What Role Does Job Satisfaction Play on The Relationship Between Organizational Justice Perception And Organizational Citizenship Behavior? Empirical Evidence from Sri Lankan Employees

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Abstract

Although studies on organizational justice perception relating to organizational citizenship behavior have been conducted, few empirical studies have examined this phenomenon. This study aimed at exploring the relationships among organizational justice perception, job satisfaction and organizational citizenship behavior. Two hundred and twenty five employees participated in this study. Results revealed that organizational justice perception affects job satisfaction and organizational citizenship behavior. Hierarchical linear regression was used to analyze the mediation effect. The results also revealed job satisfaction partially mediate the relationship between organizational justice and organizational citizenship behavior. This study suggests that employee organizational citizenship behavior and job satisfaction can be increased by increasing justice practices in the workplace. Limitations, areas for future research and implications of the findings are also discussed.

Keywords: job satisfaction, mediation, organizational justice perception, organizational citizenship behavior.

1.   Introduction

The influence of technology and innovations in the organizations is significant in the marketplace. However, organizations need to make employees as a key competitive advantage to become successful in the competitive environment. Knowledge, talent, skills have been considered as the key for success (Cropanzano et al., 2001). Intellectual capital transforms these key factors into the organizations as inputs. However, the extent of this transformation is not only dependent on the contract between the individual and organization, but also the psychological relationship between these two parties. In fact, this may go beyond the role requirements (Mehmet & Hasan, 2011). The psychological relationship between individual and organization is the outcome of perceptions at work. Researchers and scholars in the field of behavioral studies have shown their interest in studying the relationships among perceptions, attitudes, and behaviors in organizations.

Researchers have shown their interest in studying organizational justice perception (Cropanzano & Greenberg, 1997). Organizational justice refers to the degree of employee perception about their workplace procedures, interactions and outcomes to be fair. Cremer (2005) described that organizational justice is the important controlling factor in all activities of any organizations. Employees' organizational behaviors are affected by their perception about the organizational justice (Mehmet & Hasan, 2011). The concept of organizational justice has been related to other important organizational attitudes such as job satisfaction and behaviors such as organizational citizenship behavior (OCB) (Forret & Love, 2008; Rauf, 2014). OCB is necessary for organizational efficiency, effective in various types of organizations (Organ, 1988). Indeed, a number of studies conducted among various samples in different contexts have provided evidence that different dimensions of justice perceptions and forms of OCBs are related (e.g., Blakely et al., 2005; Chiaburu & Lim, 2008; Chegini, 2009; Giap et al., 2005; Rauf, 2014**;** Williams et al., 2002; Young, 2010).

Further, today largely organizations have realized the importance of employee job satisfaction. Thereby, fulfilling the needs of the employees and their satisfactions is paid much attention. Inner acceptance of organizational goals by the employees is necessary in achieving objectives of organizations (Oraizi & Golparvar, 2006). A satisfied employee may contribute more to the organizational effectiveness than unsatisfied employee. Also probably satisfied employees are likely to engage in contextual performance, such as organizational citizenship behaviors.

As was previously mentioned, existence of organizational justice is necessary. Therefore, researchers are interested in studying this phenomenon. Indeed, researchers have generally agreed on the beneficial outcome of organizational justice, such as job satisfaction, and OCB. Although, the interest in studying on organizational justice has increased and beneficial outcomes of this variable have been understood, only few studies have directly linked it with OCB and job satisfaction. Moreover, the need for further and more in-depth studies about the effect of organizational justice on job satisfaction and OCB is felt necessary by many researchers, because,

they state that the effect of organizational justice on job satisfaction and OCB is still unclear. Moreover, although many studies attempted to investigate the relationship between organizational justice and OCB, however, to the best of authors' knowledge, none of these studies seem to be attempted to link these constructs to the job satisfaction that is none of the study attempted to investigate the mediating effect of job satisfaction on the justice perception and OCB relationship. Therefore, identifying what types of effect among these variables are taken place (e.g., any mediating effect) is important. However, most of the studies focusing on identifying the relationship between organizational justice and OCB simply concluded that increasing organizational justice as the way to increase OCB. Studies on these areas failed to explain about what specific effect organizational justice can have in changing employees' attitudes such as job satisfaction and employee behavior such as OCB. Therefore, the author realized that further investigation is required to fill this gap and determine the possible influence of job satisfaction on the organizational justice and OCB relationship.

Moreover, OCB is likely to be influenced by both attitudes such as job satisfaction and perceptions such as organizational justice. Certainly, attitudes are likely to be influenced by perceptions. Therefore, it is possible to assume that employees' job satisfaction likely to influence the organizational justice and OCB relationship. In other words, job satisfaction takes the role of mediation on the organizational justice and OCB relationship. Although it is expected organizational justice to have a positive relationship with OCB, the magnitude of the effect may be varying for different dimensions of organizational justice. Therefore, identifying the effect for each dimension of organizational justice may provide a more specific and clear picture of the relationship.

