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THE ROLE OF THE JUSTICE IN BETWEEN LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

The purpose of this study is to evaluate the mediating role of organizational justice between transformational leadership and OCB. The statistical population in this research includes 136 employees of the Social Security Organization. The sampling method is simple random sampling method and using Cochran formula the sample size is equal to 100 people. The data for this study was collected using a questionnaire that its validity was tested. To determine the reliability and validity of the questionnaires, content validity and Cronbach's alpha coefficient were used. The reliability coefficient for the Bass and Olive transformation leadership questionnaire (1997), is equal to 0.89, and for Organizational Justice questionnaire Nihof and Mooren (1993), is equal to 0.79; and for OCB Questionnaire (2001) equals to 0.81. In this research, structural relationships model was used for data analysis. Lisrel statistical software was used to analyze the data and to test the hypotheses and other analyzes of this study. The results showed that there is a significant relationship between transformational leadership and organizational justice. Also, there is a significant relationship between transformational leadership and organizational citizenship behavior, but the mediating role of organizational justice in the relationship between transformational leadership and organizational citizenship behavior was not confirmed.

Keywords: *Transitional Leadership, OCB and Organizational Justice.*

INTRODUCTION

Among the different behaviors of employees, attention to organizational citizenship behaviors has significantly increased. Typically, OCB is socially acceptable and meta-role behavior that is considered as behaviors beyond the existing roles expectations in the organization and its purpose is to promote the social welfare of individuals and organizations (Dirican and Erdil, 2016, 351). Moreover, the study of justice in working environments has grown dramatically in recent years. Research has shown that processes of justice play an important role in the organization, and the way of dealing with people can influence people's beliefs, feelings and attitudes. Due to the widespread consequences of justice, evaluating the effects of justice perception in organizations has attracted the attention of many human resource, organizational behavior, and organizational / industrial psychology researchers. On the other hand, having a successful organization depends on having healthy and supportive human resources. Having a committed and satisfied manpower for the organization is a positive feature that plays a vital role in achieving the organization's goals. Justice perception makes employees trust more on their organization and try for the interests of the organization and show meta-role behaviors. Employees who understand that they are treated fairly are more likely to participate in social activities and volunteer to engage in additional activities in their work that benefit the organization (Shikhi et al, 2016). Therefore, justice in the organization is a fundamental issue

for all employees (Anderson & Shine, 2003) and plays a fundamental role in the success of the organization and the advancement of its goals. Creating and developing the concept of justice is a key tool for managers in achieving organizational goals (Joy & Witt, 1992). On one hand, organizational leadership is a very important topic, and scholars and thinkers in developed countries have worked hard to identify and improve organizational leadership. According to researchers, the way a leader uses her/his influence to achieve organizational goals is called leadership style. Leadership style focuses on the goals and needs in different situations. On the other hand, today's organizations are facing new challenges requiring them to make effective decisions in order to solve these complex issues. These decisions are usually made at the highest levels of the organization's hierarchy. At these higher levels, leaders enjoy the power and control to influence the organization's goals. Each organization needs effective leaders who can penetrate their employees through increasing job satisfaction and organizational commitment, and as a result achieve high levels of productivity and efficiency. The potential consequences associated with the effectiveness or efficiency of leadership behaviors affect the goals realization in the organization. These goals can be: increasing the sense of job satisfaction, organizational commitment or reducing, absence, delay and displacement. One of the leadership styles that many researches emphasize on its effectiveness is the transformational leadership style. The transformational leadership style is the process of conscious influence on individuals or groups to continuously change the present condition and the functions of the organization as a whole. Transformational leaders influence the organizations fate by affecting the performance of organizations (Ali Abadi and Sayadi, 2016). Therefore, the aim of this study is to investigate the relationship between transformational leadership and OCB by considering the mediating role of organizational justice.

