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Original Article

An Investigation of the Impact of Organizational Justice on Organizational Citizenship Behavior in a Non-Profit Organization

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Abstract

Organizational citizenship behavior is a voluntarily executed behavior emanated by one individual who undertakes to do more than what is elucidated in his/her job description and what is not directly designed by official reward systems in an organization, while it can bring about an improvement in efficiency and effectiveness levels in the organization's performance. Besides, organizational justice is one of the most important introductions for driving into organizational citizenship behavior. Since creating motivation and provoking employees into work is a very important organizational issue (Akhavan et al, 2009), enormous attention should be paid to organizational justice as a provocation method. Present research intends to examine the relationship between organizational justice and organizational citizenship behavior in a non-profit organization[1]. To investigate this relationship, an author-made questionnaire was designed and, after pertinent literature was studied and aspects of distributional justice were extracted, procedural justice and interactional justice were specified. A 79-item sample of statistical population was distributed. Replies were analyzed using statistical software. Results are indicative of a relationship among all three aspects of organizational justice and organizational citizenship behavior, whereby organizational citizenship behavior among employees is improved as organizational justice is increased. According to the Partial Least Squares approach patterned by the software *Smart PLS*, results show that organizational justice impacts on organizational citizenship behavior with 0.802.

Keywords: Organizational justice; Distributional justice; Procedural justice; Interactional

1. The name of the organization is prevented to be mentioned due to some existing limitations.

Introduction

As indicated by several scholars, organizational citizenship behaviors are a body of behaviors that provoke an improvement in general efficiency, effectiveness, and productivity of the organization (Organ, 1990, 1988). Based on the vital importance of citizenship behavior for organizations in increasing their effectiveness and achievement of advantages by both the organization and its employees, which are closely interrelated, the factors impacting on citizenship behavior were analytically examined. Thus, given the innate significance of public and private organizations and their increasing effects on community, improvement of effectiveness at such institutions may lead to an improvement of the society. Consequently, organizational citizenship behavior should be placed under focus aimed at making more effective the public-section

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organizations. Furthermore, organizational justice is one of the most important apertures for reaching at organizational citizenship behavior that explicates many organizational behaviors such as absenteeism, turnover, organizational commitment, etc. Since provocation and motivation of personnel is a very important organizational issue, comprehension of organizational justice is a basic necessity for improvement of effectiveness at organizations and personal satisfaction of people working at different organizations; moreover, injustice in organizations causes a threat for the whole organization (Ronald, 2005) (Ackfeldt and Coote, 2000). Therefore, organizational justice as a motivation method should be placed under enormous focus. Review of different theories offered by several scholars showed that there is a significant and positive correlation between the two variables. Existence of organizational justice in workplace refers to the fact that senior managers of the organization pay colossal attention to their employees. Under such conditions, employees' commitment to their organization grows and a two-way convention between the organization and its employees is established, leading to emanation of organizational citizenship behaviors by employees. Based on the organizational justice theory, this is predicted that employees react against existence/inexistence of organizational justice in their workplace, the fact which comes into view as an increase/decrease in their outputs. This study wishes to examine the impact of organizational justice and its aspects on organizational citizenship behavior in a non-profit organization in order to provide an insight into better work conditions and expected outputs. This is important to note that such research is largely conducted in private sections. Therefore, investigation of the impacts left by organizational justice on organizational citizenship behavior especially in governmental organizations may constitute an exceptional step toward promotion of such objectives borne by organizations. Taking advantage of existing theories and literature, the author, accordingly, tries to find the answer to the question "Is there any significant relationship between organizational justice and employees' organizational citizenship behavior?"