Furthermore, a number of research findings provided support to the mediating effect of job satisfaction with other variables (e.g., Lok & Crawford, 2001; Omer & Aamer, 2010). Therefore, assessing the possible influence of this attitude on these two construct in Sri Lankan context can help to further understand and figure out the relationship among these variables. Therefore, this study attempts to do an integrated study to fill up the gap found from the literature. This study will extend previous research in the areas of organizational justice, job satisfaction and OCB. This study is conducted in the context of Sri Lanka at national level. Consequently, findings from Sri Lanka may contribute to the global literature. Therefore, this study has two objectives. The first objective is to investigate the effect of dimensions of organizational justice perception, namely, "distributive justice", "procedural justice", and "interactional justice", on job satisfaction, and OCB, and the second objective is to explore the mediating role of job satisfaction to link dimensions of justice and OCB

1.1 Organizational Justice

Organizational justice perception refers the fairness of management treatment received by the employees from their organization and resultant individual behavior to such perceptions (Fernandes & Awamleh, 2006). Existing literature has categorized the organizational justice into three dimensions, namely "distributive justice", "procedural justice", and "interactional justice" (Martinez-tur et al., 2006). Distributive justice has been identified as a first dimension of organizational justice. It refers that the employees' perception about the fair distribution of outcomes (Moorman, 1991). For instance, monetary rewards received by the employee from the organization (Greenberg, 2006; Ramamoorthy & Flood, 2004). Wang et al. (2010) state, that distributive justice justifies treatment on the basis of ethical and objective criteria among individual workers. As such benefits are distributed similarly among similar individuals and differently to different individuals. Distributive justice is established on the basis of equity theory and it explains about the employees' judgments regarding the outcomes (e.g., promotion, monitory rewards such as pay) the organization offers for their effort.

Procedural justice is the workers' perception regarding fairness in rules and regulations or procedures which are applied in making decision that will direct the final outcome of the organization (Byrne, 2005). Procedural justice was defined as the fairness of the procedures used in determining employee outcomes (Moorman, 1991). Leventhal (1976) states that in general the procedures applied to prepare an employees' reward affect the reward allocations. The third dimension of justice is interactional justice, which explains the unfair or fair treatment in the workplace relationship. Therefore, Martınez-Tur et al. (2006) state, that interactional justice is an important aspect in a workplace where individuals interact each other. Interactional justice is defined as the interpersonal treatment employees receive from decision makers and the adequacy with which the formal decision-making procedures are explained (Greenberg, 1990).

1.2 Organizational Citizenship Behavior

Organizational citizenship behavior is defined as behavior at an individual's discretion that is not directly or explicitly rewarded, but that will help the fulfillment of the organization's objectives (Organ, 1988). Further, Allen and Rush (1998) state that OCB becomes important as they assist to achieve organizational goals and contribute to its effectiveness. Many empirical studies have found that organizations receive benefits from OCBs

in many ways, such as customer satisfaction, productivity, sales performance and returns (Koys, 2001; MacKenzie et al., 1998). Podsakoff, MacKenzie, Moorman and Fetter (1990) conceptualized OCB with five dimensions: They are "*Altruism*: Discretionary behavior on the part of employees that have the effect of helping a specific other with an organizationally relevant problem. *Conscientiousness*: Discretionary behaviors on the part of the employee that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, and so forth. *Sportsmanship*: Willingness of the employee to tolerate less than ideal circumstances without complaining to avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes. *Courtesy*: Discretionary behavior on the part of an individual aimed at preventing work related problems with others from occurring. *Civic virtue*: Behavior on the part of an individual that indicates that he/she responsibly participates in, is involved in, or is concerned about the life of the company" (Podsakoff et al., 1990, p. 115).

1.3 Job Satisfaction

Job satisfaction is defined as "an attitude that individuals have about their jobs. It results from their perception of their jobs and the degree to which there is a good fit between the individual and the organization" (Ivancevich et al., 1997, p. 91). Many studies found that job satisfaction and organizational performance are highly related (Yousef, 2002; Clugston, 2000). Further, job satisfaction has been identified as a mediator of the relationship between several other variables (Omer & Aamer, 2010; Yousef, 2002).

1.4 Organizational Justice and Organizational Citizenship Behavior

The existence of good relationship among employees and with others is depending on the justice perception. If employees perceive that they are treated fairly, they will naturally behave in a friendly and polite manner with conscientiousness toward colleagues and customers. Colquitt et al. (2001) state, that employees' behaviors (e.g., OCB) are affected by organizational justice perceptions. Engagement in OCBs by employees has some preconditions (Williams & Zainuba, 2002). Aryee et al., (2002) state that one of these preconditions is workers' perceptions of workplace justice. It is about the decision and practices being fair and these perceptions create trust among the workers. So then trusted employees are encouraged to engage in voluntary activities. Further, Rezaeian and Rahimi (2008) believe that, to encourage employee citizenship behaviors, managers should find their backgrounds, and then manage and improve them. One of such important background influencing citizenship behavior is perceived organizational justice. According to Asgari et al. (2008) when employees perceive justice practices they behave positively. Moorman (1991) emphasized that, organizational justice is regarding the organizational behaviors. Many studies found that perception of justice is correlated with OCB (e.g., Rauf, 2014). Therefore, it makes sense that justice perception has a positive relationship with OCB.