RESEARCH LITERATURE

Transformational leadership

Different styles of leadership are known and defined, in the management literature. An important issue in evaluating these leadership styles is that, no certain and particular leadership style can be prescribed and ideal for all organizations. Selection or formation of leadership style in an organization depends on the organizational maturity and the nature of the organization's business. In transformational leadership, there is an emphasis on the process of creating and reinforcing the commitment of followers to the goals of the organization and strengthening them to achieve these goals. A transformational leader is looking for potential impulses in followers and meeting their higher needs. Transformational leaders establish a mutual motivational relationship that transforms the followers into leaders; so transformational leadership is an interactive and interconnected process (Duckett and Macfarlane, 2003). Transformational Leadership is one of the most recent approaches to leadership that has been explored in few countries. Transformational leadership research background dates back to 1987 and Burns's activities. Burns pointed out that transformational leader have specific insight and challenge others to do exceptional work. In 1985, following the Burns's research, Beth provided a model that prescribed exchange and transformational leadership respectively for organizational stability and transformation.

The process of Conscious influence on individuals or groups to create discontinuous changes and evolutions in the present condition and organization performance is considered as a whole.



Transformational leadership transforms the entire society and influences its followers through its speech and deeds. This type of leadership is realized when leaders increase their followers' interest to work, informing them about goals and missions, and encouraging them to go beyond individual interests (Moghali, 2003). Beth and Olive describe the transformational leadership as follows: Transformational Leadership is realized when a leader inspires followers for a shared vision, encourages them to reach the perspective and provide the necessary resources to grow their personal potential. In addition to emphasizing the needs of followers for growth by leaders, as a model, they create optimism and increase commitment (Ansari and Aarastou, 2006). According to Gardner & Stough (2002), transformational leaders raise the needs and motivations of followers and lead to remarkable changes in individuals, groups and organizations. Transformational leadership behaviors improve the performance of individuals beyond expected standards. This is done through increasing the sense of belonging and attachment of the leader-follower and follower-follower (Gardner and Stough, 2002). The process of Conscious influence on individuals or groups to create discontinuous changes and evolutions in the present condition and organization performance is considered as a whole. Transformational leadership transforms the entire society and influences its followers through its speech and deeds. This type of leadership is realized when leaders increase their followers' interest to work, informing them about goals and missions, and encouraging them to go beyond individual interests. Transformational leaders influence their followers by developing employees' interests beyond the current conditions and by making strong relationships with their subordinates and by gaining respect and trust from followers and expressing the outlook beyond the current mission make the employees aware of their goals in the way that make the individuals move from solitary thinking to group thinking and make them to be excited for the general interests. Through deep perception and understanding, transformational leaders internalize the idea of transformation by relying on individuals' capabilities within organizations, and by building strong relationships with employees to familiarize them with their new strategic vision and goals, and try to meet their needs (Ali Abadi and Sayyadi, 2016). In this type of leadership behavior, emotional attachment is associated with the common goals of individuals and helps followers to have a better performance in larger communities (Avolio and Yammarino, 2002). These leaders play a role of change agent (Antonakis and House, 2002) by creating a common vision and reforming attitudes, ideas and motivations for followers. By encouraging followers to think critically about organizational issues, transformational leaders help to form new perceptions in followers toward a common goal (Walumbwa et al., 2004). Transformational leadership creates a kind of ability in the leader that will enable them to help their followers to achieve things and goals beyond the possible things.