Theoretical Framework of the Study

Organizational citizenship behavior

Organizational citizenship behaviors are a body of voluntary and elective behaviors that do not constitute a part of one's official duties, while they are completed by him/her and bring about improvement of organization's roles and duties (Cropanzano & Byrne, 2000). Organ believes that organizational citizenship behavior is an individually and voluntarily executed behavior that is not directly designed by organizations' official reward systems, while it can bring about an improvement in efficiency and effectiveness levels in the organization's performance. This definition focuses on three specifications of citizenship behavior: firstly, this behavior is voluntary and optional, i.e., it is neither a pre-determined responsibility, nor part of one's official duties. Secondly, advantages of this behavior have organizational aspects; that is, it promotes efficient performance of an organization. Thirdly, such behaviors are not directly or obviously appreciated by organizational reward systems (Cohen and Kol, 2004). In this definition, an individual is expected to go beyond his/her role requirements and official duties aligned with the organization's objectives. In other words, organizational citizenship behaviors intend to identify, manage, and evaluate extra-role behaviors of employees who are at the service of an organization and their behaviors are expected to improve their organization's effectiveness (Bienstock,2003). The concept of *organizational citizenship behavior* was for the first time presented to the world of science by Bateman and Organ in early 1980s. It refers to such concepts as *inclination to cooperation* and *innovative and proactive behaviors*. Primary studies on organizational citizenship behavior were mostly intended to identify responsibilities and behaviors which were shouldered by employees but were disregarded most of the times. These behaviors were of effect in improvement of organizational effectiveness, while they were incompletely measured in traditional job performance evaluations or even wholly neglected at times (Bienstock et al,2003). For instance, one worker may not

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need overtime pay, but he/she decides to stay at work in order to facilitate his/her organization's current cases and help others (Cropanzano et al,2001). In their comparative studies between organizational citizenship behaviors and extra-social and proactive behaviors, Brief and George and Brief and Motowidlo expressed that extra-social behaviors encompass a wide array of helping others that include many organizational citizenship behaviors, with the difference that they may contain behaviors that are damaging for an organization, but constructive for an individual (such as helping one person to hide his/her functional problems) (Cho & Kessler,2008). Moreover, organizational citizenship behaviors are different with proactive behaviors in that a proactive behavior can be a part of an organization's reward system, while, as cited in definition of organizational citizenship behaviors, this type of behavior does not constitute a part of this system (Moorman & Blakely,1995).

Dimensions of Citizenship Behaviors

Netemeyer et al. (1997) categorized organizational citizenship behaviors into four classes:

- Altruism;
- Conscientiousness;
- Loyalty; and,
- Civil virtue (Muchinsky, 2000).
-

Altruism

According to Netemeyer, altruism is associated with voluntary assistance to certain people at workplace in relation to one duty or organizational type. For instance, helping a coworker who has been absent or making a plan for work condition improvement.

Conscientiousness

Conscientiousness is one of human conscientiousness areas that is given shape under the light of work ethics. It marks the border between right and wrong as well as decent and indecent. Conscientiousness refers to observance of rules, regulations, organizational procedures, punctuality, and low levels of absenteeism.

Loyalty

According to Organ (1988), cited by Podsakoff et al (1997), loyalty is an inclination by an employee to endure non-ideal conditions without making complaints against actual defects. Chivalry is a workgroup-related function in which managers spend less time and energy for making coordination among members, saving their time for planning, solving problems, and making organizational analyses.

Civil virtue

Civil virtue means a responsible participation in political life of an organization whereby it manages to sustain and succeed, though some personal objectives may fail to come true.

Necessity of Investigating Organizational Citizenship Behavior

Podsakoff, Mackenzie, Paine, and Bachrach suggested several potential reasons on casualty of impacts left by organizational citizenship behaviors on employees' group behaviors and performances (Podsakoff,2000):

- Increase in administrative productivity;
- Reduction of the needs for resources for maintenance operations; and,
- Establishing healthy workplaces to strengthen employees' morale.

Other cases are mentioned by Mackenzie et al. (1991), including:

- Increasing productivity level of coworkers and management;
- Freeing resources and thus utilizing them for more profitable objectives;
- Reducing the need for scarce resources for maintenance operations;
- Assisting cooperation of activities in both inside and outside the workgroup;
- Increasing stability in an organization's performance; and,
- Capacitating organizations to get more effective alignments with changes within their own environments.