More specifically, the effect of dimensions of organizational justice on OCB is extensively studied area and emphasized the importance of all forms of organizational justice for organizational effectiveness (e.g., Elifet al., 2014; Marzieh Heidari et al., 2012; Mehmet & Hasan, 2011; Mohammad et al., 2011; Parivash, 2012). For instance, distributive justice is very important factor for some types of organizations for their effective function (Tang & Baldwin, 1996). Distributive justice has been reported to be related to OCB (Elifet al., 2014; Rauf, 2014). Moreover, if OCBs are regarded as employees' inputs to the organization, their distributive perceived justice certainly has an effect on these behaviors. Therefore, it makes sense that the employees' belief, confidence and trust about the fair distribution of outcome (e.g., distributive justice) can motivate them to willingly engage in spontaneous behavior. Individuals with a high degree of distributive justice perception will dedicate to develop organizations, pay attention to their self-development, and pay attention to their work. This situation may further boost the employees to exert more effort for the organizational effectiveness and may work more time voluntarily. When people perceive that they enjoy distributive justice in terms of reward against their effort fairly for their extra effort they may engage with more work including OCB. Since they are treated according to ethical and objective criteria, it encourages them to perform more, this may be in the form of OCB. Therefore, it makes sense that distributive justice has a positive relationship with OCB. Procedural justice is related to OCB (Konovsky & Pugh, 1994). More specifically, Konovsky and Folger (1991) found that procedural justice is related to helping form of OCB. Abu Elanain (2010) points out, that when employees' perception in respect of procedural justice and distributive justice is at low level; their level of engagement with OCBs is also low. When people perceive that they are treated based on fair procedures in determining employee outcome employee may tend to show better performance such as OCB. Because employee may feel they are rewarded fairly based on their actual performance. Therefore, it makes sense that procedural justice has a positive relationship with OCB. Further, interactional justice perception was found to be related to citizenship behaviors (Giap et al., 2005). The level of quality of individual in interpersonal relations decides on the level of perceptions

of interactional justice. Therefore, the employees who have good interpersonal relations will engage in OCBs such as helping others who are in need, obeying rules and regulations even at the absent of supervisors. Since OCBs are behaviors that go beyond the role requirement employees may tend to engage less organizational citizenship behaviors when they experience unfair practices. Therefore, on the basis of the above discussion and literature review, it is possible to hypothesize that perception of organizational justice is positively related to OCB in general and more specifically distributive, procedural and interactional justice perceptions are also positively associated with OCB.

H1: Distributive justice perception is positively associated with OCB
H2: Procedural justice perception is positively associated with OCB
H3: Interactional justice perception is positively associated with OCB

1.5 Organizational Justice and Job Satisfaction

Employees' perceptions about the management treatment received by them are fair tend to shape the attitude of the employees. More specifically justice perceptions among employees result in positive attitude such as job satisfaction. When employees perceive that they receive a fair distribution of outcomes, fairness in rules and regulations or procedures in making decision, and fair treatment in the workplace relationship tend to change their attitude positively and satisfied with the job. Numerous researchers extensively studied the influence of dimensions of organizational justice (procedural, distributive, interactional) on job satisfaction and provided evidence in support of this argument (Colquitt et al., 2001; Viswesvaran & Ones, 2002; Lambert, 2003; Aydin & Kepenekci, 2008; Fernandes & Awamleh, 2006; Zaman, Ali, & Ali, 2010; Bakhshi, Kumar, & Rani, 2009; Fatt et al., 2010). Therefore, it is possible to hypothesize that employees with high level of justice perception would be more satisfied with the job.

H4: Distributive justice perception is positively associated with job satisfaction.
H5: Procedural justice perception is positively associated with job satisfaction.
H6: Interactional justice perception is positively associated with job satisfaction

1.6 Job Satisfaction and Organizational Citizenship Behavior

Although some evidences exist for a positive relationship between job satisfaction and OCB, evidences are also there for no significant relationship between them. Satisfied employees tend to exhibit more performance, including OCB. Many studies provided evidence for the association of job satisfaction and OCB (e.g., Hossein, Ehsan, & Aliyavar, 2013; Hojops & Sudi, 2013; MacKenzie, Podsakoff, & Ahearne, 1998). However, some other studies concluded that there is no any significant relationships between job satisfaction and OCB (e.g., Lee & Allen, 2002; Chen, Hui, & Sego, 1998; Randall, Cropanzano, Bormann, & Birjulin, 1999).

The above evidences support the existence of some contradictions about the relationship between job satisfaction and OCB in the literature. Inconsistent findings on these construct in the literature necessitates further investigation about the relationship between job satisfaction and OCB. Furthermore, workers' justice perception may generate a state of mind of positive attitude (e.g., job satisfaction). This attitude may in turn lead the workers to engage OCBs (Williams, Pitre, & Zainuba, 2000).

Further, the theory of social exchange is extensively used to explain employee reciprocity and OCB. When both employees and organizations value the exchange relation based on mutual trust and reciprocity the social exchange occurs (Blau, 1964). When employees perceive their organization's provide a justice work environment then they are more likely to strengthen their social exchange relationship. As such, employees have a strong intention to reciprocate their organization by increasing their efforts to the organization (Wayne et al., 1997). In this study, the author viewed the JS in the workplace as the result of organizational justice perception and this perception leads employees to feel an obligation to contribute more to organizational success such as OCB. Moreover, the attitude-behavior theory (Fishbein & Ajzen, 1975) explains how individuals' belief and perception of the working environment shape their attitude and behavior. In this study, employees' justice perception affect their job satisfaction and this favorable attitude leads them to behave that promote their contributions to their organization (Restubog et al., 2008) such as OCB. Therefore, based on the above theory and literature, it is also possible to hypothesize that job satisfaction mediates the relationship between organizational justice and OCB.

