokhtari et al., 2015). The research findings of another study in Iran also indicated that there was a meaningful relationship between organizational justice perception and OCB, and among the three dimensions of justice, interactional justice had the highest correlation with OCB compared to distributive and procedural justice (Raminmehr et al., 2010). The explanation for this may be related to cultural values in the Middle East, which are characterized by in-group collectivism in the form of strong family ties (Thornhill & Fincher, 2014). This social or relational value is an important virtue that may be extended to the workplace in a collectivist orientation (Hassan et al., 2017).

To conclude, although previous studies have produced evidence for all facets of organizational justice and OCB, these associations might vary depending on the cultural context and corporate culture. Based on the social exchange theory (Blau, 1964) and studies presented above, it is expected that:

H_{1(a&b)}: Employees' perceived distributive justice is positively related to a) OCBI and b) OCBO.

H_{2(a&b)}: Employees' perceived procedural justice is positively related to a) OCBI and b) OCBO.

H_{3(a&b)}: Employees' perceived interactional justice is positively related to a) OCBI and b) OCBO.

Organizational Justice and PsyCap

Fairness perceptions are potentially important for OCB behavior, as described above. Meanwhile, it is plausible to claim that employees' optimism, positive expectations of success, and resilience can thrive in a fair work environment (Hur et al., 2016; Rego & Cunha, 2008; Viseu et al., 2015). In their meta-analysis, Cohen-Charash and Spector (2001) examined whether distributive, procedural, and interactional injustice is connected to emotions, cognitions, and performance. They concluded that perceptions of individual fairness had an impact on individual emotions and cognitions as well as their behavior (Cohen-Charash & Spector, 2001). This meta-analysis study revealed that procedural justice had the strongest relationship with important employee outcomes (Cohen-Charash & Spector, 2001).

Baldwin (2006) also argues that “fairness is a largely subjective construct, which captures more basic elements of the social structure in which these other characteristics operate” (p.1). The core dimensions of organizational justice are incorporated into social relations, employee empowerment (Spreitzer, 1995; Thomas & Velthouse, 1990), and self-worth enhancement (Kim & Beehr, 2020). Employee participation in the decision-making process with respectful communication paves the way for effective regulation of emotions and acquisition of cognitive flexibility (a sense of adaptability in response to the environment).

In fair working conditions, employees have more chances to reflect on their capacities and develop positive personal competencies, individuals' internal strengths, and positive psychological states. This is exemplified in work undertaken by Park et al. (2016), which examined the impact of organizational justice on self-leadership and work engagement. They claimed that organizational justice constructs empower employees by creating a sense of self-control, achieving a state of motivation and self-direction, and enforcing a sense of self-worthiness.

Broaden-and-build theory can be utilized to explain the relationship between organizational justice and positive organizational outcomes (Barclay & Kiefer, 2014). This theory posits that positive emotional experiences lead to positive cognition-broadening- one's awareness and encouraging novel, exploratory thoughts and actions- which allows individuals to build and expand subsequent resources, which might be physical, intellectual, psychological, or social (Fredrickson, 2001, 2002, 2004). It can be concluded that the perception of fairness that stimulates positive emotions leads to the expansion of the cognitive context, which in turn facilitates the development of positive personal resources.

Based on the theory, we expect that perceived fairness as a positive organizational experience will evolve positive cognition so that individuals can develop and employ their PsyCap as a positive psychological resource. Therefore, we argue that there is a positive relationship between organizational justice and individual PsyCap. There is some empirical support for the justice-PsyCap relationship. For example, Totawar and Nambudiri (2014) found a positive relationship between organizational justice dimensions with PsyCap among Indian employees. Furthermore, a study among Portuguese teachers showed that perceptions of distributive and interpersonal justice facilitated the level of PsyCap (Viseu et al., 2015). Turgut and Agun (2016), in their research on employees of distinct industries in Istanbul, identified that the concept of PsyCap positively correlated with organizational justice. Consequently, the following hypotheses are proposed:

H_{4a}: Employees' perceived distributive justice is positively related to PsyCap.

H_{4b}: Employees' perceived procedural justice is positively related to PsyCap.

H_{4c}: Employees' perceived interactional justice is positively related to PsyCap.

PsyCap and OCB levels

Broaden-and-build theory (Fredrickson, 2002) can also be applied to illustrate the relationship between PsyCap and OCB. Scholars have argued that PsyCap generates positive emotions and that individuals utilize these positive emotions “for proactive extra-role behaviours such as sharing creative ideas or making suggestions for improvement” (Avey et al., 2011, p. 133).

Employees who are optimistic, resilient, and capable of performing tasks may work beyond their job description (Podsakoff & Mackenzie, 1994). This link also has been demonstrated at a team level. Somech and Khotaba (2017) found that teams described by optimism, hope, and resilience were more likely to exhibit prosocial behaviors that maintained their positive emotional state. In their study of 293 employees working in an Indian diverse service sector industries, Gupta et al. (2017) displayed that PsyCap is significantly correlated with two levels of OCB. The research by Beal et al. (2013), which considered PsyCap, resistance to change, and OCBs among employees from a government organization, confirmed a positive association between PsyCap and OCBs. The recent study conducted by Jin et al. (2022) among nurses working in six Chinese tertiary hospitals showed a positive and significant correlation between psychological capital, work engagement, and nurses’ organizational citizenship behavior. In a similar study among Italian employees working in the private and public sectors, Giancaspro et al. (2022) suggested a positive relationship between PsyCap and extra-role behaviors. By drawing on the theory and empirical studies, we proposed that:

H_{5(a&b)}: There is a positive relationship between PsyCap and a) OCBI and b) OCBO.

Mediation Role of PsyCap

In this study, we also investigated the mechanism of whether PsyCap will mediate the relationship between organizational justice facets and OCB levels. To explain the tested mediation relationship, an integration of self-determination theory (SDT; Deci & Ryan, 1985; Ryan & Deci, 2000) and broaden-and-build theory (Fredrickson, 1998) was employed to illustrate the intervention role of PsyCap. SDT suggests that the need for personal growth is the main intrinsic motivation in humans. This three-dimension theory introduces the innate psychological needs of competence, autonomy, and relatedness as the main intrinsic motivators which can stimulate goal-directed behavior (Deci & Ryan, 1985).

In support of relatedness in the SDT, Carmona-Halty et al. (2019) demonstrated in their study that high school students in three Chilean educational institutions who perceived a sense of relatedness with their teachers were more likely to manifest higher levels of PsyCap. Returning to the organizational justice constructs, we assume that justice dimensions incorporate into innate psychological needs of self-determination. Cropanzano et al. (2001) have also suggested that justice perceptions fulfill employees’ psychological needs. Accordingly, organizational justice reinforces employees’ individual development and self-efficacy through fulfilling the innate needs raised by SDT.

The findings of 166 employees in a Norwegian banking corporation showed that pay and employees’ perceived distributive justice regarding access to fair monetary distribution were unlinked to employees’ need satisfaction and intrinsic work motivation; however, procedural justice regarding pay had an impact on these variables (Olafsen et al., 2015).

