

Perceived Organizational Justices, Job Satisfaction and Organizational Citizenship Behavior: How do they relate to each other?

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ABSTRACT

The Organizational Citizenship Behavior (OCB) attends to those behaviors beyond formal job responsibilities which is advantageous for the organization. Numerous studies have introduced job satisfaction and the organizational justice as the powerful predictors of these behaviors; however, there has not been any agreement regarding the manner of the relationship between these three variables. Some find a complete or incomplete mediation of job satisfaction in this regard. Some others believe that the organizational justice is the predictor of two other variables and finally some think that job satisfaction and the organizational justice explain a separate variance of organizational citizenship behavior (OCB). The present study has been designed and administered to investigate the manner of the relationship between these three variables. The sample of the present study composed of 200 employees in a private organization in Isfahan who were selected through stratified random sampling. The participants replied to four-dimensional organizational justice questionnaire (Colquitt, 2001), Brayfield and Rothe job satisfaction (1951) questionnaire and organizational citizenship behavior questionnaire Batman and Organ (1981). In order to analyze the data, the structural equation modeling has been applied. The absolute, comparative, economical modified indices and also some indices to compare the models are applied; finally, two models are approved. In the first model, organizational justice perception would predict the job satisfaction and citizenship behavior, and in the second model job satisfaction would completely mediate the relationship between organizational justice perception and meta-role behaviors. It also should be pointed out that considering other models under test in the present study and their results, the second model gets more approval rather than the first model. At last, the research limits and some suggestions for other researchers and principals have been offered.

KEYWORDS: Organizational Justice, Organizational Citizenship Behavior, Job Satisfaction.

1. INTRODUCTION

The existence of Organizational Citizenship Behavior or those useful behaviors which the employees voluntarily perform in order to improve the organization function (Organ, 1988, 1997) would bring about the survival of numerous organizations (Lepin, Erez and Johnson, 2002). The above fact and other positive effects of these behaviors, e.g. increasing the function quantity and quality (Podsakoff, McKenzie, Paien, Bachrach, 2000) cause many researchers to be intrigued to find predictors of OCBs and to carry out some research in this regard (for instance, Skarlicki and Latham, 1996, 1997) for the organizations to apply the needed strategies to ascend OCB through identifying these predictive variables. These studies recognized that justice perception by the employees (such as Masterson, Lewis, Goldman and Taylor, 2000) and their job satisfaction (like Batman and Organ, 1983) are the most powerful predictors of OCB. The significant correlation between perceiving different aspects of justice causes some researchers to discuss and study the real role of organizational justice perception and job satisfaction in predicting OCB (e.g. Organ, 1988, 1990). Regarding the relationship between job satisfaction and OCB, three states are assumed:

1. Job satisfaction is a direct and independent predictor of organizational justice for OCB (Organ and Ryan, 1995),
2. Job satisfaction would mediate the relationship between organizational justice and OCB (Netemeyer, Boles, McKee, McMurrian, 1997) and
3. The variables of job satisfaction and OCB would be predicted by organizational justice (Farh, Podsakoff and organ, 1990). Determining a model which excels other models and more conformed to experimental data has the most

importance, since each of these models and relations would suggest different strategies to get to higher levels of OCBs (Fassina, et al., 2008).

Although there are some developments in Iran in case of researches dealing with this variable and recognizing its predictors and followings (e.g. Tabarsa, Esmaeili Givi, 2010); no one was able to offer a reliable and stable model related to the effect of two variables of organizational justice perception and job satisfaction on the OCBs. Further, in case of this issue and the comparison between above three models, there is just a little research in other countries engaged and its results aren't capable of generalizing to Iranian organizations. Considering the above cases the importance of conducting this survey is understandable.

The organizational citizenship behaviors (OCB)

The primary definition of this variable implies that the OCB are voluntary job behaviors which are not directly encouraged by the organizational formal gifts (Katz, 1964; Organ, 1988; Smith, Organ, Near, 1983). Then the attention of researchers tended toward this fact that the OCB would pave the way for needed social and mental support to alleviate the process of change of organizational inputs to the outputs (Borman, Motowidlo, 1993; Motowidlo, 2000). Therefore Organ (1997) has redefined citizenship behaviors and considered them as the behaviors which maintain and improve the social and mental fields and assists in doing the responsibilities.

The OCBs have a multi-dimensional nature (Blogger and Somach, 2005) and various researchers have rendered different classifications. According to the purposes of OCBs, two classifications for these behaviors have been suggested (Williams and Anderson, 1991) including the OCB tending to individuals OCB-I and the OCB tending to the organization OCB-O (Blogger and Somach, 2005).

The organizational justice and the organizational citizenship behaviors

Justice is an important issue for the employees and organizations. regarding this issue, Organ and Rayan (1995) state that when the employees perceive that the organizations act fairly, they will show voluntary behaviors profitable to other people and organization and they try to make organization achieve its aims. Various dimensions and types of justice have been defined recently; however three types of distributive justice, procedural justice and interactive justice have got much research support comparing to other types of justice (Rego and Cunha, 2010).