Organizational Citizenship Behavior

Organizational Citizenship Behavior importance is being increased as a new issue in organizational behavior issues. A good organizational citizen is a thinking and idea which includes a variety of employees' behaviors such as accepting and assuming additional duties and responsibilities, following the rules and procedures of the organization, maintaining and developing a positive attitude, Patience and tolerance about dissatisfaction and problems in the workplace (Ahmadi et al, 2014). According to Ozdamir and Organ (2015), the concept of organizational citizenship behavior is a social psychological structure. Organ (1988) called such behavior, OCB, or (good soldier syndrome). According to Breton (2003), despite the fact that the



organization is part of this thought, organizational citizenship behavior is at the individual level. The organizational citizenship behavior basis is described in organizational science studies. According to Organ et al. (1983), the volunteer behavior of a person is not explicitly or implicitly incited by the Official reward system and will increase the efficiency of the organization (Özdemir and organ, 2015, 434; Çınar et al., 2103, 316). Meta-role Behaviors raised by Katz (1964) are considered as behaviors that individual show voluntarily in order to help the organization progress (Pavalache-Ilie et al., 2014, 489). According to Katz (1964), organizational citizenship behavior is defined as meta-role behaviors that are individual and optional and not explicitly or directly recognized by the reward system of the organization. These behaviors are optional, which include behaviors that are not in the job description, and the elimination of these behaviors do not penalize the staff. Examples of these behaviors include helping colleagues to solve work-related problems and not complaining about trivial problems, and the key to define OCB is that if employee do not show these behaviors, they are not punished (Akturan and ÇEKMECELIOĞLU, 2016, 344).

Dimensions of Organizational Citizenship Behavior

Initially, Smith et al. introduced two dimensions of organizational citizenship behavior: The first is a kind of friendship with others, which shows a form of organizational citizenship behavior that reflects helping a particular person, such as colleagues. The second dimension is public respect and being conscientious, which is mostly non-personalized form of organizational citizenship behavior. From a point of view, organizational citizenship behavior, as defined by the Organ et al. has two main dimensions: altruism and Conscientiousness. Organ (1988) developed altruism and public respect into five general dimensions of altruism, public respect (known as work conscience), civic virtue, politeness, and Chivalry (Özdemir and organ, 2015, 434). Chivalry was later used in a research by Blund Magnouk (2002) (Rabiatul & Agus, 2012, 218). Based on their studies Podosakoff et al. (2000), examined seven dimensions as elements of citizenship behavior. Oregon (1988) and Podosakov et al. (1990) proposed five dimensions of organizational citizenship behavior based on their own studies: 1- altruism, 2- being conscientious, 3. Chivalry, 4- politeness, and 5- Civil virtue. Altruism consists of beneficial behaviors against other people, typically associated with other human beings. Altruism is voluntary behavior that encourages individuals to help their colleagues at work. Conscientiousness behaviors are beyond behavioral requirements in different areas: Presence or absence, workload, or exemptions. Chivalry has defined as the desire to tolerate the inevitable uncomfortable conditions without complaining and expressing discomfort. Chivalry can be defined as the goodwill of the staff in tolerating situations that are not ideal without complaining. Politeness tends consultation with others and combination of views before taking any action. Based on the civic virtue of a good organization citizen, she/he must be aware of the most recent issues of the organization (Özdemir and organ, 2015, 434). In another study, Williams and Anderson cited organizational citizenship behavior in two general dimensions: individual-oriented citizenship behavior and organizational-oriented organizational citizenship behavior. The OCB-I activities that are limited to individuals (including altruistic behaviors) and OCB-O activities that are limited to the organization, include other aspects of the organizational citizenship concept from Organ's point of view and are generally related to the workplace (Rabiatul & Agus, 2012, 218, Zeinabadi, 2010, 998). Although there is no consensus on the number of dimensions of organizational citizenship behavior, Organ and other scholars have



generally offered different dimensions of altruism, goodwill, chivalry, civic virtue and conscientiousness (Akturan and ÇEKMECELIOĞLU, 2016, 344). On the other hand, in a model, McNeilly and Moglino (1994) presented two dimensions of organizational citizenship behavior: the individual dimension and the organization dimension; in the first there is the goal of individuals and in the latter there is the goal of the organization. For example, behaviors such as altruism and helping and goodwill are helpful in helping others, while organization enjoys behaviors such as conscientiousness, civility, and civic virtue. In sum, individual-oriented behaviors are beneficial for organization through helping other members of the organization, but organizational-oriented behaviors are generally beneficial for the organization (Dirican and Erdil, 2016, 352). Therefore, based on the research, the researchers proposed various types of elements related to organizational citizenship behavior (Rabiatul & Agus, 2012, 218).