In our study, we hypothesize that SDT implementation may not be directly related to monetary situations or extrinsic motivation and other types of justice and that procedural and interactional

justice may have the potential to connect to the main intrinsic work motivation. Specifically, procedural justice supports employees to take control of their work by participating in the critical decision-making process. In these circumstances, employees have their voice in decision-making processes and perceive that the organization considers their need for autonomy. The consequences of needs satisfaction lead employees to expand their internal strength and experience greater self-control and confidence, which affects their proactive behaviors. Therefore, based on the internal motivation perspective, a strong sense of self-control and self-efficacy serves as a trigger to engage in extra-role behaviors (Taberero & Hernández, 2011).

The results of an empirical study on 350 employees at multimedia organizations operating in Malaysia showed that PsyCap partially mediated the relationship between distributive, procedural, and interactional justice and OCB (Nandan & Azim, 2015). The design of our current study design expands insights from justice dimensions in the form of intrinsic motivation toward distinct perspectives on OCB behaviors. Here, we assume that procedural and interactional justice in the form of intrinsic motivation can have more potential and long-lasting effects on engaging employees in the self-regulatory process to develop prosocial behavior. However, PsyCap is not expected to mediate between extrinsic rewards and the OCB relationship. Returning briefly to the broad and built theory, as pointed out in previous sections, this theory also has the potential to explain the expansion and conversion of positive emotions generated as a result of fair workplaces into other resources. Therefore, the following hypotheses are set:

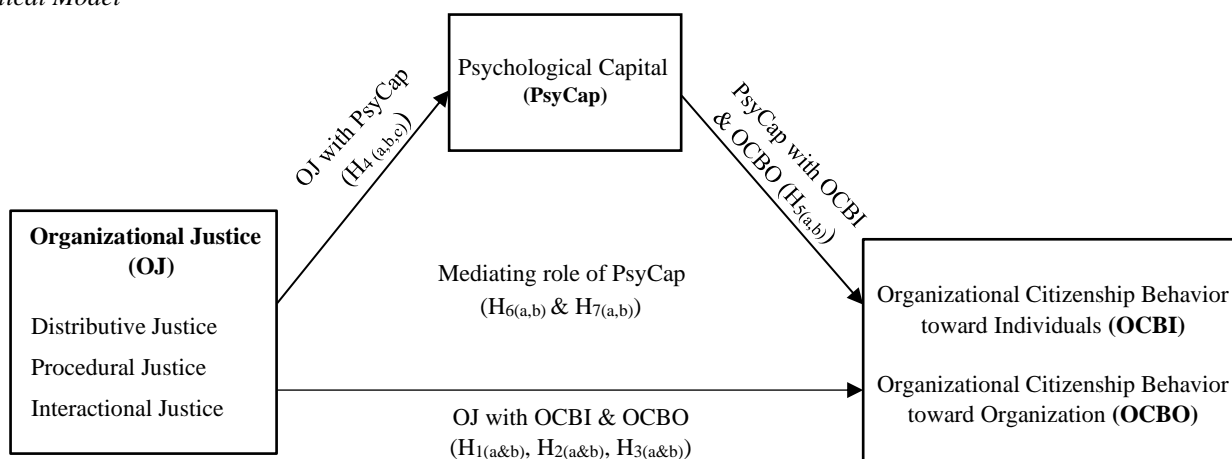
H_{6(a&b)}: Psychological capital mediates between procedural justice and a) OCBI and b) OCBO.

H_{7(a&b)}: Psychological capital mediates between interactional justice and a) OCBI and b) OCBO.

All of the tested hypotheses are presented in [Figure 1](#).

Figure 1

Theoretical Model



Method

Participants

This study investigated employees working in an Iranian oil refining company. Iranian National Oil Company is one of the organizations whose employees have the greatest effect on improving organizational performance, and research on human issues is very crucial to this organization. The studied company is an operational, technical, and manufacturing facility with 4000 permanent and temporary employees. Employees with permanent employment contracts

were selected as the target group of the study, and simple random sampling was utilized. Permission was obtained from the company's human resources department to contact personnel directly to distribute the survey and collect data.

A total of 300 questionnaires were sent out via electronic mail in 2015. Altogether 200 questionnaires were returned with a response rate of 66.6%. The demographic information of the respondents is presented in Table 1. As shown in Table 1, all of the participants were men. Most of the participants were between 26 and 35 years old. The majority of the participants (52%) had a Bachelor's degree. Regarding marital status, 79.5% were married, and 20.5% were single. The majority of participants worked in specialist (35%) or managerial positions (15%), and participants had typically worked at the company for between 1 to 5 years.

Table 1
Descriptive Statistics of Sample (N = 200)

Variable		Frequency	%
Age	21-25	5	2.5
	26-30	59	29.5
	31-35	55	27.5
	36-40	25	12.5
	41-45	19	9.5
	46-50	29	14.5
	51-55	6	3
	Over 55	2	1
	Total	200	100
Educational Level	Diploma	28	14
	Associate of Art	16	8
	Bachelor	104	52
	Master	50	25
	Doctorate	2	1
	Total	200	100
Marital Status	Married	159	79.5
	Single	41	20.5
	Total	200	100
Position Level	Executive Manager	3	1.5
	Senior Manager	2	1
	Head of Department	25	12.5
	Senior Expert	38	19
	Expert	70	35
	Technician	25	12.5
	Administrative	15	7.5
	Other	20	10
	Total	200	100
	Tenure	<1	5
1-5		59	29.5
6-10		53	26.5
11-15		17	8.5
16-20		17	8.5
21-30		46	23
>30		3	1.5
Total		200	100

Measures

The organizational justice scale developed by Niehoff and Moorman (1993) was used to measure distributive, procedural, and interactional justice. Distributive justice was measured with three items such as "I think that my level of pay is fair". Procedural justice was measured with four items such as "Management's decisions regarding my job are made in an unbiased manner". Interactional justice was measured with six items, such as "When decisions are made about my job, my supervisor treats me in a truthful manner". The response scale for all the items

ranged from 1 (*strongly disagree*) to 5 (*strongly agree*). Cronbach's alpha was .83 for distributive justice, .87 for procedural justice, and .90 for interactional justice.

OCBI and OCBO were measured based on Williams and Anderson's (1991) and Podsakoff et al.'s (1990) OCB measures

OCBI subscales included altruism (“I help make other workers productive”), and courtesy (“My supervisor informs me before taking any important actions”). OCBO subscales included conscientiousness (“I always complete my work on time”), sportsmanship (“I do not complain about work assignments”), and civic virtue (“I stay informed about developments in the company”). All items were scored on a 5-point rating scale (1 = *strongly disagree*, 5 = *strongly agree*). The Cronbach alpha was .63 for the OCBI and .65 for the OCBO. Cronbach's alpha was .63 for OCBI and .65 for OCBO.

The Psychological Capital Questionnaire (PCQ) was used to measure PsyCap (Luthans et al., 2007). The PCQ includes a total of 19 items to measure hope (e.g., “At the present time, I am energetically pursuing my goals”), optimism (“I am optimistic about what will happen to me in the future as pertains to work”), resilience (“I usually manage difficulties one way or another at work”), and self-efficacy (“I feel confident in helping to set targets/goals in my work area”). The items were scored on a 5-point rating scale (1 = *strongly disagree*, 5 = *strongly agree*). Cronbach's alpha for the scale was .91.