H7: Job satisfaction is positively associated with OCB.
H8: Job satisfaction mediates the effect of perception of Distributive justice on OCB.

H9: Job satisfaction mediates the effect of perception of Procedural justice on OCB.
H10: Job satisfaction mediates the effect of perception of Interactional justice on OCB

2   Methods

The schematic diagram of Figure 1 shows the proposed relationship. Independent variables are distributive justice, procedural justice and interactional justice, mediating variable is job satisfaction, and the dependent variable is OCB. A total of 225 Sri Lankan employees of different ranks participated in this study. A self-administered questionnaire was used to collect the data. The validity of the measures was assessed through a pilot study. Questionnaire comprises of demographic variables, OCB scale, job satisfaction scale and organizational justice scale. The scale developed by Neihoff and Moorman (1993) was used to measure all three types of perceptions of justice. The reliability coefficient alpha for distributive justice was found as 0.78. A sample item is "My supervisor is fairly rewarding me when I consider the responsibilities I have". The alpha coefficient for this scale of procedural justice was 0.69 in this study. A sample item is "Job decisions are made by my supervisor in an unbiased manner". A sample item for interactional justice was "My immediate supervisor treats me with kindness and consideration". The reliability coefficient alpha was found as 0.76. The OCB scale developed by Podsakoff et al., (1990) was used to measure Organizational citizenship behavior. This questionnaire contains 24 items. The reliability coefficient for this variable was 0.74 in this study. The Minnesota Satisfaction Questionnaire having twenty items was used to measure job satisfaction (Johnson & Weiss, 1971). This scale has been considered as a global measure of job satisfaction. "The chance to do something that makes use of my abilities" and "My pay and the amount of work I do" is the example item of this scale. The reliability coefficient for this variable was 0.82 in this study. All the questions were answered on a 5 point Likert scale. Since the alpha coefficient for all the variables in this study are above .70, it is possible to say that the instrument used in this study have reliability and validity (Nunnally, 1978).
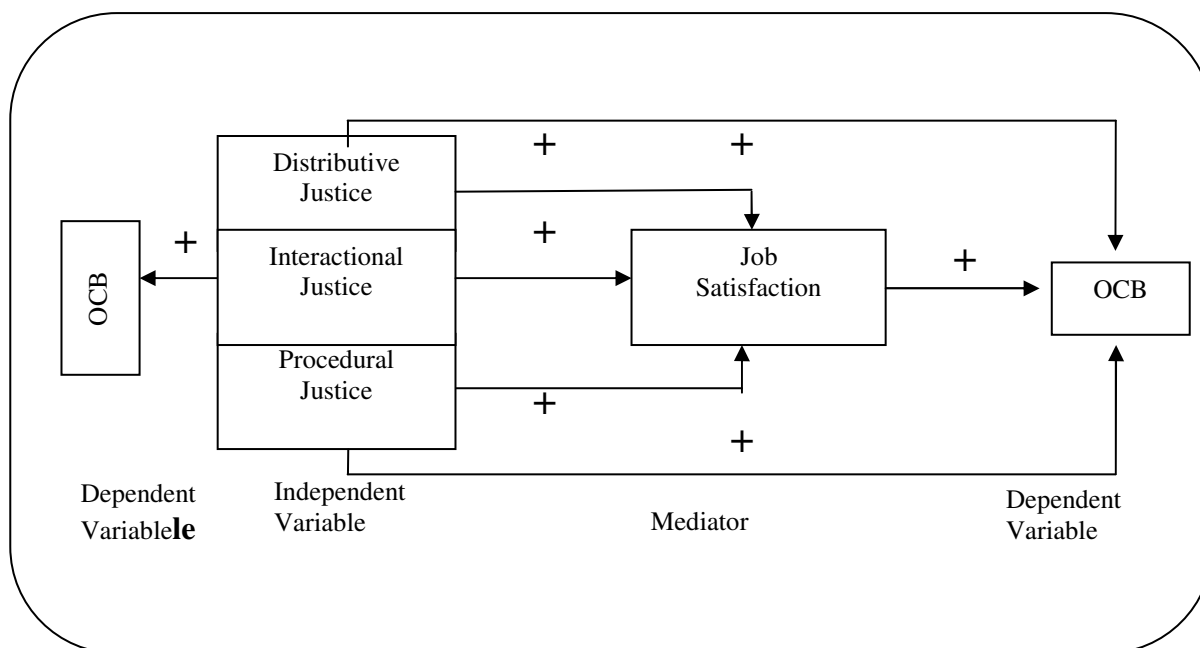

Figure 1: Schematic diagram depicting the role of mediation of job Satisfaction on Organizational justice and OCB.

The causal step method of Baron and Kenny (1986) was employed for analyzing the effect of mediation in this study. Preacher and Hayes (2004) state that partial mediation is determined when the effect of the independent variable on the dependent variable with the inclusion of mediating variable is reduced in magnitude but remains significant.

2.1 Data Analysis and Results

Characteristics of the respondents are presented in Table 1. 69% of the respondents are male category and 31% are female. Out of the respondents, while 30% belong to the 36-40 age categories, only 2% are belong to 51 and above age category. Of the respondents, 39% are unmarried. While 83% of the respondents possess a bachelor

degree, only about 01% possesses a PhD degree. Of the respondents, 28% have an experience of 1-2 years.