Organizational Justice

Justice is a very complex abstract concept, which means non-discrimination and being fair about differences. Regarding the moderating role of distributive justice in the relation between stress and justice as the most fundamental human demand in each land, it has been the motive of several micro and macro movements that are seen every day in the world. Scientists in various fields of science have also shown interest in pursuing research in the field of justice and its appearances in various environments, including working environments (Shikhi et al., 2016). The concept of organizational justice was first developed in philosophy and then entered into social psychology (Chan, 2000: 70). Organizational justice is defined as "the conditions for using individuals in an organization in which people feel that they are treated fairly or unfairly" (Folger & Cropanzano, 1998: 7). Individuals who believe that they are treated fairly by the organization have a favorable and desirable view about organization and are socially-active due to the organization (Barling & Phillips, 1993: 200). In many meta-analyses, Cohen-Karash and Spector (2001) and Kelkwitt et al. 2001 (2001) show that the positive perceptions by employees from organizational justice lead to greater commitment to the organization, fewer absences, and satisfaction and more citizenship behavior in the organization. Employees often point to the issue of justice as a source of conflict and disagreement between themselves and their supervisor (Nabatchi et al., 2007), and also the violation of justice in an organization increases the chances of a lawsuit by employees (Chan, 2000). According to existing research evidence, at least three types of justice have been accepted by scholars and research of this field (Nadiri & Tanova, 2010). The first dimension is distributive justice, which is related to fairness and justice in the distribution of the consequences and outcomes. The other two dimensions are Procedural justice of interactive justice; Procedural justice is fairness in the decision-making procedure used to allocate the consequences, and the interactive justice is fairness in Interpersonal encounters, especially from supervisors and managers with employees (Gol Parvar, 2006 and 2007). These three dimensions or aspects of justice in interact with each other creates the general fairness of perception for people in working environments (Kim & Leung, 2007; Lind, 2001). Researches have shown that organizational justice is an important and vital factor in the organization, and its absence will have harmful and irreversible consequences on the organization's structure. So, when employees feel that they are treated unfairly, organizational citizenship behavior - which leads to the effectiveness, empowerment and survival of the organization- will be less visible (Babaei and Mafian, 2016).



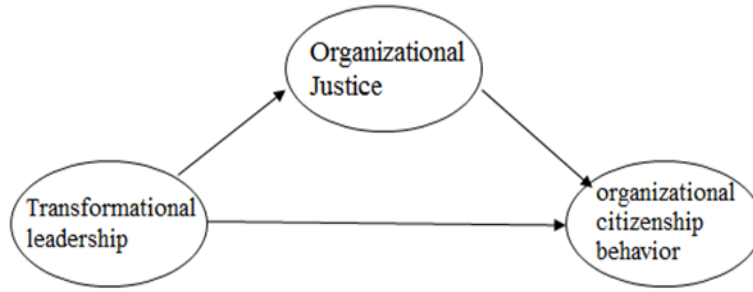


Figure 1: Conceptual Model of Research

Research hypotheses

1. There is a relationship between transformational leadership and OCB.
2. There is a relationship between transformational leadership and organizational justice.
3. There is a relationship between organizational justice and OCB.
4. There is a relationship between transformational leadership and organizational justice through organizational justice.