Data Analysis

The hypothesized direct associations were tested through Structural Equation Modelling (SEM) utilizing AMOS software. The parameters of the models were estimated by using maximum likelihood. In the first phase, Confirmatory Factor Analysis (CFA) was tested for organizational justice, PsyCap, and OCB. The following indicators were used to test the goodness of fit of the model: chi-square (χ^2), relative chi-square (χ^2/df), CFI (comparative fit index), TLI (Tucker-Lewis index), Incremental Fit Index (IFI), and RMSEA (root mean square error of approximation). CFI values above .90 indicate an acceptable fit with the data. RMSEA with values up to .06 indicate a satisfactory adjustment, and values up to .10 are acceptable (Byrne, 2010). Before running the main analysis, data were examined for multivariate data analysis for linearity, normality, and multicollinearity (Hair et al., 2006). In this study, age, marital status, and tenure were regarded as control variables. In the second phase of the analysis, the hypothesized mediating effects were tested. Because Baron and Kenny's (1986) traditional approach to testing mediation has drawbacks (Gkorezis, 2016), this study tested mediation using the bootstrapping approach. In total, 5000 bootstrapping samples with a 95% confidence interval (CI) were used.

Results

Descriptive Results

Table 2 indicates the correlations between all the investigated variables. As shown, all dimensions of organizational justice were correlated significantly with OCBI and OCBO dimensions. The highest correlation was evident between interactional justice and OCBI ($r = .52, p < .01$). Furthermore, the relationships between procedural and interactional justice and PsyCap were significant ($r = .34-.36, p < 0.01$), as well as the relationships between PsyCap and OCBO ($r = .62, p < .01$).

Table 2
Means, Standard Deviations, and Correlations between the Variables

	<i>M</i>	<i>SD</i>	skewness	kurtosis	1	2	3	4	5	6	7	8
Control Variable												
1. Age	3.57	1.61	.67	-.58								
2. Marital Status	1.20	0.40	1.47	.17	-.30**							
3. Tenure	3.66	1.64	.41	-1.26	.88**	-.33**						
Independent Variables:												
4. Distributive justice	7.00	2.63	.21	-.56	.04	-.02	-.01					
5. Procedural Justice	10.90	3.33	-.15	-.30	-.00	-.05	-.10	.28**				
6. Interactional Justice	18.14	5.67	-.19	-.57	-.06	.01	-.15*	.33**	.70**			
Dependent Variables:												
7. OCBI	8.00	2.00	.21	-.88	.11	-.12	.09	.20**	.35**	.52**		
8. OCBO	15.65	2.43	.23	.08	.18**	-.17*	.20**	.21**	.26**	.36**	.52**	
Mediator Variable:												
9. PsyCap	65.66	10.27	-.09	.05	.20**	-.20**	.21**	.04	.34**	.36**	.51**	.58**

Note. **Correlations are significant at the $p < .01$ level (two-tailed) and * $p < .05$ level

CFA results for all study constructs are shown in Table 3. The range of factor loadings, AVE, and Cronbach's alphas are shown in Table 4. As shown, the goodness-of-fit criteria were met.

Table 3

Goodness-of-fit indices for the tested CFA models

Constructs	χ^2	df	χ^2/df	IFI	TLI	CFI	RMSEA
Organizational Justice Dimensions	108.65	55	1.97	.96	.93	.96	.06
Psychological Capital (PsyCap)	285.55	124	2.25	.90	.85	.90	.07
Organizational Citizenship Behaviour toward individuals and organization (OCBI & OCBO)	29.61	13	2.27	.92	.87	.92	.07

Table 4
Items Loadings, Convergent Validity, and Cronbach Alpha Coefficients

Latent Variables	Items	Loadings	AVE	α
Distributive Justice (Niehoff & Moorman, 1993)	“I believe my level of pay is fair”. “I consider my workload to be quite fair”. “Generally, the rewards I receive here are quite fair”.	.70-.90	.80	.83
Procedural Justice (Niehoff & Moorman, 1993)	“The decisions our organization makes in the level of organization are in an unbiased manner”. “Our organization makes sure that all employees' concerns are heard before job decisions are made”. “Our organization has procedures to collect information for making decisions accurately and thoroughly”. “Our organization has procedures that are designed to allow the requests for clear explanation or additional information about a decision”.	.67-.85	.79	.87
Interactional Justice (Niehoff & Moorman, 1993)	“When decisions are made about my job, my supervisor considers personal needs with the greatest care”. “When decisions are made about my job, my supervisor treats me with a truthful manner”. “When decisions are made about my job, my supervisor shows concerns for my rights as an employee”. “Concerning decisions made about my job, the manager discusses with me the implications of the decisions”. “When making decisions about my job, my supervisor offers reasonable explanations that I understand clearly”. “When making decisions about my job, the manager offers explanations that make sense to me”. “My manager explains very clearly any decisions made about my job”.	.70-.83	.76	.90
PsyCap: Self-efficacy (Luthans et al., 2007)	“I feel confident analyzing a long-term problem to find a solution”. “I feel confident representing my work area in meetings with management”. “I feel confident contributing to discussions about the company's strategy”. “I feel confident helping to set targets/goals in my work area”. “I feel confident presenting information to a group of colleagues”.	.65-.83	.75	.85
PsyCap: Hope (Luthans et al., 2007)	“If I should find myself in a jam, I could think of ways to get out of it”. “At the present time, I am energetically pursuing my goals”. “There are lots of ways around any problem that I am facing now”. “Right now, I see myself as being pretty successful at work”. “I can think of many ways to reach my current goals”. “At this time, I am meeting the goals that I have set for myself”.	.60-.78	.68	.83
PsyCap: Resilience (Luthans et al., 2007)	“I usually manage difficulties one way or another at work”. “I can be “on my own”, so to speak, at work if I have to”. “I usually take stressful things at work in stride”. “I can get through difficult times at work because I've experienced difficulty before”. “I feel I can handle many things at a time at this job”.	.44-.73	.61	.75
PsyCap: Optimism (Luthans et al., 2007)	“I always look on the bright side of things regarding my job”. “I'm optimistic about what will happen to me in the future as it pertains to work”. “I approach this job as if “every cloud has a silver lining”.	.60-.65	.61	.64
OCBI: (Podsakoff et al. 1990)	“I help make other workers productive”. “My supervisor informs me before taking any important actions”. “Our Supervisor consults with me or other people who might be affected by his/her actions or decisions”.	.32-.80	.35	.60
OCBO: (Podsakoff et al. 1990)	“I am always on time”. “I maintain a clean workplace”. “I always complete my work on time”. “I always find fault with what the organization is doing”. (R) “I do not complain about work assignments”. “I stay informed about developments in the company”.	.30-.75	.32	.66