Distributive justice means fairness related to the revenues which the employees take; the procedural justice points to the fairness dealing with the process of allocating the profits and procedures within the organization. Interactive justice means fairness perception in the interpersonal interactions the employees have while doing their responsibilities with the managers, supervisors and other employees. The point is that other researchers assume interactive justice in two parts of informational justice (fairness in rendering meticulous and on-time information toward the organization's processes) and inter-personal justice (related to the importance of behaving with the employees and the issues related to fair, respectful, and sincere inter-personal contact) rather than considering interactive justice as one construct (Karriker & Williams, 2009).

Colquitt (2001) designed a questionnaire based on this classification which though confirmatory factor analysis of the questionnaire showed four distinct factors, some studies indicated that the correlation of two factors of procedural and informational justice is so close and represent a whole variable rather than two distinct variables.

In the present study the four-dimensional model of justice including distributional, procedural, informational and interpersonal justices.

Different aspects of organizational justice are able to relate to output behaviors such as OCBs (Judge & Colquitt, 2004). The foundational theory of this relationship is Adam's equation theory. According to the above theory when the person feels inequality in the input and output, they try to remedy this inequality through decreasing OCBs (which they control upon) (Moorman, 1991). A large number of studies have proved the existence of such relation; the followings are some of them: Saied Javadin, Farahi, and Taheri Attar (2009), Raminmehr, Hadizadeh Moghadam, Ahmadi (2010), Mastersoon, Lewis, Goldman and Tailor (2000), Elanain (2010) indicated the existence of a positive relationship between different aspects of Justice with job satisfaction generally and dimensionally.

Job satisfaction and Organizational Citizenship Behaviors

Job satisfaction is one of the important predictors of OCB showing a significant positive relationship with the organizational justice in various studies (e.g. Moorman, Niehoff, Organ, 1993). Job satisfaction is traditionally defined as a positive and enjoyable emotional state which is due to job evaluation or its aspects. This definition both includes the individual's emotional reaction and his/her cognitive assessment from the job (Parker, 2007). The emotional aspect of job satisfaction attributes to the positive emotional reaction, the feeling of enjoyment and fulfillment from doing job responsibilities. While the cognitive aspects of job satisfaction point to rational assessment of working condition, portion opportunities and working results relates to it (Parker, 2007); it is worthwhile to mention that various studies

regarding the effect of these two aspects of satisfaction on the OCBs; for instance Moorman (1993) stated that the cognitive aspect of job satisfaction is better predictor of the OCBs comparing to its emotional aspect, while Organ and Lingl (1995) mentioned that each aspect of job satisfaction is the predictor of various aspects of the OCBs. Generally, according to the results of the researches such as Smith et.al (1983), Schanke, Cochran and Dumler (1995), Pond, Nacoste, Mohr & Rodrigues (1997), Foote and Tong (2008) it can be pointed out that there is a positive relationship between job satisfaction and the aspects of the OCBs.

The organizational citizenship behaviors, organizational justice and job satisfaction

The conducted researches in case of job satisfaction and organizational justice have proved that the organizational justice is the powerful predictor of job satisfaction (Colquitt, 2001). Further, this relationship is so strong that some believe that job satisfaction is unrecognizable from the justice (Organ, Podsakoff & MacKenzie, 2006) and it is possible that the reported relationship between satisfaction and OCB is the organizational justice and organizational citizenship behavior (Organ, 1988; Organ & Konovski, 1989). Against to it Fassina, Jones and Uggerslev (2008) pointed out that these two concepts are distinct; since each would assess different cases and while the organizational justice points to procedures, the process of their allocation, their results and supervisors interaction with the employees, job satisfaction is the result of other numerous and different cases such as the job itself. They stated that the nature of evaluated cases by these two variables is also different; that is, evaluating satisfaction against dissatisfaction is much different from the evaluation of justice against injustice. For instance it is possible for a person to have a supervisor being cruel and not behaving fairly, but the employee is generally satisfied with him/her, since his/her supervisor gives him/her required freedom and he/she is capable of management. Moreover, they point out the moral weight of these variables is different from each other and the moral foundation of justice is stronger than job satisfaction. Following that, some assumed models according to proposed theories above, have been rendered and described to be investigated in the study.

Primary models regarding the relationship between the organizational justice, job satisfaction and the Organizational Citizenship Behaviors

First model

Perceiving organizational justice would predict the existence of job satisfaction and the OCBs.

Considering the fact that there is a strong positive relationship between organizational justice perception and OCB and the fact that the organizational justice perception can affect the OCB, some researchers stated that the explained variance from the OCBs through job satisfaction, is that variance from these behaviors the organizational justice perception would explain (Organ, 1990; Morman, 1991; Morman et.al. 1993). Therefore through considering the organizational justice, there isn't observed any relationship between job satisfaction and OCB and the organizational justice perception acts as the predictor of both of them. This situation has been drawn in the first model. It can be said that in model 1 this organizational justice has been drawn with all four subscales. In this situation the organizational justice has been considered as a hidden variable that is assessed through its four clear aspects. It is utterly the same situation for the OCB too, and this variable has been drawn as a hidden variable assessed by its two clear aspects.