Several studies are carried out on probabilities of organizational citizenship behaviors. Some of these antecedents include leadership style, social exchange, job satisfaction, organizational commitment, individual differences, personality, perceived organizational support, and justice. For example, in their investigations on 93 MBA experts working at different organizations, Cho

and Kessler (2008) found that perception of organizational support serves as a mediator variable between distributional justice and organizational citizenship behavior (Cho & Kessler,2008). Another research conducted in 2004 showed that participation in making decisions is positively associated with perceptions about procedural justice. In addition, taking into account the aspects of organizational citizenship behaviors presented by Williams and Anderson, it showed that perceptions about procedural justice are able to adjust the relationship between participation in making decisions and one aspect of the two dimensions of organizational citizenship behaviors, i.e., citizenship behaviors possessed by people within the organization. This is noteworthy to add that Williams and Anderson expressed two main aspects for organizational citizenship behaviors: those citizenship behaviors from which an organization benefits, and those citizenship behaviors from which the people within the organization benefit (Muhammad, 2004). This is, therefore, observed that investigation of such behaviors given out by the people within an organization, which are known as organizational citizenship behaviors, is of paramount importance. The present study is aimed at fulfilling this task as well as analyzing effects of organizational justice on organizational citizenship behaviors. An investigation of the issues regarding organizational citizenship behaviors and the factors impacting thereon can procure managers, supervisors, and employees at organizations with significant information. It will enable an operation of several background factors such as organizational justice at all levels of an organization—the capacity which would *per se* allow the organization to reach at its organizational objectives and improve its organizational efficiency and effectiveness.

Organizational Justice

Based on most studies, it appears that organizational justice is one of the determining factors in occupational outcomes such as job satisfaction, organizational commitment, and organizational citizenship behavior (Madhu and Krishnan, 2005). Examination of justice in workplaces has experienced a sharp rise in the recent years. For instance, Yilmaz and Tasdan (2009) demonstrated that organizational justice and citizenship behavior of primary-school teachers in Turkey are significantly interrelated. Nadiri and Tanva (2010) showed that distributional justice is a more powerful predictor for organizational citizenship behavior as compared to procedural and interactional justices in Cyprian catering industry. Lind and Taylor (1989 and 1992) identified two models for delineation of impacts of justice:

Model of personal benefits, which indicates that justice is important for individuals because it ultimately permits them to maximize their personal achievements. Differently put, people appreciate equality as they believe that just-based approaches finally lead to valuable outcomes for them. According to this model, the approaches which are able to bring about most attractive forthcoming results are regarded to be the fairest procedures.

Model of group value, which alludes to a relationship in which commitment to justice by individuals informs them about their positions in group. That is to say, when an authorized and empowered person behaves fairly with other members in his/her group, such behavior reveals some pieces of information about his/her position in the group. This is, consequently, beneficial in generation of value for individuals and building a common sense of identity (Ambrose Maureen, 2002).

In an investigation undertook in 2005 by Anil and Karen Mishra about organizational justice and reliability, there was a focus on Grinberg's opinion that organizational justice comes with three types. Accordingly, the author has studied and analyzed the organizational justice in three dimensions.

Distributional Justice

The concept of justice in organizations has its roots in social psychology on distributional justice, which deals with the fairness perceived from outcomes and is considered as a potential factor with important functions in organizational respects (Cohen and Charash, 2001). Model of just-oriented judgment describes distributional justice in terms of three condition-based principles: *Equality* whereby each individual in a social group should receive an identical

Table 1. Distributional justice indices.

Type of justice	Questions	Resource
Distributional	Fairness in payment of salaries and compensations	Neihoff & Moorman (1993) ,Goldman (2003),Laurie et al (2009), Moorman (1991)
	Fairness in rewards	Neihoff & Moorman (1993) ,Laurie et al (2009), Moorman (1991)
	Possibility of job promotions for all in a fair manner	Goldman (2003), Eric et al(2010)
	Possibility of job advances and developments for all in a fair manner	Goldman (2003)
	Fairness in assignation of responsibilities	Neihoff & Moorman (1993) Goldman (2003), Moorman (1991), Eric et al(2010)
	Fairness in volume of the assigned responsibilities	Neihoff & Moorman (1993) ,Moorman (1991), Eric et al(2010)
	Fairness in the manner performances are evaluated	Goldman (2003), Eric et al(2010)

outcome; *Equity* which indicates that a fair compensation is made based on each member's share or trade-in; and, *Need* which maintains that the highest compensations should go to the most impoverished members (Folger and Cropanzano, 1998). In his research, Moorman (1991) indicated that distributional justice is measured via indices developed by Price and Mueller. In this study, seven indices are selected for evaluation of distributional justice, each of which quantifying how many respondents believe that they are fairly appreciated based on such indices as their academic levels, endeavors, performances, etc. Together with their resources, these indices are tabled as follows:

Procedural Justice

Evidence shows that the employees working at organizations whose agents believe that decision-making processes are unjust tend to show less commitment to their superiors, fall into frequent slumbers, make decisions for leaving the organization, and reduce their performance and subordinate organizational behaviors (Folger & Cropanzano, 1998). Such perceptions of unfair procedures may lead to indignation of employees more frequently than outcomes of prejudiced outcomes; while, fair procedures bring forth more satisfaction by individuals when they encounter undesirable outcomes. Studies show that procedural justice is associated with cognitive, emotional, and behavioral reactions of employees towards their organizations, such as organizational commitment. Thus, a process would result in a certain outcome when it is unfairly perceived (Cohen et al, 2001). Indices related to official procedures decide whether just procedures are adopted in the organization. Such items include the level to which procedures are designated for cases like orientation, accuracy, modifiability, etc. They are obtained based on procedural justice principles developed by Lontal, Karoza, and Fray. Together with their resources, the seven indices to evaluate procedural justice are shown in the Table 2 below:

Interactional Justice

Issues on interactional justice were presented following procedural justice-related discussions. They include human aspects of organizational practices. People distinguish justice out of the type of interrelations that is given mold with them. This phenomenon is examined under the rubric *interactional justice*, the title which was coined by some researchers, who claimed that interactional justice is another type of justice that is conceptually distinct from distributional and procedural justices and refers to social action of a procedure. It means that this dimension of justice concentrates on the manner senior directors manage and control their employees and organizational resources. Interactional justice, therefore, includes aspects of communications process like curtsey, sincerity, and respect between origin and destination. It focuses on

Table 2: Procedural justice indices.

Type of justice	Questions	Resource
Procedural	Effective examination of complaints, opinions, and suggestions	Neihoff & Moorman (1993), Goldman (2003), Laurie et al (2009), Moorman (1991)
	Fairness of procedures which are utilized for performance evaluation purposes	Goldman (2003), Eric et al (2010)
	Fairness of processes which determine employees' dismissal or punishment	Goldman (2003),
	Procedures should be based on ethical standards.	Goldman (2003), Laurie et al (2009), Moorman (1991)
	Procedures should be based on accurate and sufficient information.	Neihoff & Moorman (1993), Goldman (2003), Laurie et al (2009), Moorman (1991)
	Employees should be able to express their opinions about procedures and leave impacts on them.	Neihoff & Moorman (1993), Laurie et al (2009), Moorman (1991), Cho&Dansereau (2010)
	Fairness of promotion standards	Goldman (2003), Eric et al (2010)

one's perceptions out of quality of interpersonal behaviors during execution of procedures. Positive behaviors with people at organizations can strengthen observance of organizational procedures without any changes made in official decisions or their fundamental processes. Perceptions out of interactional justice may originate from organizational procedures and the way these procedures are performed. Moorman (1991) discovered that actions made by managers to ratify procedures and describe decisions are instruments to identify whether interactional justice is present or absent. Indices of this factor encompass questions that focus on observers' interpersonal behaviors, the indices which ask whether observer is kind and compassionate, whether he/she pays attention to employees, and whether he/she behaves in a sincere manner (Moorman,1991).

Hypotheses of the Research

Main hypothesis of this research is that organizational justice is significantly correlated with employees' organizational citizenship behavior. To better understand this relationship, impacts of different aspects of organizational justice on organizational citizenship behavior are examined. Therefore, minor hypotheses of this research are intended to investigate whether distributional justice, procedural justice, and

Table 3. Interactional justice indices.