Direct and Mediation Relationships

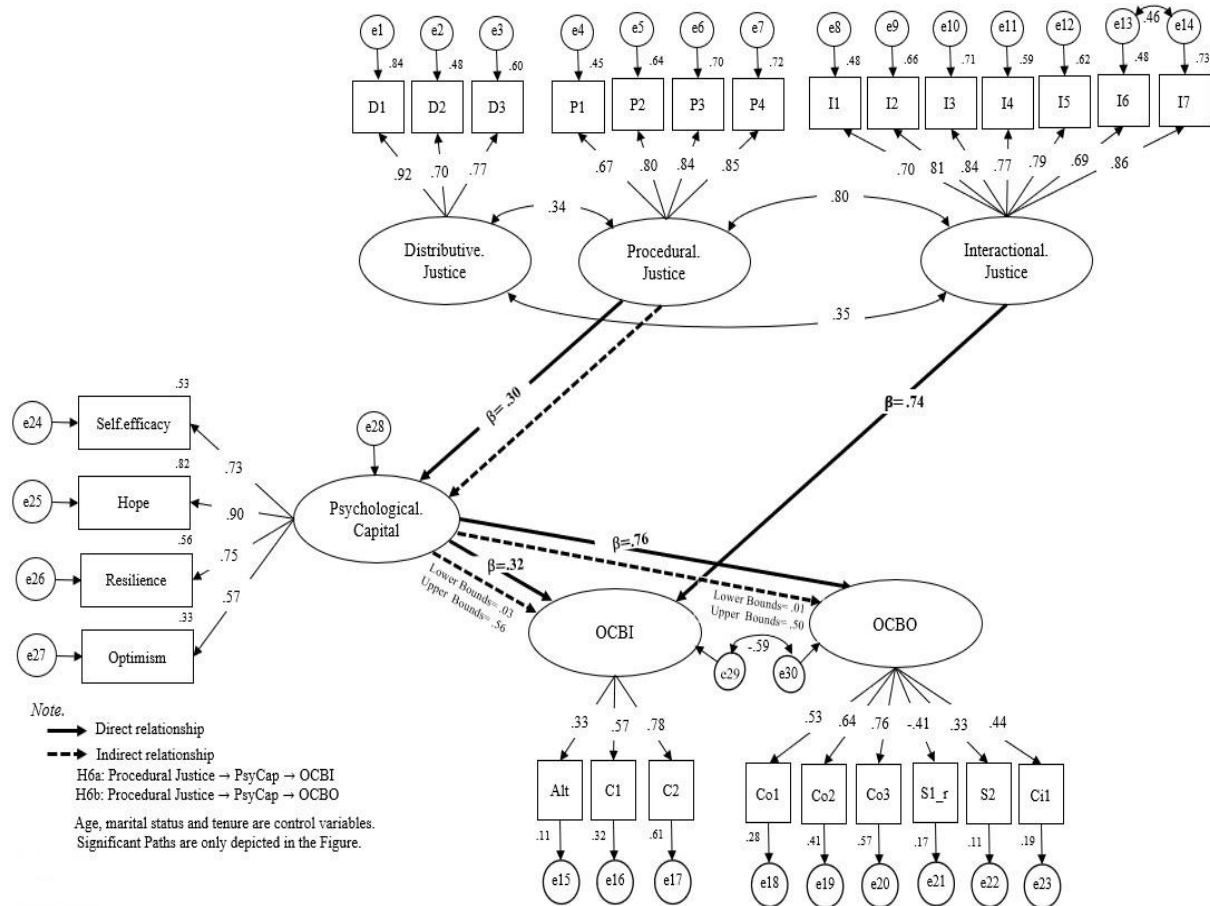
The SEM model in which all constructs were estimated together showed an adequate fit to the data ($\chi^2(564.51) = 253$, TLI = .85, CFI = .87, RMSEA = .07). Figure 2 depicts this SEM Model. Table 5 summarizes the results of the tested hypothesis based on the final model that includes all the assumed relationships and control variables. Among the hypothesized direct links between organizational justice and OCB levels, only the relationship between interactional justice and OCBI was significant, thereby supporting Hypothesis 3_a. Hypotheses 1_(a&b)-2_(a&b) were not supported by the results, as neither procedural nor distributive justice was linked with OCBI and OCBO.

Table 5
Standardized Regression Weights of the Hypothesized Model (Hypotheses Testing of Direct Effect)

Hypothesis	Variables	Standardized Regression Weights	Estimate	SE	p
H _{1a}	Distributive justice → OCBI	.09	.07	.06	.22
H _{1b}	Distributive justice → OCBO	.14	.04	.02	.10
H _{2a}	Procedural justice → OCBI	-.29	-.34	.18	.06
H _{2b}	Procedural justice → OCBO	-.24	-.11	.07	.14
H _{3a}	Interactional justice → OCBI	.74	.84	.18	.00
H _{3b}	Interactional justice → OCBO	.10	.03	.06	.61
H _{4a}	Distributive justice → PsyCap	-.09	-.11	.08	.15
H _{4b}	Procedural justice → PsyCap	.30	.54	.24	.02
H _{4c}	Interactional justice → PsyCap	.22	.24	.21	.24
H _{5a}	PsyCap → OCBI	.32	.29	.08	.00
H _{5b}	PsyCap → OCBO	.76	.20	.06	.00

Only the association between procedural justice was significant for the tested direct effects between organizational justice and PsyCap. Therefore, hypothesis 4_b was supported. Consequently, hypotheses 4_a and 4_c were not confirmed. Moreover, the hypothesized relationship between PsyCap with OCBI and OCBO was significant and positive. Hypotheses H_{5(a&b)} were also supported.

Figure 2
SEM Model



Results of the mediation effects with the significance-tested bias-corrected bootstrap confidence interval as shown in Table 6 indicated that PsyCap mediated the relationship between procedural justice with OCBI and OCBO. Thus hypotheses 6_(a&b) were supported. The results also showed that procedural justice was related to PsyCap, which increased both OCBI and OCBO. The results did not support other hypothesized mediating effects (i.e., Hypotheses 7_(a & b)).

Table 6

Indirect Effects of Procedural, Interactional Justice and OCB via PsyCap

Hypothesis	Path	Standardized Indirect Estimates	Lower Bounds	Upper Bounds	Two-tailed Significance	Result
H _{6a}	Procedural justice → PsyCap → OCBI	.15	.003	.50	.03	Full Mediation
H _{6b}	Procedural justice → PsyCap → OCBO	.27	.018	.56	.04	Full Mediation
H _{7a}	Interactional justice → PsyCap → OCBI	.06	-.009	.01	.07	No Mediation
H _{7b}	Interactional justice → PsyCap → OCBO	.11	-.016	.02	.07	No Mediation

Discussion

This study examined the relationship between three dimensions of organizational justice (distributive, procedural, and interactional justice) with OCB beneficiaries (OCBI and OCBO) among Iranian employees. The results showed that from the facets of organizational justice, only interactional justice was positively and directly associated with OCBI. Moreover, psychological capital mediated the relationship between procedural justice with OCBI and OCBO.