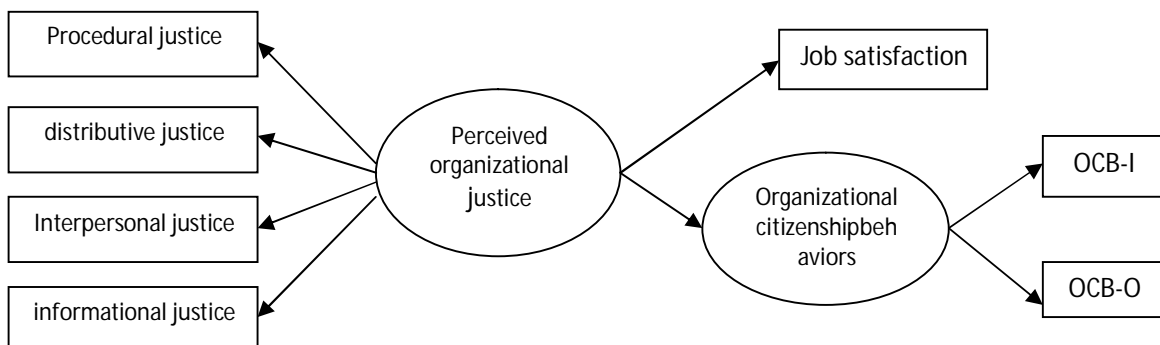


Figure 1: model 1(organizational justice predicts OCB as well as job satisfaction)

Second model

organizational justice perception and job satisfaction are the predictors of OCBs.

Opposite to the above rendered views, some researchers claim that the explained variance by job satisfaction is higher than that the organizational justice perception is able to explain (e.g. Tansky, 1993; McNeely and Meglino, 1994) and both variables are separate predictor for the OCBs. This situation has been given in model 2.

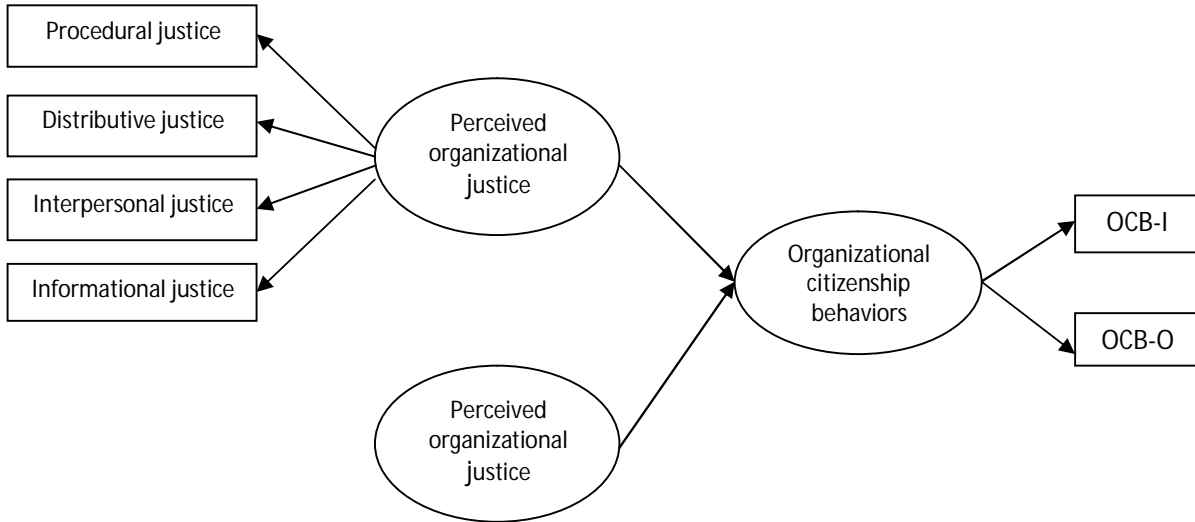


Figure 2: model 2(organizational justice and job satisfaction predict OCB)

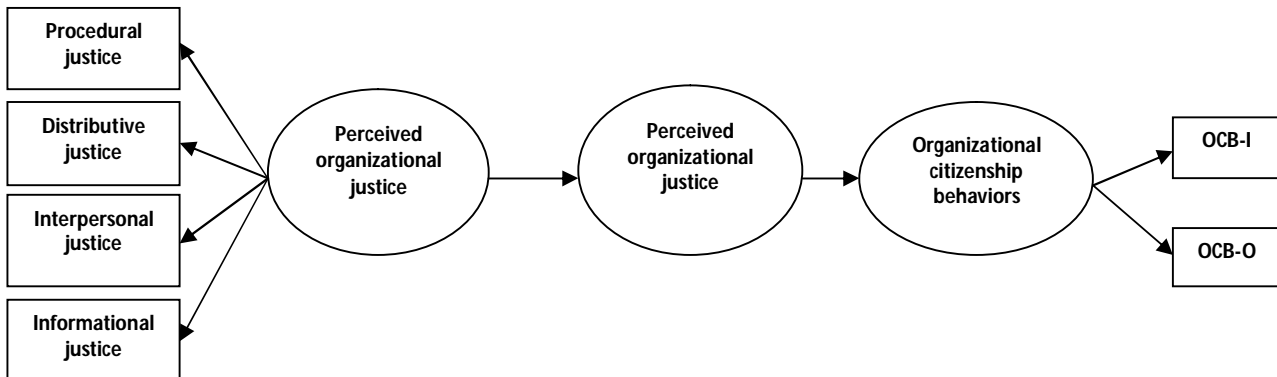


Figure 3: model 3(organizational justice mediates the relationship between organizational justice and OCB completely)