Type of justice	Questions	Resource
Interactional	Respectful behavior with employees by those with whom they are occupationally engaged.	Neihoff & Moorman (1993), Goldman (2003), Cho&Dansereau (2010)
	Sincere behavior with employees by those with whom they are occupationally engaged.	Neihoff & Moorman (1993), Moorman (1991) , Rosier et al (2010)
	Cordial behavior with employees by those with whom they are occupationally engaged.	Neihoff & Moorman (1993), Goldman (2003), Moorman (1991)
	Is there enough logical descriptions presented to an employee in relation to his/her work?	Neihoff & Moorman (1993), Goldman (2003)
	Sensitivity toward personality needs of employees by those with whom they are occupationally engaged.	Neihoff & Moorman (1993), Moorman (1991)
	Unbiased behavior with employees by those with whom they are occupationally engaged.	Laurie et al (2009), Moorman (1991), Cho&Dansereau (2010)
	Do gender, ethnicity, and accent influence on work-related decisions?	Goldman (2003)

interactional justice are significantly correlated with employees' organizational citizenship behavior. Furthermore, the relationships between the two main variables organizational justice and organizational citizenship behavior were structurally modeled. This pattern together with its concomitant hypotheses is shown in the Fig. 1.

Research Methodology

The present research is a practical study in its objectives and a survey and descriptive one in its methodology. Descriptive and inferential statistical methods, Friedman Test, Kolmogorov-Smirnov Test, t-test, Pearson correlation coefficient, and means comparison test were utilized to test equality of averages of some populations. Additionally, means comparison test was executed to test equality of averages of two populations. In order to investigate the relationship between organizational justice and organizational citizenship behavior, required information and findings were collected using the author-constructed questionnaire designed grounded upon related literature. It possesses 21 items to evaluate organizational justice. Netemeyer's 12-item questionnaire, which is designed based on Likert Scale (strongly disagree; disagree; no idea; agree; strongly agree), is also used. Accordingly, conceptual model of the research was developed based on library studies, and final data was placed under analysis and inferential examination by the partial least squares approach and the software Smart PLS. Statistical population is one of non-profit organizations, and sampling process is executed in stratified random mode. Volume of statistical population was calculated by Cochran Formula to be 79. Three selected departments are: Planning and Control Department, Information Technology Department, and Construction and Production Department. Load factor and its meaningfulness were used in order to evaluate convergent validity. All load factors of the model were higher or equal to 0.7, and T-value of such load factors were all significant. Finally, the questionnaire's Cronbach's alpha was calculated to be 0.943, the value which indicates high reliability of measuring tools. In order to achieve convergent creditability and correlation amount, composite reliability test and average variance extracted (AVE) were evaluated by Smart PLS. Composite reliability values higher than 0.7 and variance average values at least 0.5 are two necessary conditions for convergent creditability and correlation of a structure. Results of composite reliability test and average variance extracted are expressive of suitable composite reliability of structures and appropriate creditability of measuring instruments.

Findings of the Research

Statistical description of the population is shown as depicted in table 4.

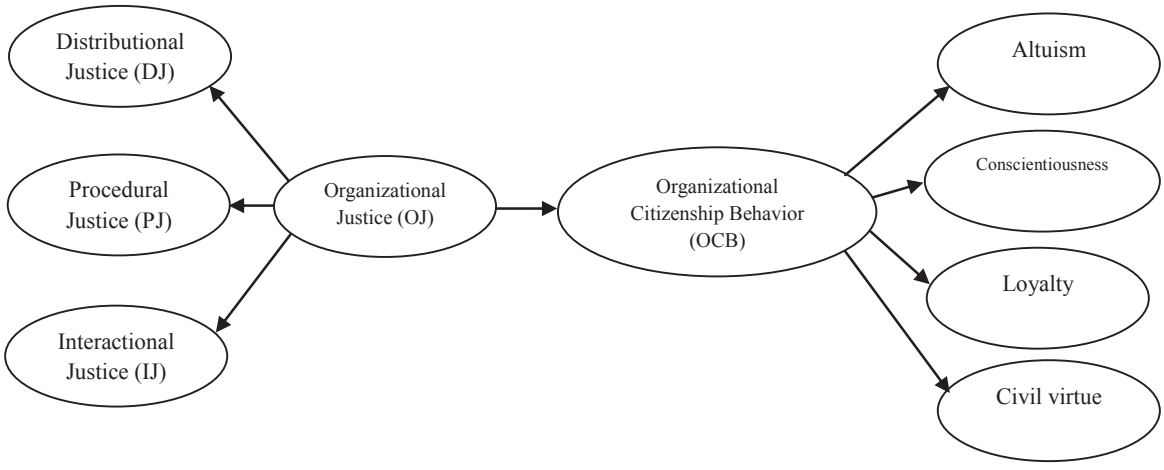

Figure 1. Research pattern.

