



The study of mediator role of job satisfaction in organizational justice and citizenship behavior relationship in one of the Shiraz factories

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ABSTRACT

purpose of this research is study of organizational justice and citizenship behavior relevancy and mediator role of job satisfaction in relationship between these two variables in one of the Shiraz factories workers. In this research, 230 factory workers were selected by stratified random sampling method and Job description index, organizational justice and organizational citizenship behavior questionnaires were used. Data were analyzed by using of Pearson Correlation Coefficient and Multiple regression analysis methods. The results showed that: organizational justice and its dimensions has a positive and significant correlation with citizenship behavior and its dimensions. Correlation Coefficient of organizational justice with citizenship behavior was ($p < 0.0001$, $r = 0.52$). organizational justice and its dimensions has a positive and significant correlation with job satisfaction and its dimensions. Correlation Coefficient of organizational justice with job satisfaction was ($p < 0.0001$, $r = 0.67$). Justice dimensions predict 0.25 variations in citizenship behavior. F value in $p < 0.0001$ level was significant. Justice dimensions can justify 50% of job satisfaction variations and distributive justice with a value of $t = 7.003$ and a significant level of 0.0001 has more predictive power than other justice types. Results of regression between job satisfaction and citizenship behavior analysis showed that satisfaction with supervision predict 0.19% of citizenship behavior variations, which reaches 0.23 by entrance of satisfaction with Income.

Keyword:

organizational citizenship behavior, job satisfaction, organizational justice

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Introduction

In full of competition today's world, if we want to increase the productivity of our work organization, we need to produce more with less human resources, fund and time and space, which the most important factor in increase or decrease of an organization productivity is quality of human resources. (Saatchi, 2003). {2}. The concept of motivation has become very important in recent years, because lack of it is one of the reasons for the loss of efficiency. Many of the organization managers proposed this question that which motivation factor instigates Japanese employees to have a highest productivity, while their production has a very high quality level. However, low income or lack of social privileges are not only reason for inability to motivate, (Gangi, 2004). {7}. When employees recognize the system of reward and payment of salaries fair and believe the payment of salaries is in accordance with skill level, job satisfaction increased. In the same way, people who believe or think policy for the promotion of individuals is based on equity and equality, have more job satisfaction, (Rabnins, Aarabi translation, 2006). {6}. The traditional approach to thinking about a job defines it based on certain tasks of the job but organizational researchers have concluded that some of the staff help to improve their organization efficiency by carrying out responsibilities beyond specified tasks (Mahdad, 2005). {8}.

Organizational citizenship behavior is an individual behavior based on insight and although system rewards don't answer to it directly or implicit but it can elevate organization performance efficiently (Batman & Argan, 1983). {11}. Managers should note that workers do not exhibit organizational extra role behaviors in the vacuum environment, encouragement, stimulation and assessment of the working environment enhances participation in citizenship behaviors both reducing and destroying it. When employees recognize their organization or manager is their supporter and encourager and he/she /it is worried about their peace and health, they are also stimulated and take on responsibilities beyond the roles. {16} Five dimensions proposed for organizational citizenship behavior: altruism, loyalty, modesty, chivalry and citizenship honesty {25}. Employees tend to respond appropriately to those who are grateful to them. Therefore, if job satisfaction is high, the person may be excited to compensate it by carrying out helpful behaviors and organizational citizenship behavior forms in this way. {11}

Optimal utilization of staff's abilities is one of initial purposes of any organization which creating satisfaction with employees has fundamental role in achieving it. Employees satisfaction is important in human resource issues and pay attention to it has undeniable effect on of organization's staff efficiency. {1} Meta-analysis of Argan and Ryan describes organizational citizenship behavior and job satisfaction positive relationship with social exchange theory and opposite custom. Workers who are satisfied with their job are doing their tasks and responsibilities beyond the role of the organization for their commitment and responsibility to the organization. Job satisfaction reflects the positive and negative feelings and attitudes we have about our job, which is dependent on a large number of work-related factors. {8} An important aspect of the

supranational behavior that has been drawn to cultural research is organizational justice, focusing on the implications and organizational returns in a fair way creates a useful relationship between the worker and the organization in every part of the world. {24} The research carried out in Isfahan shows that there is a stronger relationship between organizational justice and efficiency in terms of salaries and efficiency. {1} According to the theory of equality, if a person feels justice and equality, he tries to do more to achieve more and, in the same way, forms citizenship behavior in his person. {28}