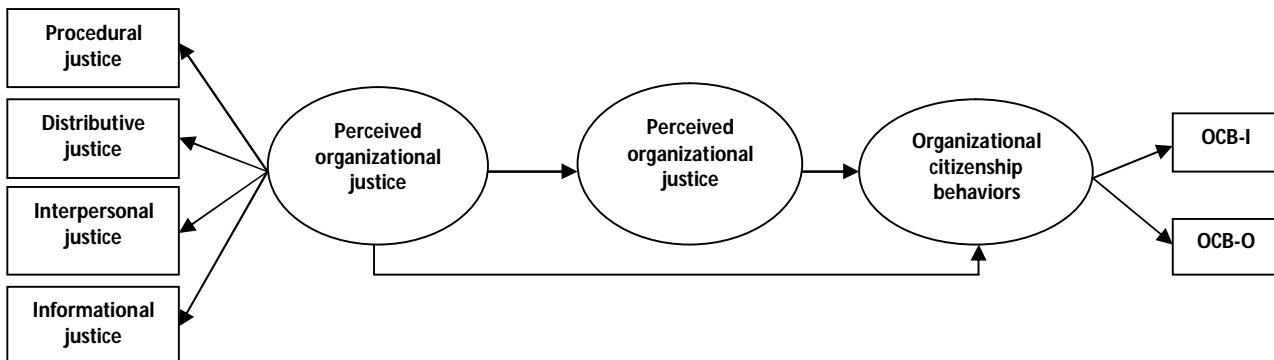


Figure 4: model 4(organizational justice mediates the relationship between organizational justice and OCB partly)

Third Model

Job satisfaction would completely mediate the relationship between the organizational justice perception and the OCBs.

Forth Model

Job satisfaction would incompletely mediate the organizational justice perception and the OCBs.

It can be pointed out that the organizational justice is able to positively predict job satisfaction (Cohen and Spector, 2001; Robinson, 2004); moreover, job satisfaction affects the OCB (Farh, Podsakoff and Organ, 1990). So, a number of researchers were busy with this issue that it is possible that job satisfaction would completely mediate the relationship between the organizational justice and the OCBs (model 3) or it would mediate it incompletely (model 4) (Strogar, 2007; Fassina, Jones and Uggerslev, 2008).

A SUMMARY ON LITERATURE REVIEW

There is a numerous studies surveyed about the relationship between these three variables. In the following lines some of them are mentioned. The most related found study by the researchers is study of Fassina, Jones and Uggerslev (2008). They investigated four possible models regarding the relationship or relationships between three variables of organizational justice, job satisfaction and the OCB through meta-analysis and path analysis. The results indicated that job satisfaction and organizational justice, each one separately predict an independent variance of the OCBs. Further, Moorman (1991) reported a significant relationship between procedural justice perception and four of five aspects of the OCBs, and he stated that there is no significant relationship between distributive justice and the aspects of the OCB. Moreover he pointed out that through considering the effect of the organizational justice perception on the OCB, the effect of job satisfaction on these behaviors becomes insignificant. Moorman, Niehoff and Organ (1993), too, evaluated the role of procedural justice perception in predicting meta-role behaviors with controlling the effect of job satisfaction and organizational commitment. The results implied the relationship between procedural justice perception and organizational commitment, job satisfaction and the role-based behaviors. It should be pointed out that when the relationship between the organizational justice perception and the organizational citizenship was controlled, it was not found any relationship between job satisfaction, the organizational commitment and the OCBs. The results of Suliman (2007) showed that job satisfaction would mediate in the relationship between organizational justice and the performance. Stroger (2007) evaluated the relationship between procedural and distributive justice, job satisfaction and organizational commitment with OCB and he pointed out that job satisfaction mediates the relationship between distributive justice and OCB. Elanain (2010), too, indicated that job satisfaction would mediate the effect of organizational justice perception on the organizational commitment and the intention to leave the service. Alotaibi (2001) evaluated the effect of organizational commitment, job satisfaction and distributive and procedural justice on OCB and stated that just two aspects of justice are able to predict OCB.

RESEARCH METHOD

The statistical society of the study includes all employees working at a private organization. The participants taking part composed of 230 full-time employees with various levels in the organization selected through random sampling. 200 of them answered the questionnaire its regression rate index is 85%. The participants' age range was 21-47 years old the average whereof was 31.46. 185 of the participants (92.5%) were male while 15 (7.5%) were female. Moreover 77% of the employees were married.

Data analysis

Before conducting the final analysis, first the missing data were replaced with regression imputation in order to edit them. Afterward, the outliers were identified through the index of Mahalanobis distance and they were deleted from under study cases. In order to draw the model each one of theoretical constructs were defined as the latent variable and each of the associated questions were defined as the observed variable.

The research instruments

Organizational Justice

In order to assess the organizational justice perception, the four-dimensional organizational justice scale composed of 20 questions was applied. This scale was made and validated by Colquitt (2001). He reported the reliability 0.911 and offered the reliability 0.785, 0.836, 0.904, 0.837, respectively, for the dimensions of procedural, distributive, interpersonal and informational. A sample of applied questions includes following cases:

"Does your (outcome) reflect the effort you have put into your work?" & "Have you been able to express your views and feelings during those procedures?"