Table 1: Demographics Statistics (N=225)

		Frequency	Percentage
Gender	Male	155	69
	Female	70	31
Age	25-35	66	29
	36-40	67	30
	41-45	49	22
	46-50	38	17
	51 and above	05	02
Marital Status	Married	138	61
	Unmarried	87	39
Qualification	Bachelors	187	83
	Masters	36	16
	PhD	02	01
Experience	Less than 1 yrs	59	26
	1-2 yrs	63	28
	2-3yrs	46	21
	More than 3 years	57	25

Source: Survey data

Table 2 presents the mean, standard deviation, inter-correlations and reliabilities of variables of this study. From the table it is possible to say that employees perceive moderate levels of distributive justice (M=3.05), procedural justice (M=3.03), interactional justice (M=3.02). The results also revealed that the level of job satisfaction (M=2. 50) and OCB (M=2. 60) of the respondents are at low level.

According to the results of the correlation analysis presented in Table 2 the relationship between distributive justice and job satisfaction (r=.679, p<.01), the relationship between procedural justice and job satisfaction (r=.554, p<.01), the relationship between interactional justice and job satisfaction (r=.585, p<.01) and the relationship between job satisfaction and OCB (r=.443, p<.01) are positive. Likewise, the analysis also found the relationship between distributive justice and OCB was positive and significant (r=. 391, p<. 01). The results of the analysis reveal that there is a significant positive relationship between interactional justice and OCB (r =.413, p<.01), procedural justice and OCB (R=.411, p<.01). Cronbach's alpha measure the reliability of the scale and for each of the variables it was greater than .60 which is acceptable as studied by Nunnally (1978). Based on these results, it is possible to conclude that distributive justice, procedural justice, and interactional justice are positively associated with OCB. Therefore, H1, H2, H3, H4, H5, H6, and H7 are supported with these findings.

Table 2: Means, Standard Deviations, Inter-Correlations and Reliabilities of Studied Variables

	M	**SD**	**DJ**	**PJ**	**IJ**	**JS**	**OCB**
DJ	3.05	1.114	(.786)				
PJ	3.03	.784	.638(**)	(.692)			
IJ	3.02	.754	.594(**)	.572(**)	(.763)		
JS	2.50	.820	.679(**)	.554(**)	.585(**)	(.821)	
OCB	2.60	.712	.391(**)	.411(**)	.413(**)	.443(**)	(.746)

*Note. **p < .01. DJ = Distributive Justice Perception; PJ= Procedural Justice Perception; JS=Job Satisfaction; OCB = Organizational citizenship behavior; M=Mean; SD=Standard deviation. Reliabilities are in parenthesis*

The Table 3 presents the results of the causal step method of Baron and Kenny (1986), used for analyzing the mediating effect of job satisfaction on the relationship between the distributive justice and OCB. The relationship between the distributive justice and OCB revealed the beta value of.391 shows a significant direct effect in the first step of the regression (see figure 2). After inclusion of job satisfaction this beta value was reduced to.168 and remained significant at the third step of the regression. The multiple of the regression result

of job satisfaction on distributive justice path and the OCB on job satisfaction path is equal to the indirect effect of OCB on distributive justice i.e. (.679*.329=.223). As this indirect effect had also been significantly different from zero, it is possible to conclude that job satisfaction plays the role of partial mediation on the relationship between the distributive justice and OCB. Furthermore, bivariate and partial correlation test provided a similar finding in respect of distributive justice, job satisfaction and OCB relationship. The results indicate that the correlation coefficient between distributive justice and OCB was .391. However, when job satisfaction was controlled correlation coefficient between distributive justice and OCB was reduced in magnitude and it is still remained significant with coefficient value of .243. Therefore, the mediating role of job satisfaction was supported by these findings. These results support H8, which stated that job satisfaction mediates the effect of the distributive justice on OCB.

Table 3: Results of the regression analysis of the mediating effect of Job Satisfaction on the relationship between Distributive Justice and OCB

	R	R^2	R^2 change	Beta
Analysis one:				
OCB on DJ				.391**
	.391	.153		
Analysis two:				
JS on DJ	.679	.462		.679**
Analysis Three:				
Step 1: OCB on JS	.443	.196		.329**
Step 2: OCB on DJ	.460	.211	.015	.168*

Note*=p<.05; ** = p<.01; *DJ = Distributive Justice Perception; JS=Job Satisfaction; OCB = Organizational citizenship behavior*
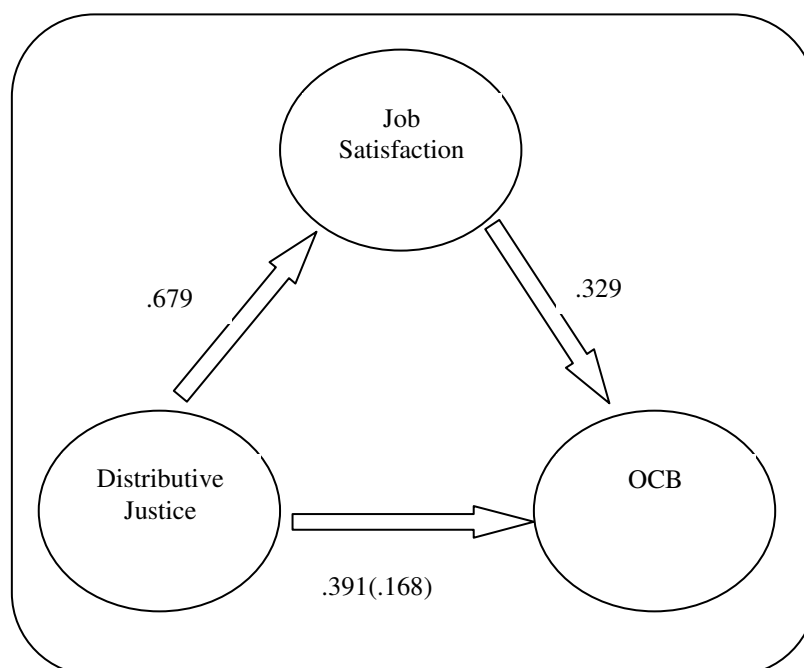

Figure 2: The Single Mediator Model explains the mediating effect of Job Satisfaction on the relationship between Distributive Justice and OCB.