METHODOLOGY

This is a causal and applied research in term of objective because it has been studied according to the characteristics of the statistical population in a certain section of time and in the designated area. The researcher is intended to generalize the obtained results using an applied method in other similar units. Data collection will be done to test hypotheses through questionnaires. This research is a kind of correlation matrix or covariance analysis in which structural modeling is used. The statistical population in this study is 136 employees of the Social Security Organization. The sampling method is simple random sampling method and using Cochran formula sample size is equal to 100 individuals. Data were collected from a questionnaire whose validity was tested. Content validity and Cronbach's alpha coefficient were used to determine the reliability and validity of the questionnaires. The reliability coefficient for the Beth and Olive transformational leadership questionnaire (1997), was equal to 0.89; for organizational Justice Inventory by Niheof and Mooren (1993) was equal to 0.79; for OCB questionnaire, by Podosakov (2001) was equal to 0.81. In this research, structural relations model is used for data analysis.

Data analysis

First, the Chi-square indicator is used to test the Null hypothesis that is the model in justified population. Chi-square indicates a rejection of the Null hypothesis, which states that the model is not available in the population. GFI and AGFI (LISREL sizes) are influenced by the sample size and can be large for models that are poorly formulated.

Table 1: Fitness indicators of the research model

Fitness indicator	Standard values	Estimated values
Degrees of Freedom	-----	432
Chi-Square	Due to the dependence on the sample size, the criterion is not suitable	1097.61
RMSEA	0.05	0.088

NFI	0.90	0.90
NNFI	0.90	0.94
CFI	0.90	0.95
RMR	0.05	0.061
GFI	0.90	0.73
AGFI	0.90	0.69

As shown in Table (1), the compliance or goodness of fit indicators are all relatively acceptable. Two following diagrams illustrate the general models of the LISREL software output, which simultaneously include the structural model and the measurement model, which are further elaborated and discussed.