Scoring of this scale was conducted according to five-degree Likert spectrum.

Organizational citizenship behaviors

Batman and Organ (1981) questionnaire was used in order to evaluate the OCB which is applied in Iran extensively and it showed suitable reliability and validity. This questionnaire, totally have 14 questions in two OCB-I and OCB-O scales. The scoring of the questionnaire is based on 5- degree Likert spectrum. In this study this scale was filled out by the immediate supervisor of each participants so as to be avoided any bias in self-report questionnaires. The reliability and validity above 0.7 have been reported in various studies (e.g. Allen, 2006). The reliability of this instrument in the present study is 0.815.

Job Satisfaction

The overall satisfaction was assessed by five items of Brayfield and Roth(1951) measure. The five items were “Most days I am enthusiastic about my work,” “I feel fairly satisfied with my present job,” “Each day at work seems like it will never end”, “I find real enjoyment in my work,” and “I consider my job rather unpleasant”. Internal consistency was obtained to be ($\alpha=.815$).

Findings

The mean, standard deviation and internal correlation of the study’s variables are presented in table 1.

Table1 Means, standard deviation and intercorrelation among the main variable

Variables	M	SD	1	2	3	4	5	6	7
1- Dis Justice	10.11	3.19	(-)						
2-Pro Justice	15.68	4.79	.54**	(-)					
3- Inter Justice	13.11	3.48	.31**	.42*	(-)				
4-Info justice	14.06	4.41	.40**	.48**	.79**	(-)			
5-Js	16.80	4.16	.40**	.40**	.47**	.44**	(-)		
6- OCB-I	24.17	4.25	.05	.07	.14*	.06	.22*		
7- OCB-O	25.20	4.23	.12	.13	.20*	.16*	.25**	.53**	

Note: *p<05 **P<001

Pro Justice: Procedural Justice

Inter Justice: Interpersonal Justice

Info Justice: Informational Justice

JS: Job Satisfaction.

OCB-I: Organizational Citizenship Behavior toward Individuals.

OCB-O: Organizational Citizenship Behavior toward Organization.

As depicted in table 1, the OCBs associated with the organization and distributive justice respectively showed the highest mean and standard deviation. Further, the greatest correlation between informational justice and interpersonal justice and the lowest significant correlation among citizenship behaviors associated with people and interpersonal justice is observed.

For what to come next, the drawn patterns in the introduction part will be examined. At first all four preliminary models were drawn and assessed. Afterwards, according to the achieved modification indices for each model, the related model was modified and modified indices were interviewed again. It can be stated that in order to improve their modification, five paths (parameters) among errors were added to all four models. The results are given in table 2. Moreover the standard regression weight of each path (parameter) is given in table 3. Below just the final form of model 1, as the sample, like what presented in AMOS software is rendered and to the modification of other models are generally pointed out.

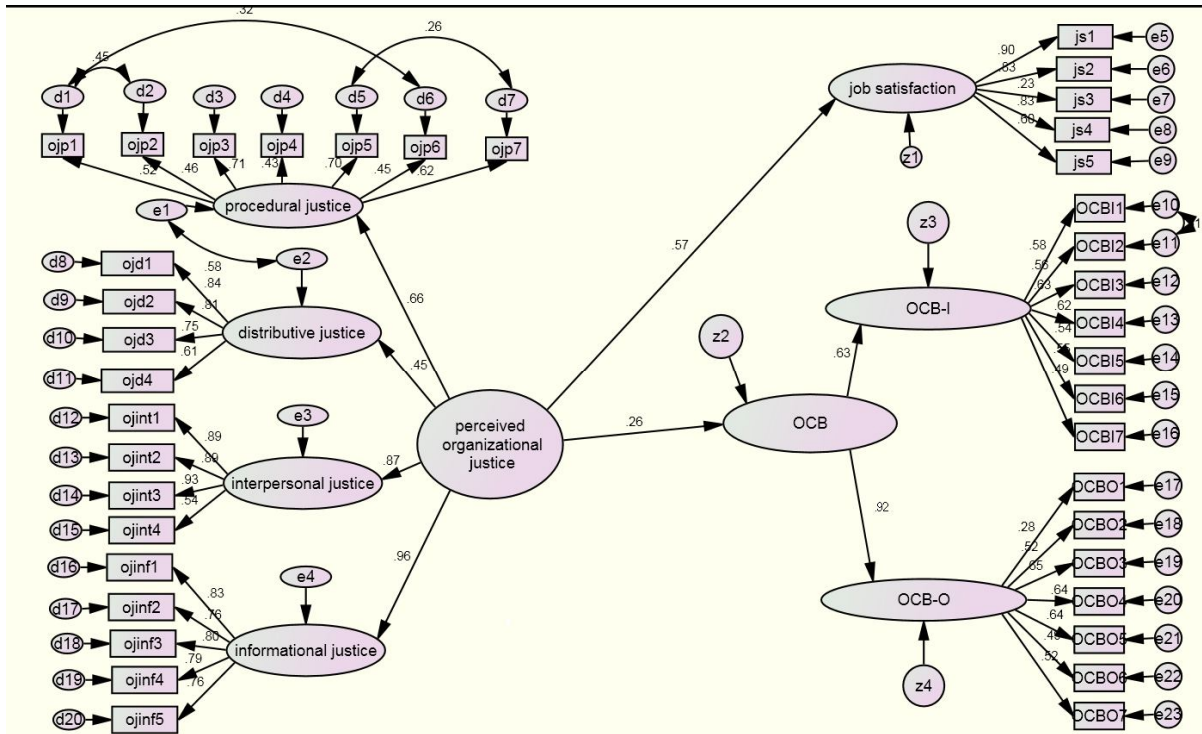


Figure5: modified model 1

Modification of model 1 shows that the organizational justice perception is the predictor of both variables of OCB and job satisfaction. As it was observed in figure 5 all questions of each variable and its subscales has a suitable agent weight on that variable.