Table 4: Results of the regression analysis of the mediating effect of Job Satisfaction on the relationship between Procedural Justice and OCB

	R	R^2	R^2 change	Beta
Analysis one:				
OCB on PJ				.411**
	.411	.168		
Analysis two:				
JS on PJ	.554	.306		.554**
Analysis Three:				
Step 1: OCB on JS	.443	.196		.329**
Step 2: OCB on PJ	.456	.207	.011	.186*

Note*=p<.05; ** = p<.01; *PJ= Procedural Justice Perception; JS=Job Satisfaction; OCB = Organizational citizenship behavior*

The Table 4 presents the results of the causal step method of Baron and Kenny (1986), used for analyzing the mediating effect of job satisfaction on the relationship between procedural justice and OCB. The relationship between procedural justice and OCB revealed the beta value of.411 shows a significant direct effect in the first step of the regression (see figure 3). After inclusion of job satisfaction this beta value was reduced to.186 and remained significant at the third step of the regression. The multiple of the regression result of job satisfaction on procedural justice path and the OCB on job satisfaction path is equal to the indirect effect of OCB on procedural justice i.e. (.554*.329=.182). As this indirect effect also significantly different from zero, it is possible to conclude that job satisfaction plays the role of partial mediation on the relationship between procedural justice and OCB. Results of bivariate and partial correlation test also consistent with the results of the causal step method. The results of the bivariate and partial correlation indicate that the correlation coefficient between procedural justice and OCB was.411. However, when job satisfaction was controlled correlation coefficient between procedural justice and OCB was reduced in magnitude and it is still remained significant with coefficient value of.236. Therefore, mediating role of job satisfaction was supported by these findings. These results support H9, which stated that job satisfaction mediates the effect of procedural justice on OCB.
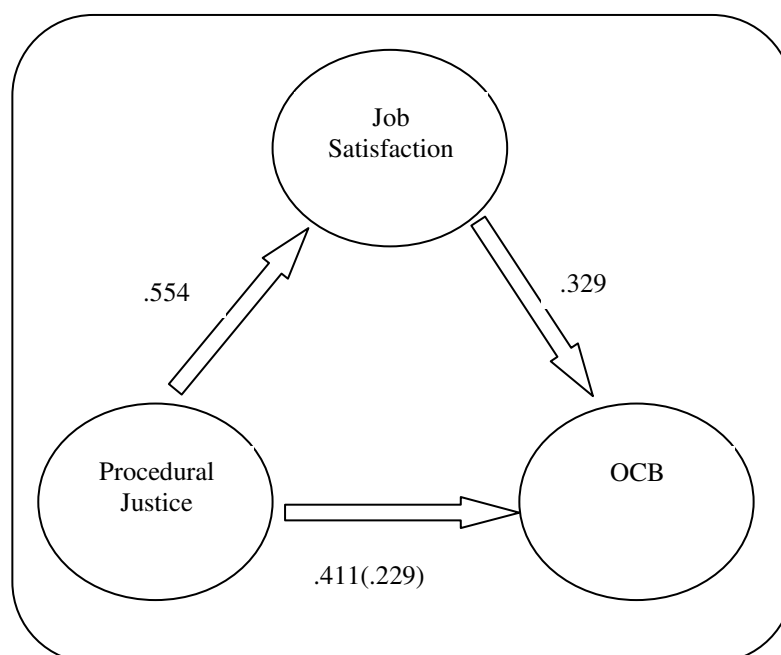

Figure 3: The Single Mediator Model explains the mediating effect of Job Satisfaction on the relationship between Procedural Justice and OCB.

The Table 5 presents the results of the causal step method of Baron and Kenny (1986), used for analyzing the mediating effect of job satisfaction on the relationship between interactional justice and OCB. The relationship between interactional justice and OCB revealed the beta value of.322 shows a significant direct effect in the first step of the regression (see figure 4). After inclusion of job satisfaction this beta value was reduced to.158 and remained significant at the third step of the regression. The multiple of the regression result of job satisfaction on interactional justice path and the OCB on job satisfaction path is equal to the indirect effect of OCB on interactional justice i.e. (.498*.329=.163). As this indirect effect also significantly different from zero, it is possible to conclude that job satisfaction plays the role of partial mediation on the relationship between interactional justice and OCB. Results of bivariate and partial correlation test also consistent with the results of the causal step method. Bivariate and partial correlation test between interactional justice and OCB reveal that the correlation coefficient between these variables was.413. However, when job satisfaction was controlled correlation coefficient between interactional justice and OCB was reduced in magnitude and it is still remained significant with coefficient value of.223. Therefore, mediating role of job satisfaction was supported by these findings. These results support H10, which stated that job satisfaction mediates the effect of interactional justice on OCB.