Our results highlight the impact of interactional justice on OCBI. Prior literature suggests that the relationship between justice facets and OCB is contingent upon cultural contexts (Farh et al., 1997; Konovsky et al., 1995; Rego & Cunha, 2008). Employees in an individualistic culture may be expected to be more sensitive to injustice, especially if they feel this equity hinders their personal goal achievement (Giacobbe-Miller et al., 2003; Li & Cropanzano, 2009; Morris et al., 1999). However, in a collectivist culture, employees may be willing to tolerate greater injustice (Gupta & Singh, 2013). Collectivistic cultures are more inclined to equality rules to avoid individual conflict and to maintain interpersonal harmony (Gupta & Singh, 2013). Moreover, taking part in OCB requires time and energy, which is not compatible with achieving personal goals and priorities in individualistic societies (Cohen & Avrahami, 2006). In this line, findings of research on OCB among 220 young executives in Canada, Iran, and Turkey attributed to the cultural characteristics of each country; for instance, collectivistic values could explain citizenship behaviors for Iranian and Turkish respondents better than the Canadian sample (Kabasakal et al., 2011).

As mentioned, the employees investigated here are drawn from a collectivist culture where most individuals would hold interdependent communal values. A reason that may explain the relationship between interactional justice with OCBI and not OCBO may be related to the important role of supervisors in effectively communicating with administrative and operational employees. Here, the company has a hierarchical organizational structure. In this top-down structure, supervisors act as “intermediaries” between organizations and employees in disseminating managers' messages to different levels of the working system. Therefore, it is

plausible that employees have a higher tendency to interact with direct supervisors and target their citizenship behavior towards supervisors or individual beneficiaries in this particular working environment due to their high level of perceived distance from the high-ranking company decision-makers.

Our results also demonstrated that procedural justice had a positive relationship with PsyCap and mediated the relationship between procedural justice with OCBI and OCBO. Deci and Ryan (2000) believe that distributive justice regulates behavior based on specific external contingencies such as seeking rewards. However, procedural and interactional justice include the interaction of self-hood with others and how to assist individuals in integrating to gain more value and create a meaningful working space. Procedural justice supports the basic psychological needs of autonomy, competence, and relatedness as outlined in SDT theory. As a result of satisfying these basic social needs, positive emotions thrive in employees, which are appropriate to shape personal strengths or PsyCap. Murphy and Tyler (2008) also indicated that employees' perceptions of procedural justice were related to frequent positive emotions such as happiness. Previous studies have also signified the impact of procedural justice on affect and emotion as intrinsic motivation (Zapata-Phelan et al., 2009), which can stimulate personal capacities that lead to improved task performance (Thomas & Velthouse, 1990; Zapata-Phelan, et al., 2009).

The three categories of intrinsic/cognitive, extrinsic/material, and social/affective work values can be considered the main drivers for cultivating OCB (Alderfer, 1972; Elizur, 1984; Pryor, 1987; Borg, 1990). Among these categories, social/affective or intrinsic/cognitive work goals are better predictors of developing citizenship behaviors in countries with collectivistic values (Kabasakal et al., 2011). Social relations in the workplace are valued in collectivist attitudes, which can be conducive to interactional justice. In addition, procedural justice can be well aligned with intrinsic/cognitive work goals that are strong motivators for OCB behaviors, whereas extrinsic/material work goals embedded in distributive justice are not well associated with OCB.

Limitations and Future Study

The presented study has several limitations that should be considered. The first limitation is the cross-sectional nature of the data, which leaves us unable to test the causal relations between the constructs. The associations found are only theoretical and need to be confirmed using longitudinal data or laboratory experiments. The fact that the sample is male-dominated and drawn from a single area of industry constitutes the second limitation of the current study. Therefore, these relationships should be tested among other occupational sectors with data sets with equal gender distribution. It is recommended that organizational fairness studies in multicultural contexts or merged companies be used to elaborate on whether diverse and changing situations can make a difference in the perception of justice among employees and their response to prosocial behaviors.

Organizational justice research will benefit from improved consistency in measuring organizational justice. The current study adopted three-factor models to measure organizational justice, considered the most common approach. However, to understand the relationship between organizational justice, PsyCap, and OCB in different cultures, it will be effective that

items of ‘voice justice’ from procedural justice and ‘interpersonal’ and ‘informational justice’ from interactional justice be included in the organizational justice framework.

Cohen-Charash and Spector (2001) believe that “differences in the conceptualization of justice allow the reader a unique opportunity to compare and contrast the same issue from two points of view” (p.310). Moreover, the overviews of procedural and interactional justice items alleviate the problem of multicollinearity in the data analysis process. Identifying the distinct roles of relational judgments (procedural and interactional justice) in organizational contexts and designing appropriate and valid items to accurately measure each justice construct allows organizational justice research to benefit from a clearer connection with other concepts and organizational structures. Although distributive justice did not have a significant relationship with organizational citizenship behavior in this research, its role in OCB activation cannot be ruled out.

Inter-organizational justice is a new area in organizational justice and focuses on interactions between the three types of justice. Cohen-Charash and Spector (2001) refer to the overall view derived from their meta-analysis that distributive, procedural, and interactional justice are highly related and distinct constructs.

According to the wider literature on organizational justice, there are interactions among the three types of justice: procedural and distributive (Brockner & Wiesenfeld, 1996), procedural and interactional (Skarlicki & Folger, 1996). Therefore, research on the synergetic effect of organizational justice dimensions on cooperative behaviors may contribute to exploring the indirect effect of distributive justice on OCB behaviors. For instance, in their research focus on inter-organizational justice, Zayed et al. (2020) revealed that interactional justice mediated between distributive justice perceptions and all dimensions of OCBs, but it has only an indirect effect on altruism, sportsmanship, and courtesy through procedural fairness. Therefore, it may be possible in our study that distributive or procedural justice act as suppressor variables that increase the predictive validity of interactional justice in a regression equation, and they are not directly related to OCB. Additionally, measuring autonomy, competence, and relatedness of SDT in more diverse and cultural settings is recommended in future empirical studies on organizational justice with prosocial behaviors. Lastly, although this study utilized a standard form of a questionnaire in measuring OCBI and OCBO, the low alpha and loadings for these factors require further attention in future studies. In particular, exploring specific measurement items for OCBI and OCBO or other types of OCB behaviors, such as organizational safety citizenship behavior, can help researchers solve screening and data cleaning issues encountered in the data analysis process.

Conclusions and Practical Implications

This study provides new cultural insights to executives, managers, and supervisors to identify the relationship between justice, positivity, and organizational citizenship behaviors. This information may help supervisors decide how to promote OCBs. The findings may also support practitioners in understanding employee behavior in different cultural contexts. Here, the research presents data showing how cooperation in the making-decision process and fair treatment in communication promote employees’ capacities to build up a stronger personal identity associated with positive organizational behaviors.

Understanding the integration of justice, positive psychological identity, and positive work-related outcomes can benefit all work groups, and helps to understand how aligning the positive self with the social self can benefit work life. Moreover, the relationship between procedural justice and psychological capital may highlight the importance of cognitive flexibility that assists supervisors in solving work problems and making appropriate decisions. In decision-making, managers should avoid cognitive rigidity and bias in their important decisions and provide open communication to all their employees. Including all the members in the decisions process expands diversity, which leads to better decision-making. This inclusion of employee perspectives in the decision-making process may demand more time and complexity to evaluate different opinions, but it can enhance creativity and critical thinking and expand fresh perspectives on the task or problem at hand. In this condition, cognitive flexibility is facilitated because an issue is examined from different angles, cognitive bias can be avoided, and tolerance of other viewpoints can be cultivated among team workgroups. Opening the space for the participation of employees from different work positions with diverse cultural backgrounds in the decision-making process can facilitate the formation of personal strength and lead to the development of citizenship behaviors.