In model 2 the organizational justice perception path to the OCB is insignificant ($p < 0.05$). When this path is insignificant and omitted, the variable of organizational justice perception will be left without any relationship with other variables that weaken and reject the model rationally. The final form of this model (modified form of model 2) was represented in figure 6.

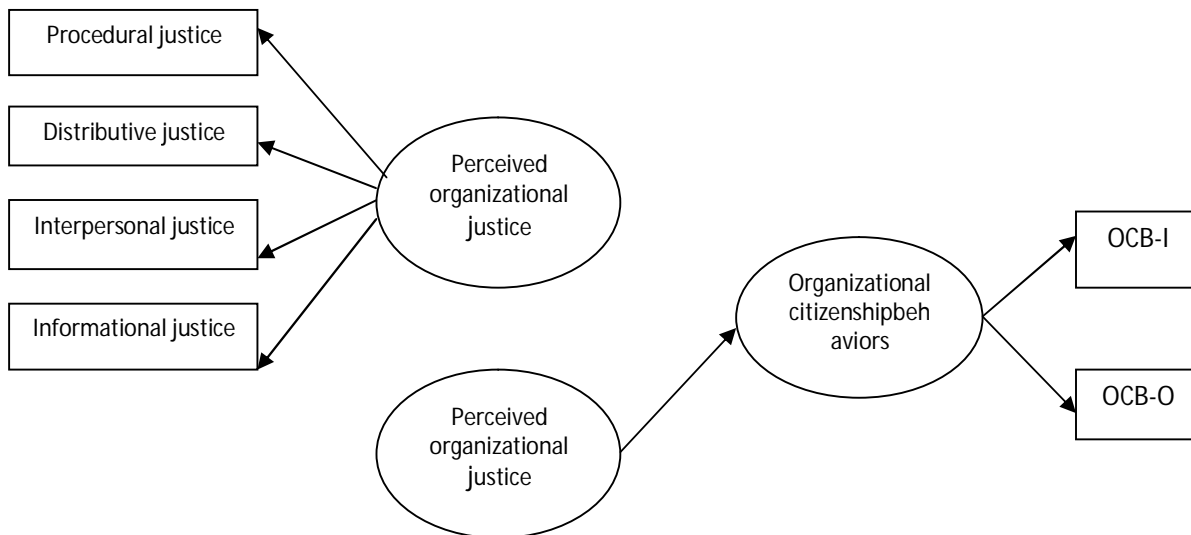


Figure 6: modified model 2

Later, the modification of model 3 has been represented. This model indicates that job satisfaction is able to mediate the relationship between organizational justice and the OCBs.

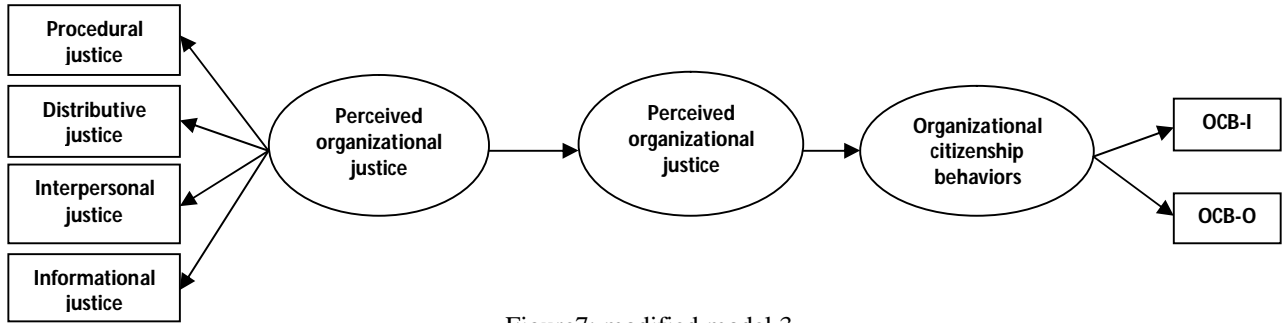


Figure7: modified model 3

In model 4 the organizational justice perception path on the OCB is insignificant ($p \leq 0.05$) and the omission of achieved model will be similar to the modified model 3 (see figure 7).

According to the above information, in order to choose the final model, there should be a comparison between the final model 1 and the final model 3. These two models become non-tested toward each other and besides modified indices regarding each model, the indices of AIC, CAIC, BIC and ECVI of both models should be assessed in comparison to each other.

(Schreiber, et al., 2006). These indices don't have any cut point and often applied to make a comparison between the models rather than being a criterion to evaluate a specific model (Ghasemi, 2010).