Table 4. Demographic profile of the interviewees..

Area	Description	Department of IT	Department of Planning and Control	Department of Manufacturing	Percent %	Cumulative (percentage)	Sum
Age	20-30 year	5	6	13	30.4	30.4	24
	30-40 year	12	7	11	38	68.4	30
	40-50 year	1	6	14	26.6	94.9	21
	years and above 50	1	2	1	5.1	100	4
Job position	Expert	13	8	24	57	57	45
	Manager	3	6	3	15.2	72.2	12
	Researcher	3	5	14	25.3	97.5	22
Educational degree	Under BS	6	3	11	16.5	25.3	20
	Bachelor of Science (BS)	4	8	15	34.2	59.5	27
	Master of Science (MS)	8	7	13	35.4	94.9	28
	PhD and higher educations	1	3	-	5.1	100	4
Seniority	Less than 5 years	8	7	12	34.2	22.8	27
	5 to less than 10 years	5	2	4	13.9	26.6	11
	10 to less than 20 years	3	4	6	16.5	78.5	13
	20 years and above	3	8	17	35.4	100	28
	Sum	19	21	39			79

Data analysis

Application of Friedman test and rating research variables resulted in the fact that respondents, evaluating the relation between distributional justice and organizational citizenship behavior, considered the item "Fairness in payment of salaries and compensations" as the most important and the item "Fairness in volume of the assigned responsibilities" as the least important entries. Respecting the relation between procedural justice and organizational citizenship behavior, the item "Employees should be able to express their opinions about procedures and leave impacts on them" had the highest importance and "Fairness of processes which determine employees' dismissal or punishment" had the least importance. Regarding the relation between interactional justice and organizational citizenship behavior, the item "Sincere behavior with employees by those with whom they are occupationally engaged" had the highest importance and "Do gender, ethnicity, and accent influence on work-related decisions?" had the least importance.

Generally speaking, "Fairness in rewards," "Fairness in payment of salaries and compensations," and "Sincere behavior with employees by those with whom they are occupationally engaged" had the highest importance, and "Fairness in volume of the assigned responsibilities," "Fairness of processes which determine employees' dismissal or punishment" and "Do gender, ethnicity, and accent influence on work-related decisions?" had the least importance. The fact that two finance-related factors are topped in the list of the factors impacting on organizational citizenship behavior is an indication of significance of material payments before employees in statistical populations. This may be a considerable issue in prioritization of organizations' actions aimed at elevating the level of understanding from *justice* and expecting desirable outcomes.

Results of Pearson correlation show that gender and workplace are factors that create significant difference in impacts produced by each one of justice's aspects on organizational citizenship behavior. In addition, effect of gender on sensitivity toward distributional

Table 5. Examine minor hypotheses of the research.

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Hypothesis1	21.542	78	.000	1.3833635	1.255520	1.511207
Hypothesis2	18.662	78	.000	1.2278481	1.096863	1.358834
Hypothesis3	21.689	78	.000	1.3580470278	1.233392385	1.482701671

justice and procedural justice and its impact on organizational citizenship behavior were high, and its sensitivity toward interactional justice and its impact on organizational citizenship behavior was relatively high. It seems that discipline and branch in which each employee works is of effect on his/her implication about organizational citizenship behavior. T-test was adopted to examine minor hypotheses of the research, the result of which for all three minor hypotheses was less than 0.05, showing that all three dimensions of organizational justice influence on organizational citizenship behavior. Table 5 displays obtained results.

To examine main hypothesis, the same procedures were taken. As observed in the Table 6, significance value for main hypothesis was less than 0.05, thereby null hypothesis is rejected and this is concluded that employees' perception out of organizational justice impacts on improvement of their organizational citizenship behavior.