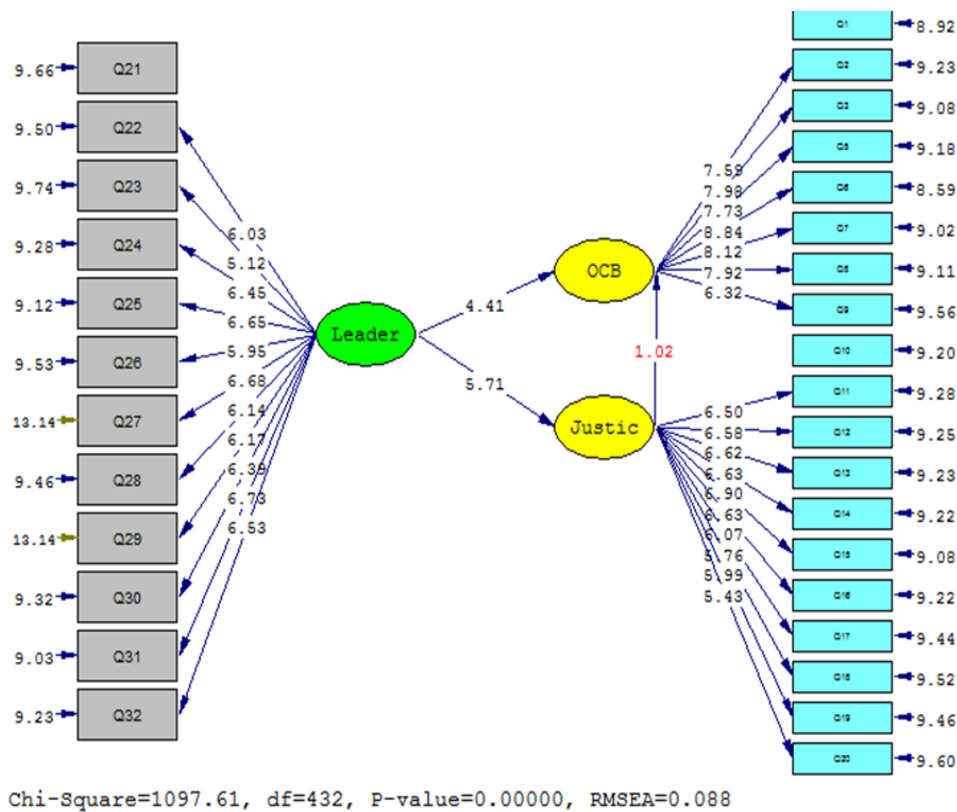


Figure 3: Basic model with t coefficients



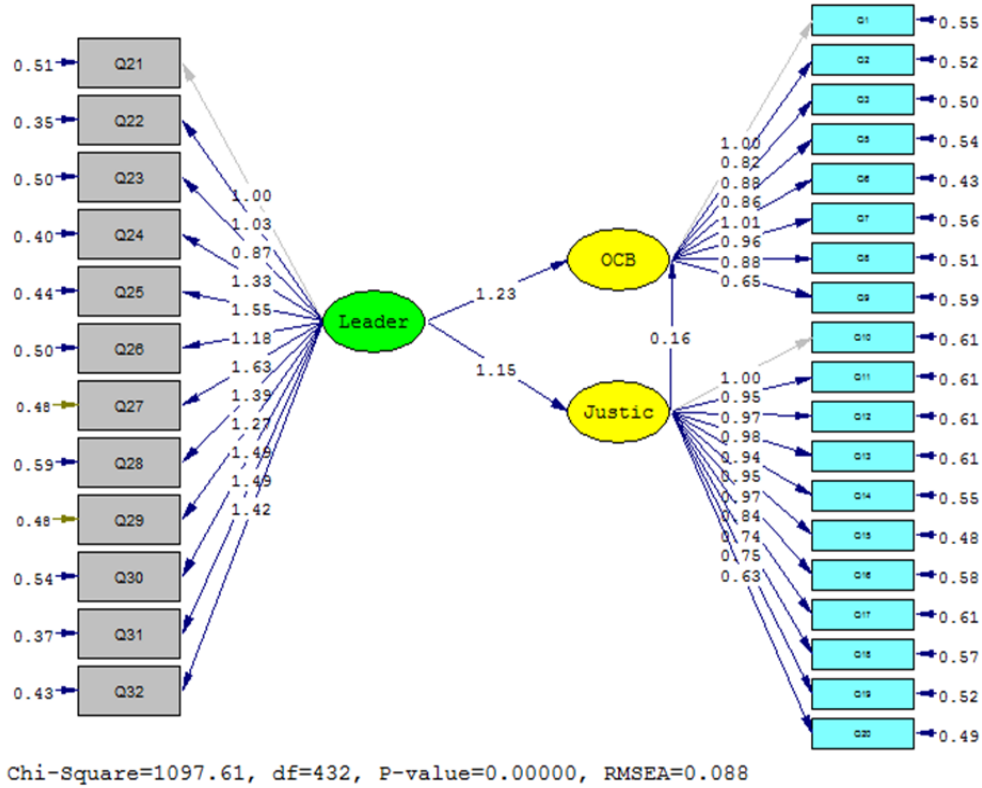


Figure 4: Basic model with path coefficients

Testing hypotheses

The first hypothesis

1- There is a relationship between transformational leadership and OCB.

H0: There is not a relationship between transformational leadership and OCB.

H1: There is a relationship between transformational leadership and OCB.

Table 2: Results of standard coefficients and t statistics

t statistics	Estimated coefficient	Predictive variable	Predictor variable
4.41	1.23	OCB	Transformational leadership

According to table (2), the path coefficient between transformational leadership and organizational citizenship behavior is equal to 1/23 and the corresponding t value is 1.41-4.14, which according to t test with a critical value of 0.05 at a confidence level of 95%, the Null hypothesis can be rejected; as a result, the first claim of the researcher is confirmed and with 95% confidence it can be said that there is a significant relationship between transformational leadership and OCB.

The second hypothesis

2- There is a relationship between transformational leadership and organizational justice.

H0: There is no relationship between transformational leadership and organizational justice.

H1: There is a relationship between transformational leadership and organizational justice.