The modified indices of IFI, PNFI, TLI, CFI, PCFI, RMR, RMSEA, CMIN/DF for both models are suitable and at acceptable level. Moreover the indices of AIC, CAIC, BIC and ECVI are almost similar for both models. According to the above model both modified model 1 and modified model 3 are suitable and acceptable.

Table2: Research model indices

Indices Models	AIC	CAIC	BIC	ECVI	CMIN/DF	CMIN	IFI	NFI	PNFI	TLI	CFI	PCFI	RMR	RMSEA
Model 1	1385.61	1750.11	1665.11	7.03	1.75	1215.61*	.85	.71	.67	.84	.85	.80	.08	.062
Modified model 1	1226.78	1612.73	1522.73	6.23	1.52	1046.78*	.90	.75	.70	.89	.90	.84	.08	.051
Model 2	1382.44	1751.23	1665.23	7.02	1.74	1210.44*	.85	.71	.67	.84	.85	.80	.08	.06
Modified model 2	1223.75	1609.69	1519.70	6.21	1.51	1043.75*	.90	.75	.70	.89	.90	.84	.07	.051
Model 3	1381.02	1745.53	1660.53	7.01	1.74	1211.02*	.85	.71	.67	.84	.85	.80	.08	.06
Modified model 3	1223.75	1609.70	1519.70	6.21	1.51	1043.75*	.90	.75	.70	.90	.90	.84	.07	.051
Model 4	1382.44	1751.23	1665.23	7.02	1.74	1210.44*	.85	.71	.67	.84	.85	.80	.08	.061
Modified model 4	1223.75	1609.70	1519.70	6.21	1.51	1043.75*	.90	.75	.70	.90	.90	.84	.08	.051
Acceptable rate	Compare nested and non-nested models Lower amount is better	Compare non-nested models Lower amount is better	Compare nested and non-nested models Lower amount is better	Compare non-nested models Lower amount is better	<5	Compare nested models Lower amount is better and $P \leq 0.05$	>.9	$\geq .9$	>.5	$\geq .9$	$\geq .9$	>.5	Lower amount is better	$\leq .08$

Source: Ghasemi, 2010

Table 3: standardized regression weight for each path

Pats	Model 1	Modified model 1	Model 2	Modified model 2	Model 3	Modified model 3	Model 4	Modified model 4
Perceived organizational justice → distributive justice	.504**	.451**	.501**	.449**	.501**	.449**	.501**	.449**
Perceived organizational justice → procedural justice	.666**	.659**	.663**	.655**	.662**	.655**	.663**	.655**
Perceived organizational justice → interpersonal justice	.860**	.867**	.859**	.861**	.858**	.861**	.859**	.861**
Perceived organizational justice → informational justice	.937**	.955**	.943**	.965**	.944**	.965**	.943**	.965**
OCB → OCB-I	.654**	.630**	.719**	.696**	.740**	.696**	.719**	.696**
OCB → OCB-O	.958**	.972**	.869**	.918**	.846**	.918**	.869**	.918**
Perceived organizational justice → Job satisfaction	.589**	.569**	-	-	.584**	.564**	.583**	.564**
Perceived organizational justice → OCB	.274**	.255*	.094	-	-	-	.094	-
Job satisfaction → OCB	-	-	.280*	.309**	.344**	.309**	.280*	.309**

Note: * $p < 0.05$ ** $p < 0.001$

DISCUSSION AND CONCLUSION

In the present survey, four models considering the relationship between three variables of organizational perception, job satisfaction and OCB have been investigated. These four models based on findings of other researchers (e.g. Organ, 1990, Stoglar, 2007) and their views have been depicted. Among those four depicted models, at last two models (models 1 and 3) were approved. The following will survey these models and elaborate the results.

Model 1 states that the organizational justice is the predictor of both job satisfaction and OCB.

Most of the researches have emphasized the organizational justice role in predicting job satisfaction (like Masterson, Lewis, Goldman and Taylor, 2000; Cohen and Spector, 2000; Robinson, 2004). The relationship between these two variables can be explained through the assistance of various theories. According to the theory of self-instrument the people seek justice, for they know, in time, take advantage of a fair system rather than unfair system; and they are ready to incur the transitional costs, losses and frustrations due to executing justice rather than taking advantage of the benefits of a judicial system. Indeed justice is the medium to reach people's long-term goal (Portes, Bigley and Steers, 2003). The other point which should be taken into consideration is that most of the theories associated with job satisfaction, state that an individual has some needs that if fulfilled through the organization, the individual would feel satisfied (Dawis, England and

Lofquist, 1964), therefore executing justice in the organization can help the person to get to their needs its result is the increase of the employees' satisfaction.

Moreover the point should be taken into account that the organizational procedures and the manner of making decision in the organizations and considering equality in this procedure affect many job outputs such as individual's payments, interactions, the expectations from what they wish for and their feeling of safety. So the impact of this variable on job satisfaction seems rational. Organ et.al 1989, also, said that total job satisfaction results from the employees' cognitive evaluation of the existence of justice and equality in the organization, and this feeling of satisfaction to a large extent under the effect of justice (Fassina, et al., 2008).