Table 5: Results of the regression analysis of the mediating effect of Job Satisfaction on the relationship between Interactional Justice and OCB

	R	R^2	R^2 change	Beta
Analysis one:				
OCB on IJ				.322**
	.322	.103		
Analysis two:				
JS on IJ	.498	.248		.498**
Analysis Three:				
Step 1: OCB on JS	.443	.196		.329**
Step 2: OCB on IJ	.455	.207	.011	.158

Note*=p<.05; ** = p<.01; *IJ= Interactional Justice Perception; JS=Job Satisfaction; OCB = Organizational citizenship behavior*

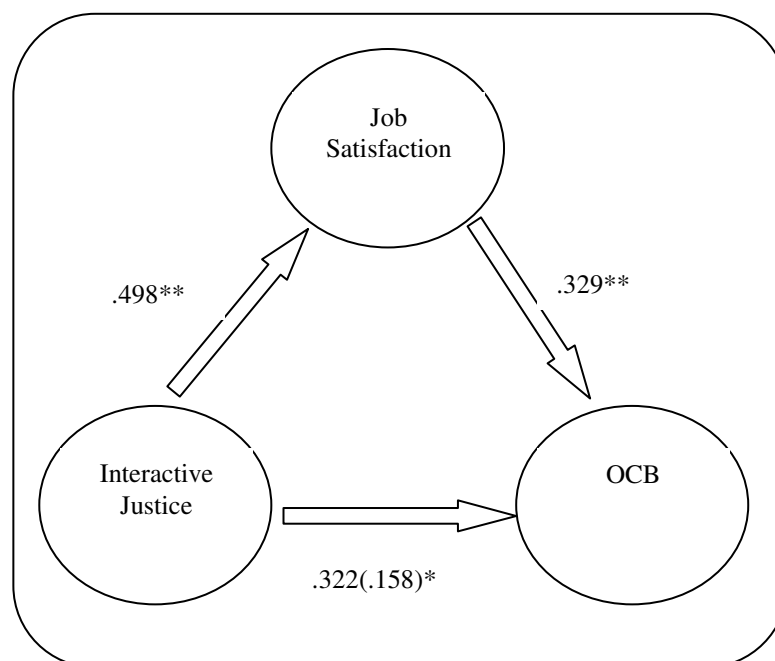
Figure 4: The Single Mediator Model explains the mediating effect of Job Satisfaction on the relationship between Interactional Justice and OCB.

3   Discussion of Results

This study was aimed at providing new insight to the body of knowledge related to study variables by filling the gap identified from the previous literature. As anticipated, the results showed distributive justice, procedural justice and interactional justice are positively associated with job satisfaction, suggesting that employee with a high level of distributive justice; procedural justice and interactional justice perception are generally more satisfied with the job. Therefore, employees and organizations would benefit the positive consequences of the job satisfaction. The results also showed that distributive justice, procedural justice and interactional justice are positively associated with OCB suggesting that individuals who have high levels of distributive justice procedural justice and interactional justice perception tend to engage in more extra role behavior. Further, the results also showed that job satisfaction and OCB are positively associated indicating that satisfied employees are more prepared to exhibit OCBs.

While all the dimensions of Organizational justice distributive justice, procedural justice, and interactional justice affects OCB significantly at the first step, the effect of these variables on job satisfaction was significant at the second step, and effect of justice on OCB becomes significant through job satisfaction at the third step. But it is not possible to say full mediation is demonstrated. Because, when job satisfaction was controlled organizational justice has shown a unique significant effect on OCB at the third step and the regression coefficient value was substantially reduced in the third step. That is job satisfaction did not demonstrate all the effect. Organizational Justice (antecedent) predicts job satisfaction, and job satisfaction in turn predicts the OCB (consequence). Although, the results indicate a direct effect of justice on OCB, job satisfaction was found to be a statistically significant mediating variable to explain the relationship between these variables. The results met all the conditions of Baron and Kenny (1986) for mediation. Therefore, it can be concluded that job satisfaction shown a partial mediation on the relationship between organizational justice and OCB. More specifically, the results suggest that employees who have a high perception of distributive justice, procedural justice and interactional justice are generally more satisfied with the job and will engage more willing in discretionary behaviors. Results indicate a significant effect between all dimensions of justice distributive justice, procedural justice and interactional justice and OCB directly and indirectly through job satisfaction. This result implies that maintaining high perceptions of distributive justice, procedural justice and interactional justice among employees would result in a high level of justice perception. This high level of justice perception in turn will result in higher job satisfaction and OCB as the consequences. However, as the results of this study demonstrated a partial mediation, would suggest that there may be some other variables which may influence the effect of organizational justice on OCB directly or indirectly. That is, part of the effect of the organizational on OCB is mediated by the job satisfaction but other parts are either direct or mediated by other variables not included in the study.

Job satisfaction has shown a positive and significant relationship with OCB, which is according to the earlier research (e.g., Hossein, Ehsan, & Aliyavar, 2013) on the same construct. According to Hojops and Sudi (2013) OCB is the outcome of the job satisfaction. The OCB can never endure if the employees are not satisfied with their job because if the employees are not satisfied how it is possible that the employee put the additional effort which is in the best attention of the organization. This study has shown that the employee's OCB is only endured when there is the high satisfied employee in the organization. The finding of positive relationship between job satisfaction and OCB has an important management implication that is if management wants to enhance employees' OCB they should try to improve job satisfaction.