Model of Research's Structural Equations

In this study, the Partial Least Squares approach molded by Smart PLS was adopted. A statistical tool, Smart PLS is used to analyze hidden variables of structural models. Being independent of normality of population and quantity of samples, this technique enables us to simultaneously examine interrelationships among hidden and observable variables. Procedural justice, interactional justice, distributional justice, altruism, conscientiousness, loyalty, and civil virtue are defined as hidden first-order structures. Based on their dimensions, variables *organizational justice* and *organizational citizenship behavior* constitute second-order factor structures. Outputs of the analyses performed by Smart PLS are displayed in the Fig. 2.

The numbers on path lines toward items are factor loads, which are observed on graphic structure of the model. In fact, these numbers indicate beta coefficients obtained by regression equation among variables referred to as path coefficients. Numbers within each circle show R^2 value of a model whose predictor variables are entered into the circle by an arrow. R^2 determination coefficient examines what percentage of changes in dependent variable is ensuing from effect of independent variable(s). The higher this amount, the higher the effect coefficient of independent variable on dependent variable would be. According to the Fig. 2 showing suggested model for the relation between organizational justice and organizational citizenship behavior, this is concluded that there is a positive and significant impact between the two. Based on output coefficients of Smart PLS, this is predicted that organizational justice influences on organizational citizenship behavior with a value of 0.802.

Table 6. Examine main hypotheses of the research.

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
main hypothesis	22.366	78	.000	1.3230861965	1.205316654	1.440855739

Discussion and Conclusions

Intending to examine the relationships among different aspects of organizational justice and organizational citizenship behavior, this study concluded that the two are interrelated. In addition, after distributional justice, procedural justice, and interactional justice were examined and their relations with organizational citizenship behavior were analyzed, this was concluded that organizational justice has a powerful relationship with organizational citizenship behavior and plays a momentous role in improvement of this optional behavior among employees. Further investigations on the relation between distributional justice and organizational citizenship behavior demonstrated that employees attach utmost importance to financial items such as their salary and remunerations. They, on the contrary, are less sensitive to the volume of tasks assigned. This is, possibly, attributable to the fact that they would receive higher amounts of money when they work for more hours.

In addition, respecting the relationship between procedural justice and organizational citizenship behavior, the item indicating "Employees should be able to express their opinions about procedures and leave impacts on them" had the highest importance—the fact that is perhaps ensuing from the emotion evoked by employees that they are regarded as important by their managers. Besides, "Fairness of processes which determine employees' dismissal or punishment" had the least significance. Regarding the relation between interactional justice and organizational citizenship behavior, "Sincere behavior with employees by those with whom they are occupationally engaged" had the highest and "Do gender, ethnicity, and accent influence on work-related decisions?" had the least importance. This may have its roots in positive attitudes by individuals toward all ethnicities.

Noteworthy is that a general outlook to the questionnaire reveals that "Fairness in payment of salaries and compensations" had the highest importance for respondents. Such substantial attentions paid by employees are expressive of towering significance of this issue in their perceptions judging whether or not *justice* is dominant in their workplace. Statistical analyses, additionally, showed that the *gender* variable and the *location in which employees are working* have impacts on their sensitivity toward effects of organizational justice on organizational citizenship behavior. Principally, changes in workplace are in one way or another associated with the type of activity engaged in by employees. In fact, as we set off from managerial activities into construction and production initiatives, sensitivity levels toward impact of justice on organizational citizenship behavior are heightened—the fact which may illuminate the path for further studies.

Furthermore, analyses made by Smart PLS are illustrative of the relationship between organizational justice and organizational citizenship behavior, the fact that serves as an acceptance of this research's outcomes.

On the ground of literature review and previous research, following items are proposed for future studies, the items on which meager attention has so far been paid:

- Investigation of the items which influence on organizational justice and organizational citizenship behavior taking into account the mediator variable *organizational justice*;
- Examination of impacts left by other social characteristics on the degree employees emit sensitivity toward organizational justice and emanate organizational citizenship behaviors; and,
- Since organizational justice and job satisfaction are interrelated, the items impacting on employees' job satisfaction such as allotment of welfare facilities, staff promotions, behavior with employees, and observation of fairness by managers can be taken into consideration.

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