Table 3: Results of standard coefficients and t statistics

t statistics	Estimated coefficient	Predictive variable	Predictor variable
5.71	1.15	organizational justice	Transformational leadership

According to table (3), the path coefficient between transformational leadership and organizational justice is equal to 1.15 and the corresponding t-test with critical value is 1.71 < 5.71, which according to the t test with a critical value of 0.05 at 95% confidence level, the Null hypothesis can be rejected.

The third hypothesis

3- There is a significant relationship between organizational justice and OCB.

H0: There is not a significant relationship between organizational justice and OCB.

H1: There is a significant relationship between organizational justice and OCB

Table 4: Results of standard coefficients and t statistics

t statistics	Estimated coefficient	Predictive variable	Predictor variable
1.02	0.16	OCB	Transformational leadership

According to Table 4, the path coefficient between organizational justice and organizational citizenship behavior is equal to 1.23 and which according to which the with critical value is equal to 0.05 at the 95% confidence level, Null hypothesis cannot be rejected. As a result, the third claim of the researcher has not been confirmed and at 95% confidence level, it can be said that there is no significant relationship between organizational justice and OCB.

Fourth hypothesis

4-There is a relationship between transformational leadership and organizational justice through organizational justice.

H0: There is a relationship between transformational leadership and organizational justice through organizational justice.

H1: There is a relationship between transformational leadership and organizational justice through organizational justice.

Table 5: Results of standard coefficients and t statistics

		Estimated value	t statistics
Direct relationship	Transformational leadership → Organizational justice	1.15	Significant
	OCB → Organizational justice	0.16	Non- Significant
Indirect relationship	Transformational leadership → OCB	1.15×0.16	Significant

According to table (5), indirect relationship of transformational leadership on OCB through organizational justice is first evaluated by the direct effect of transformational leadership on organizational justice and then by the direct effect of organizational justice on OCB. If the direct effects are approved and significant, then the indirect effect can also be confirmed. According to table (7), the indirect effect of transformational leadership on organizational citizenship behavior mediated by organizational justice is equal to 0.18.

Findings of research and analysis of results

The results of the first hypothesis showed that the path coefficient between transformational leadership and OCB is 1/21 and the corresponding t value is 1.41 ≥ 4.14 that according to the t



test, with a critical value of 0.05, at 95% confidence level, the null hypothesis can be rejected. Therefore, the first claim of the researcher can be confirmed and with a 95% confidence level. The results of the second hypothesis showed that the path coefficient between transformational leadership and organizational justice is equal to 1.15 and the corresponding t value is $1.71 < 5.71$, that according to t test with a critical value of 0.05 at 95% confidence level, the Null hypothesis can be rejected.

The results of the third hypothesis showed that the path coefficient between organizational justice and OCB is equal to 0.16 and the corresponding t value is $1.02 > 1.96$, that According to the t test, with a critical value of 0.05, at the 95% confidence level, the null hypothesis cannot be rejected. As a result, the third claim of the researcher has not been approved, and with 95% confidence level, it can be said that, there is no positive relationship between organizational justice and OCB.

The test result of the fourth hypothesis is examined according to the information provided in table. To investigate the mediating role of organizational justice between transformational leadership and OCB, if the direct impact of transformational leadership on organizational justice and the direct effect of organizational justice on OCB are confirmed, the intermediary effect of organizational justice between transformational leadership and OCB will be confirmed. The variable path coefficient of transformational leadership on organizational justice is 1.15 with t value equal to 5.71 and error level of 0.05 and the statistic is significant with confidence of 0.95, and variable path coefficient of organizational justice on OCB is 0.16 with value t equal to 1.02 at the error level equal to 0.05, and the statistic is significant with a confidence level of 0.95. As a result, the intermediary role of organizational justice between transformational leadership and OCB is equal to $1.15 \times 0.16 = 0.18$, and the researcher's claim is not confirmed.

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