The other drawn path in model 1, relates to the effect of the organizational justice perception on extra-role behaviors. The fundamental theory of meta-role behaviors is the social exchange theory according to which the environmental condition causes the individual's commitment to mutual behaviors in response to the environmental behaviors and conditions (Wright, 2008). Attending to the fact that due to sensitivity of the people toward moral standards, the justice in itself is important for them (Portes and et. al, 2003); when they have the conception that there is justice in the organization, it is probable for them to be intrigued to make up the organization and supervisor's behavior through positive behavior and attitude and respond to this organization's behavior by positive behaviors beyond their formal duties.

The other point which attending to it might be beneficial in perceiving this relationship is the fact that executing justice in the organization leads to the feeling of being worthwhile for the group and the organization. Therefore they try to fix their position in the organization and group through showing an extra-role behavior (Tyler and Blader, 2003). In model 1 it was not drawn any path from job satisfaction to OCB. In fact due to the strong relationship between organizational justice and job satisfaction, it is assumed that the effect of job satisfaction on meta-role behaviors is the result of organizational justice effect, and job satisfaction is not able to explain any variance from extra-role behaviors. Though this model has been approved, the lack of a real relationship between job satisfaction and the OCB has been rejected in other models.

Models 2 and 4 indicated that in the simultaneous presence of job satisfaction and the organizational justice perception as the predictor of the OCBs and drawing a direct path from these two variables to the OCBs, not only the path from job satisfaction to the OCBs becomes insignificant, but also this path from the organizational justice to the OCBs will become insignificant and be deleted. It proves the fact that job satisfaction is able to cover a variance of the OCB explained by the organizational justice perception. So model 3 rationally exceeds model 1; in other words, based on the results, job satisfaction would completely mediate the relationship between the organizational justice perception and the OCB.

Regarding explaining the significant and direct relationship between job satisfaction and the OCB, three reasons can be mentioned. The first case is considering the exchange theory in this relation (Batman, 1983). Indeed people feel committed and responsible toward acting out the OCB in responding to job satisfaction which they perceive. The second is explaining the fact that it is possible for satisfied employees to make themselves committed to do the OCB to be able to support their current job position and show themselves as a valuable employee (Fassina et al., 2008). The last explanation refers to the experienced positive attitude at work. When the employees are more satisfied they feel more positive affection at work (Judge and Ilies, 2004) and these employees because of positive temper will be more committed to socially accepted behaviors (Todo, 2003). This reason may have caused the

relationship between job satisfaction and extra-role behaviors more than other mentioned reasons in the current study, since the applied job satisfaction scale in this study is more affective and attends to general positive temper and the people's temper while working (Moorman, 1993). Therefore through creating positive temper, the variance of extra-role behaviors is explainable to some extent, while the organizational justice perception is not capable of explaining it. Moreover it should be considered that this general positive feeling can be due to various factors and numerous different factors causes its creation while it is not the case regarding the organizational justice perception and it solely relates to organizational procedures, gifts and interactions. So it might be stated that in the present survey, the factors associating with job satisfaction, by its assessment devices, is wider than those factors assumed in justice assessment and probably it could embrace the organizational justice field. It may be said that it is the reason of insignificance of drawn path from the organizational justice perception to the OCB in models 2 and 4.

The current study had some limitations to which it will be pointed in the following part.

First, although the organizational justice perception and job satisfaction have been mentioned in the literature review as two strong predictors of OCB, the results showed that the coefficients of direct path from these two variables to these behaviors was not high and it can be explained in such a way that at least in the present study's sample a considerable variance of these behaviors has not been evaluated by the other variable. So it is suggested that the researchers pay necessary attention to other predictors of this variable such as commitment, spirituality, social experience, etc. especially in Iranian organizations.

The second issue is that applied device in the current study to evaluate job satisfaction more concentrates on affective compared to cognitive aspect. In fact it points to the individual's emotions as well as temper and it doesn't involve the individual's cognitive evaluation. It can affect the results to a large extent and it is possible to achieve completely different results in case of applying other questionnaires of job satisfaction such as Smith, Kendall and Hulin (1969).

Further, in the present study the organizational justice perception and the OCB are assumed as the hidden variable which was defined through their dimensions. Therefore regarding the manner of relationship and the approved model of their dimensions with each other there has not been any discussion. So, for example, it cannot be said that there is an approved model regarding the distributive justice, job satisfaction and the OCB toward the customer. The above fact is also true regarding other dimensions.

It should be stated that the number of female participants in this study are so few (near 7.5% of the sample size) and it makes problematic the process of generalizing the achieved pattern to female employees. It is offered that to the appropriate ratio of female and male participants be taken into account in choosing the samples.

The results proved that among the organizational justice aspects, two aspects of informational justice and inter-personal justice has the highest weight in defining total organizational justice. Further the results indicated that the organizational justice has a strong direct effect on job satisfaction and indirect effect on the improvement of meta-role behaviors, so it is suggested for the principals to conduct needed attempts to improve the organizational justice with more focus on two aspects of informational justice and inter-personal justice.

Moreover the results showed that job satisfaction has a significant direct path coefficient on the OCB. Therefore through the increase of this variable the level of such behaviors can be improved. It is suggested that besides attending to the organizational justice to improve job satisfaction, other variables offered in literature review as the predictor of job satisfaction (e.g. job features, supervising, security, etc) be taken into account.

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