Declarations

Acknowledgements

Not applicable.

Disclosure Statement

No potential conflict of interest was reported by the authors.

Ethics Approval

Not applicable.

Funding Acknowledgements

Not applicable.

Citation to this article

Ghaffaripour, S. (2023). The relationship between organizational justice and organizational citizenship behaviour: Psychological capital as a mediator. *International Journal of Organizational Leadership*, 12(2), 144-164. <https://doi.org/10.33844/ijol.2023.60356>

Rights and Permissions



© 2022 Canadian Institute for Knowledge Development. All rights reserved.

International Journal of Organizational Leadership is published by the Canadian Institute for Knowledge Development (CIKD). This is an open-access article under the terms of the [Creative Commons Attribution \(CC BY\)](#) License, which permits use, distribution, and reproduction in any medium, provided the original work is properly cited.

References

- Adams, J. S. (1963). Towards an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67(5), 422–436. <https://doi.org/10.1037/h0040968>
- Alderfer, C. P. (1972). *Existence, relatedness, and growth: human needs in organizational settings*. Free Press.
- Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. *Human Resource Development Quarterly*, 22, 127–152. <http://onlinelibrary.wiley.com/doi/10.1002/hrdq.20070>
- Baldwin, S. (2006). *Organizational justice*. Institute for Employment Studies.
- Ball, G. A., Trevino, L. K., & Sims, JR., H. P. (1994). Just and unjust punishment: influences on subordinate performance and citizenship. *Academy of Management Journal*, 37(2), 299–322. <https://doi.org/10.2307/256831>
- Barclay, L. J., & Kiefer, T. (2014). Approach or avoid? Exploring overall justice and the differential effects of positive and negative emotions. *Journal of Management*, 40(7), 1857–1898. <https://doi.org/10.1177/0149206312441833>
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182. <https://doi.org/10.1037/0022-3514.51.6.1173>
- Beal III, L., Stavros, J. M., & Cole, M. L. (2013). Effect of psychological capital and resistance to change on organizational citizenship behavior. *SA Journal of Industrial Psychology*, 39(2), 01–11. <https://doi.org/10.4102/sajip.v39i2.1136>
- Bies, R. J., Moag, J. F. (1986). Interactional justice: Communication criteria of fairness. In R. J. Lewicki, B. H. Sheppard, M. H. Bazerman (Eds.), *Research on negotiations in organizations* (Vol. 1, pp. 43-55). Greenwich, CT: JAI Press.
- Blau, P. M. (1964). *Exchange and power in social life*. New York: Wiley.
- Brockner, J., & Wiesenfeld, B. M. (1996). An integrative framework for explaining reactions to decisions: Interactive effects of outcomes and procedures. *Psychological Bulletin*, 120(2), 189–208. <https://doi.org/10.1037/0033-2909.120.2.189>
- Borg, I. (1990). Multiple Facetisations of work values. *Applied Psychology: An International Review*, 39(4), 401–412. <https://doi.org/10.1111/j.1464-0597.1990.tb01063.x>
- Byrne, B. M. (2010). *Structural equation modeling with AMOS: Basic concepts, applications, and programming* (2nd ed.). Routledge/Taylor & Francis Group.
- Carmona-Halty, M., Schaufeli, W. B., & Salanova, M. (2019). Good Relationships, Good Performance: The Mediating Role of Psychological Capital - A Three-Wave Study Among Students. *Frontiers in Psychology*, 10, 306. <https://doi.org/10.3389/fpsyg.2019.00306>
- Cohen, A., & Avrami, A. (2006). The relationship between individualism, collectivism, the perception of justice, demographic characteristics and organizational citizenship behaviour. *Service Industries Journal*, 26(8), 889–901. <https://doi.org/10.1080/02642060601011707>
- Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86(2), 278–321. <https://doi.org/10.1006/obhd.2001.2958>
- Chou, S. Y., & Lopez-Rodriguez, E. (2013). An empirical examination of service-oriented organizational citizenship behavior: The roles of justice perceptions and manifest needs. *Managing Service Quality*, 23(6), 474–494. <https://doi.org/10.1108/MSQ-02-2013-0019>
- Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology*, 98(2), 199–236. <https://doi.org/10.1037/a0031757>
- Cropanzano, R., Byrne, Z. S., Bobocel, D. R., & Rupp, D. E. (2001). Moral virtues, fairness heuristics, social entities, and other denizens of organizational justice. *Journal of Vocational Behavior*, 58(2), 164–209. <https://doi.org/10.1006/jvbe.2001.1791>
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An Interdisciplinary Review. *Journal of Management*, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
- Cropanzano, R., Prehar, C. A., & Chen, P. Y. (2002). Using social exchange theory to distinguish procedural from interactional justice. *Group & Organization Management*, 27(3), 324–351. <https://doi.org/10.1177/1059601102027003002>
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behaviour*. New York: Plenum.
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268. https://doi.org/10.1207/S15327965PLI1104_01