Findings also provide evidence in support of that distributive justice is a more powerful predictor of job satisfaction than other types of justice perceptions. This result is in line with previous findings (Mc Farlin & Sweeney, 1992). One reason for this could be that the use of fair distribution of outcomes provides evidence of a genuine caring and concern on the part of the organization for the well-being of employees. This in turn motivates the employees to continue their association with their current organization and would show higher job satisfaction level. Since OCB are behaviors that are discretionary and it is only a personal choice, it can be only achieved by a satisfied employee. When an employee feels they are treated fairly, they feel satisfied and they may in turn reciprocate.

4   Conclusions and Recommendations

The important finding of this study is that distributive justice, procedural justice and interactional justice positively influence OCB directly and indirectly through job satisfaction. The finding presents empirical

evidence to the argument that job satisfaction partially mediates the relationship between organizational justice and OCB. High level of justice perception among employees would most likely result in high job satisfaction and that in turn will increase the level of OCB. This will in turn result in positive consequences of both job satisfaction and OCB for both employees and organizations. In this study, justice perception has been identified as the major source of job satisfaction and OCB. Since this study result confirms that organizational justice and job satisfaction are two key predictors of organizational citizenship behaviors which can benefit organizations. Therefore, organizations should give priority for both organizational justice and job satisfaction to encourage employees to engage in behaviors that exceed their formal duties and responsibilities which will help to achieve the organizational goals. If management of organizations can understand and identify what factors contribute to the organizational justice and what factors hinder the job satisfaction, they can increase the benefits such as increased organizational job satisfaction and OCB.

Since justice perception plays an important role in motivating employees to engage in OCB, organizations need to increase employees' justice perception. All the dimensions of organizational justice procedural justice, distributive justice and interactional justice are influenced by organizational structures and procedures (Amir & Fateme (2012). When employees believe the outcomes that are wages, bonus or promotional offers are distributed fairly then they will exhibit more OCBs such as an extra contribution to the organizational performance and development. Also, when employees believe that they are treated fairly by their supervisors they are more likely to exhibit citizenship behaviors significantly. Top management, which wishes to enhance OCBs in their organizations, must create such environment where they can elicit organizational citizenship activity. Therefore, managers should try to improve perceived fairness in distributions of outcome, of their procedures and of their interactions with subordinates. Therefore, organizational structures and procedures must be developed based on fairness to create an atmosphere where employees are encouraged to elicit OCBs. Sometimes, managers may face situations where their ability to reward employees fairly is restricted. However, managers' ability to demonstrate fairness is relatively controllable. Therefore, it is strongly recommended to adopt and support the environment, create high perception of justice to enhance satisfaction and OCBs as they are found to be highly correlated. Last, it is also necessary for organizations to encourage OCBs so as to generate a better working environment and to enhance work performance.

5   Limitations and Future Research

It is important to acknowledge the limitations of this study. Responses may not exactly or truly reflect the subject of interest and may have been subject to common method variance. This study used self-reported perceptual measures with the exclusive use of questionnaire. Therefore, it is possible to have influence of common method bias in the results of these findings. To investigate the possibility of common method variance, Podsakoff et al's (2012) one factor test was conducted and found it is not likely to be a serious threat to validity. Furthermore, the correlation among factors varying from 0.39 to 0.67shows that the strong effect of common method bias is very unlikely. Further, correlation matrix showed no bivariate correlations above.90 which showed no multicollinearity (Tabachnick & Fidell, 2007). However, future studies should use a triangulation method of data collection and make a comparison with self-reported respondents' perceptions. This would permit to draw more reliable findings and conclusions about the influence of organizational justice, job satisfaction and OCB.

Based on this study, several lines of future research opportunities could be suggested. Firstly, the results of this study provide support only for a partial mediation of job satisfaction. That is the mediating variable did not fully mediate the relationship between justice and OCB. This implies that, part of the effect of the justice perception is mediated by the job satisfaction, but other parts are affected by either direct or mediated by other variables not included in the model. Therefore, further investigation is warranted to study the other variables which may directly or indirectly mediated. The findings of this study originate a path where other researchers can study on other factors that may possibly affect the relationship between organizational justice, job satisfaction and OCB. Secondly, a similar study of comparisons of different dimensions of OCB can be done to increase its ability to explain the variances as consequences of the positive relationship between justice perception and job satisfaction. Thirdly, it is also worthwhile to do a study on comparison between employees of higher rank and lower rank in terms of perceptions of justice. Fourthly, a study can be done about the impact of demographic variables on the perceptions of justice. Lastly, study on effect of other variables such as commitment, involvement, task performance and other relevant variables can be included in the model to improve the validity and to increase its ability to explain the variances.

This research has extended the understanding of the organizational justice construct and its relationship to job satisfaction and OCB. In the final analysis, this study demonstrates that organizational justice is important in job satisfaction and do contribute directly to OCB. This study provides evidence from the Sri Lankan perspective from the South-Asian context in order to contribute to the literature on organizational justice, OCB and job satisfaction. More specifically this study enhances and supports the findings of the earlier research regarding the role of job satisfaction as mediator variable. Managers who are looking for gains from job satisfaction and OCB would be wise to create an environment where employees perceive fairness to address job satisfaction and OCB issues.

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