- Elamin, A. M., & Tlairs, H. A. (2015). Exploring the relationship between organizational citizenship behavior and organizational justice in the Islamic Saudi Arabian context. *Employee Relations*, 37(1), 2–29. <https://doi.org/10.1108/ER-03-2014-0033>
- Elizur, D. (1984). Facets of work values: A structural analysis of work outcomes. *Journal of Applied Psychology*, 69(3), 379–389. <https://doi.org/10.1037/0021-9010.69.3.379>
- Ertürk, A. (2007). Increasing organizational citizenship behaviors of Turkish academicians: Mediating role of trust in supervisor on the relationship between organizational justice and citizenship behaviors. *Journal of Managerial Psychology*, 22(3), 257–270. <https://doi.org/10.1108/02683940710733089>
- Farh, J. L., Earley, P. C., & Lin, S. C. (1997). Impetus for action: A cultural analysis of justice and organizational citizenship behavior in Chinese society. *Administrative Science Quarterly*, 42(3), 421–444. <https://doi.org/10.2307/2393733>
- Fredrickson, B. L. (1998). What good are positive emotions? *Review of General Psychology*, 2(3), 300–319. <https://doi.org/10.1037/1089-2680.2.3.300>
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, 56(3), 218–226. <https://doi.org/10.1037/0003-066X.56.3.218>
- Fredrickson, B. L. (2002). *Positive emotions*. In C. R. Snyder & S. J. Lopez (Eds.), *Handbook of positive psychology* (p. 120–134). Oxford University Press.
- Fredrickson, B. L. (2004). Gratitude, like other positive emotions, broadens and builds. In R. A. Emmons & M. E. McCullough (Eds.), *The psychology of gratitude* (pp. 145–166). Oxford University Press. <https://doi.org/10.1093/acprof:oso/9780195150100.003.0008>
- Gaudet, M. C., Tremblay, M., & Doucet, O. (2014). Exploring the black box of the contingent reward leadership-performance relationship: The role of perceived justice and emotional exhaustion. *European Journal of Work and Organizational Psychology*, 23(6), 897–914. <https://doi.org/10.1080/1359432X.2013.817056>
- Geneva Report (2022). The future of work in the oil and gas industry: Opportunities and challenges for a just transition to a future of work that contributes to sustainable development (Geneva, 28 November–2 December 2022), International Labour Office, Sectoral Policies Department, Geneva, ILO, 2022.
- Giancaspro, M.L., Callea, A., Manuti, A. (2022). “I Like It like That”: A study on the relationship between psychological capital, work engagement and extra-role behavior. *Sustainability*, 14. <https://doi.org/10.3390/su14042022>
- Giacobbe-Miller, J. K., Miller, D. J., Zhang, W., & Victorov, V. I. (2003). Country and organizational-level adaptation to foreign workplace ideologies: A comparative study of distributive justice values in China, Russia and the United States. *Journal of International Business Studies*, 34(4), 389–406. <https://doi.org/10.1057/palgrave.jibs.8400040>
- Gkorezis, P. (2016). Principal empowering leadership and teacher innovative behavior: a moderated mediation model. *International Journal of Educational Management*, 30(6), 1030–1044. <https://doi.org/10.1108/IJEM-08-2015-0113>
- Gouldner, A. W. (1960) The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25, 161–178. <https://doi.org/10.2307/2092623>
- Greenberg, J. (1987). A taxonomy of organizational justice theories. *The Academy of Management Review*, 12(1), 9–22. <https://doi.org/10.2307/257990>
- Greenberg, J. (1993). The social side of fairness: Interpersonal and informational classes of organizational justice. In R. Cropanzano (Ed.), *Justice in the workplace: Approaching fairness in human resource management* (pp.79–103). Lawrence Erlbaum Associates, Inc.
- Guangling, W. (2011). The study on relationship between employees ’ sense of organizational justice and organizational citizenship behavior in private enterprises. *Energy Procedia*, 5, 2030–2034. <https://doi.org/10.1016/j.egypro.2011.03.350>
- Gupta, M., Shaheen, M., & Reddy, P. K. (2017). Impact of psychological capital on organizational citizenship behavior: Mediation by work engagement. *Journal of Management Development*, 36, 973–983. <https://doi.org/10.1108/JMD-06-2016-0084>
- Gupta, V., & Singh, S. (2013). An empirical study of the dimensionality of organizational justice and its relationship with organizational citizenship behaviour in the Indian context. *International Journal of Human Resource Management*, 24(6), 1277–1299. <https://doi.org/10.1080/09585192.2012.709188>
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis*. Upper Saddle River, NJ: Pearson University Press.
- Harvey, J., Bolino, M. C., & Kelemen, T. K. (2018). Organizational citizenship behavior in the 21st century: How might going the extra mile look different at the start of the new millennium? *Research in Personnel and Human Resources Management*, 36, 51–110. <https://doi.org/10.1108/S0742-730120180000036002>
- Hassan, M. M., Azim, S., & Abbas, S. M. (2017). Citizenship as targeted behavior: Responses to organizational justice and the role of culture. *International Journal of Public Administration*, 40(6), 459–471. <http://dx.doi.org/10.1080/01900692.2015.1136943>

- Henrich, J., Heine, S. J., & Norenzayan, A. (2010). The weirdest people in the world? *Behavioral and Brain Sciences*, 33(2-3), 61–83. <https://doi.org/10.1017/S0140525X0999152X>
- Hur, W. M., Rhee, S. Y., & Ahn, K. H. (2016). Positive psychological capital and emotional labor in Korea: the job demands-resources approach. *International Journal of Human Resource Management*, 27(5), 477–500. <https://doi.org/10.1080/09585192.2015.1020445>
- Jin, M., Zhang Y., Wang F., Huang J., Feng F., Gong S., Wang F., Zeng L., Yuan Z., & Wang J. (2022). A cross sectional study of the impact of psychological capital on organisational citizenship behaviour among nurses: Mediating effect of work engagement. *Journal of Nursing Management*, 30(5), 1263–1272. <https://doi.org/10.1111/jonm.13609>
- Kabasakal, H., Dastmalchian, A., & Imer, P. (2011). Organizational citizenship behaviour: A study of young executives in Canada, Iran, and Turkey. *The International Journal of Human Resource Management*, 22(13), 2703–2729. <https://doi.org/10.1080/09585192.2011.599943>
- Kim, M., & Beehr, T. A. (2020). Making the case for procedural justice: employees thrive and work hard. *Journal of Managerial Psychology*, 35(2), 100–114. <https://doi.org/10.1108/JMP-03-2019-0154>
- Konovsky, M. A., & Organ, D. W. (1996). Dispositional and contextual determinants of organizational citizenship behavior. *Journal of Organizational Behavior*, 17(3), 253–266. [https://doi.org/10.1002/\(SICI\)1099-1379\(199605\)17:3<253::AID-JOB747>3.0.CO;2-Q](https://doi.org/10.1002/(SICI)1099-1379(199605)17:3<253::AID-JOB747>3.0.CO;2-Q)
- Li, A., & Cropanzano, R. (2009). Do East Asians respond more/less strongly to organizational justice than North Americans? A meta-analysis. *Journal of Management Studies*, 46(5), 787–805. <https://doi.org/10.1111/j.1467-6486.2009.00825.x>
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological capital: Developing the human competitive edge*. Oxford University Press.
- Mokhtari, M. Sadeghnia, A., & Roozbehi, S. (2015). Study the relationship between organizational justices perception and organizational citizenship behavior. *Strategic Studies in the Oil And Energy Industry*, 6(22), 53–82. <http://iieshrm.ir/article-1-341-fa.html>
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76(6), 845–855. <https://doi.org/10.1037/0021-9010.76.6.845>
- Morris, M. W., Leung, K., Ames, D., & Lickel, B. (1999). Views from the inside and outside: Integrating emic and etic insights about culture and justice judgment. *The Academy of Management Review*, 24(4), 781–796. <https://doi.org/10.2307/259354>
- Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79(4), 475–480. <https://doi.org/10.1037/0021-9010.79.4.475>
- Murphy, K., & Tyler, T. (2008). Procedural justice and compliance behaviour: The mediating role of emotions. *European Journal of Social Psychology*, 38(4), 652–668. <https://doi.org/10.1002/ejsp.502>
- Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International Journal of Hospitality Management*, 29, 33–41. <http://dx.doi.org/10.1016/j.ijhm.2009.05.001>
- Nandan, T., & Azim, A. M. M. (2015). Organizational justice and organizational citizenship behavior: Mediating role of psychological capital. *American International Journal of Social Science*, 4(6), 148–156. http://www.aijssnet.com/journals/Vol_4_No_6_December_2015/19.pdf
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36(3), 527–556. <https://doi.org/10.2307/256591>
- Olafsen, A. H., Halvari, H., Forest, J., & Deci, E. L. (2015). Show them the money? The role of pay, managerial need support, and justice in a self-determination theory model of intrinsic work motivation. *Scandinavian Journal of Psychology*, 56(4), 447–457. <https://doi.org/10.1111/sjop.12211>
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books/D. C. Heath and Com.
- Pan, X., Chen, M., Hao, Z., & Bi, W. (2018). The effects of organizational justice on positive organizational behavior: Evidence from a large-sample survey and a situational experiment. *Frontiers in Psychology*, 8, Article 2315. <https://doi.org/10.3389/fpsyg.2017.02315>
- Park, Y., Song, J. H., & Lim, D. H. (2016). Organizational justice and work engagement: The mediating effect of self-leadership. *Leadership & Organization Development Journal*, 37(6), 711–729. <https://doi.org/10.1108/LODJ-09-2014-0192>
- Podsakoff, E M., & MacKenzie, S. B. (1994). Organizational citizenship behavior and sales unit effectiveness. *Journal of Marketing Research*, 31(3), 351–363.

- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107–142. [https://doi.org/10.1016/1048-9843\(90\)90009-7](https://doi.org/10.1016/1048-9843(90)90009-7)
- Pryor, R. G. L. (1987). Differences among differences – in search of general work preference dimensions. *Journal of Applied Psychology*, 72, 426–433.
- RaminMehri, H., Hadizadeh Moghaddam, A., & Ahmadi, I. (2010). The relationship between perceptions of organizational justice and organizational citizenship behavior. *Journal of Change Management*, 1.
- Rego, A., & Cunha, M. P. E. (2008). Organisational citizenship behaviours and effectiveness: An empirical study in two small insurance companies. *Service Industries Journal*, 28(4), 541–554. <https://doi.org/10.1080/02642060801917695>
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), 54–67. <https://doi.org/10.1006/ceps.1999.1020>
- Schilpzand, M. C., Martins, L. L., Kirkman, B. L., Lowe, K. B., & Chen, Z. X. (2013). The relationship between organizational justice and organizational citizenship behaviour: The role of culture value orientation. *Management and Organization Review*, 9(2), 345–374
- Skarlicki, D. P., & Latham, G. P. (1996). Increasing citizenship behavior within a labor union: A test of organizational justice theory. *Journal of Applied Psychology*, 81(2), 161–169. <https://doi.org/10.1037/0021-9010.81.2.161>
- Slattery, J. P., Selvarajan, T. T., Anderson, J. E., & Sardesai, R. (2010). Relationship between job characteristics and attitudes: A study of temporary employees. *Journal of Applied Social Psychology*, 40(6), 1539–1565. <https://onlinelibrary-wiley.com.libproxy.tuni.fi/doi/epdf/10.1111/j.1559-1816.2010.00628.x>
- Somech, A., & Drach-Zahavy, A. (2004). Exploring organizational citizenship behaviour from an organizational perspective: The relationship between organizational learning and organizational citizenship behaviour. *Journal of Occupational and Organizational Psychology*, 77(3), 281–298. <https://doi.org/10.1348/0963179041752709>
- Somech, A., & Khotaba, S. (2017). An integrative model for understanding team organizational citizenship behavior. *Journal of Educational Administration*, 55(6), 671–685. <https://doi.org/10.1108/JEA-09-2016-0104>
- Sora, B., Höge, T., Caballer, A., Peiró, J. M., & Boada, J. (2021). Job insecurity and performance: The mediating role of organizational justice in terms of type of contract. *Psicothema*, 33(1), 86–94. <https://doi.org/10.7334/psicothema2020.205>
- Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*, 38(5), 1442–1465. <https://doi.org/10.2307/256865>
- Srivalli, P., & Vijayalakshmi, B. (2015). Organizational citizenship behavior and organizational justice among faculty in engineering colleges. *International Journal on Global Business Management & Research*, 3(2), 83–87.
- Suliman, A., & Kathairi, M. Al. (2013). Organizational justice, commitment and performance in developing countries: The case of the UAE. *Employee Relations*, 35(1), 98–115. <https://doi.org/10.1108/01425451311279438>
- Taberner, C., & Hernández, B. (2011). Self-efficacy and intrinsic motivation guiding environmental behavior. *Environment and Behavior*, 43(5), 658–675. <https://doi.org/10.1177/0013916510379759>
- Tepper, B. J., & Taylor, E. C. (2003). Relationships among supervisors' and subordinates' procedural justice perceptions and organizational citizenship behaviours. *Academy of Management Journal*, 46(1), 97–105. <https://doi.org/10.2307/30040679>
- Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation. *The Academy of Management Review*, 15(4), 666–681. <https://doi.org/10.2307/258687>
- Thornhill, R., & Fincher, C. L. (2014). The parasite-stress theory of sociality, the behavioral immune system, and human social and cognitive uniqueness. *Evolutionary Behavioral Sciences*, 8(4), 257–264. <https://doi.org/10.1037/ebs0000020>
- Totawat, A. K., & Nambudiri, R. (2014). How does organizational justice influence job satisfaction and organizational commitment? Explaining with psychological capital. *Vikalpa*, 39(2), 83–97. <https://doi.org/10.1177/0256090920140209>
- Turgut, T., & Agun, H. (2016). The relationship between organizational justice and organizational cynicism: The mediating role of psychological capital and employee voice. *Journal of Behavior at Work*, 1(1), 15–26.
- Tyler, T. R., & Bies, R. J. (1990). Beyond formal procedures: The interpersonal context of procedural justice. In J. S. Carroll (Ed.), *Applied social psychology and organizational settings* (pp. 77-98). Hillsdale, NJ: Lawrence Erlbaum Associates. <https://doi.org/10.4324/9781315728377>
- Tziner, A., & Sharoni, G. (2014). Organizational citizenship behavior, organizational justice, job stress, and work-family conflict: Examination of their interrelationships with respondents from a non-Western culture. *Journal of Work and Organizational Psychology*, 30(1), 35–42. <https://doi.org/10.5093/tr2014a5>
- Viseu, J., Rus, C. L., & De Jesus, S. N. (2015). How do organizational justice and health influence teachers' work engagement? *The European Health Psychologist*, 17(4), 165–173.

- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601–617. <https://doi.org/10.1177/014920639101700305>
- Williams, S., Pitre, R., & Zainuba, M. (2002). Justice and organizational citizenship behavior intentions: Fair rewards versus fair treatment. *Journal of Social Psychology*, 142(1), 33–44. <https://doi.org/10.1080/00224540209603883>
- Yadav, L. K., & Gupta, P. (2017). Procedural justice, job satisfaction and organizational citizenship behaviour: mediating role of organizational trust—*Indian tourism industry study*. *Management and Labour Studies*, 42(3), 1–18. <https://doi.org/10.1177/0258042X17718738>
- Young, L. (2010). Is organizational justice enough to promote citizenship behaviour at work? A retest in Korea. *European Journal of Scientific Research*, 45(4), 637–648.
- Zapata-Phelan, C. P., Colquitt, J. A., Scott, B. A., & Livingston, B. (2009). Procedural justice, interactional justice, and task performance: The mediating role of intrinsic motivation. *Organizational Behavior and Human Decision Processes*, 108(1), 93–105. <https://doi.org/10.1016/j.obhdp.2008.08.001>
- Zayed, M., Jauhar, J., Mohaidin, Z., & Murshid, M. A. (2020). Effects of inter-organizational justice on dimensions of organizational citizenship behaviours: A study on Kuwait ministries' employees. *Management and Labour Studies*, 45(4), 444–470. <https://10.1177/0258042X20939026>