Organizational justice is a variable in the description of justice related to job success. It should be proposed in organizational justice, what methods should be treated with employees in order to feel that they are treated fairly. {20}

Organizational justice consists of three fields include: Distributive justice: mention the fairness of the consequences and the results that employees receive. {20}. Procedural justice: explains the fairness of the methods used to determine the outcomes and results that employees receive {17}. Interactional justice: refers to a fair treatment applied to an employed person in the form of officially approved procedures {5}. Therefore, if managers want to and wish to increase job satisfaction and organizational commitments, they need to be aware of the importance of organizational justice and organizational justice must be a part of the organization's culture. {18}

Budget and financial constraints are often out of control of management, but it is possible for managers to establish a two-way relationship that causes people perceive justice. Also, inequities and injustices perceived by employees are an important phenomenon in organizations that can have bad effects.

Goals

Considering the above, the general purpose of the present study is to understand the relationship between organizational justice with organizational citizenship behavior and mediator role of the job satisfaction in the relationship between these two variables.

History

In recent decades, several studies have been conducted on organizational citizenship behavior, which are referred to some of them.

In a study to clarify the progress of organizational citizenship behavior in Taiwan, the results showed that the variables of job satisfaction, procedural justice, supervisor support and occupational attachment have a significant impact on organizational citizenship behavior. {12} Research also shows that people's tendency to develop citizenship behaviors is closely related to the level of employee perception of his/her proportion to the organization, as well as the support of the leader, the implementation of justice in the rewards allocation and job satisfaction. {21} Organ1994 {22}; Lingl Wargan1995 {19}; Podskoff, Mackenzie, Bachrach 2000 {26}; Payne and webber 2006 {27}; Shokrkon, Naami 2001 {3}; Mahdad & Boojarian, quoted by Mahdad 2005 {8}, researches confirm job satisfaction and organizational citizenship behaviors relationships. Research by Lord and his colleagues (1989), O'Reilly and Poverf (1989) confirms that employees' motivation and their job satisfaction are

reduced by lower ratio of income to outcome (quoted by Moghaddamipoor, 2003) {9} Spector et al, in their studies,proposed a close relationship between distributive justice and satisfaction with result, trust, job satisfaction, and emotional commitment (quoted by Nowakowski, Conlon 2005) {13}. McFarlane and Sweeney (1992), with their research, showed that procedural and distributive justice were linked to the satisfaction with salaries and work. Calquette and his colleagues in their research, referred to the close relationship of distributive justice with job satisfaction(quoted by Nowakowski, Conlon, 2005) {13}. A study on nurses' job satisfaction showed that the more fair the amount of income, the higher the job satisfaction (Dunn, Wilson & Esterman, 2005) {14}. Research conducted by Naami and Shokrkon showed that there is a relationship between organizational justice and its various dimensions with job satisfaction (Shokrkon, Naami, 2003). {4}

The research carried out by Tepper et al. Also confirms the multiple relationships between justice and organizational citizenship behaviors (Tepper, Lockhart & Hoobler, 2001). {30} Ohio's study also shows that organizational justice and citizenship behavior are closely related (Eskew, 2005). {15} A study was conducted among hospital staff that examined employees' perceptions of procedural justice, interactive justice, bilateral commitment, occupational scope, and citizenship behavior, indicating that there was direct positive correlation between the procedural justice and interactive justice with citizenship behavior (Shapiro, Kessler & Purcell, 2004). {29} A study on two companies in the west of America showed the relationship between organizational justice and citizenship behavior stemming from equality theory and other social relationships ideas. The results of this research showed that interactive justice is related to dimensions of organizational citizenship behavior (Moorman, 1991). {20}

Research questions

- 1)Is positive relationship between organizational justice and its trinary dimensions with citizenship behavior and its five dimensions?
- 2)Is positive relationship between organizational justice and its trinary dimensions with job satisfaction and its five dimensions?
- 3)Can dimensions of organizational justice (distributive justice, procedural justice, interactive justice) predict values of organizational citizenship behavior?
- 4)Can dimensions of organizational justice (distributive justice, procedural justice, interactive justice) predict values of job satisfaction?
- 5)Can dimensions of job satisfaction (work satisfaction, supervisor satisfaction, co-worker satisfaction, income satisfaction and promotion satisfaction) predict values of organizational citizenship behavior?

Method

Society and statistical sample : statistical society in this research consists of 1600 workers of one Shiraz factory. Number of sample people was 230, that have been selected by stratified random sampling method.

Data gathering tools

citizenship behavior questionnaire : this questionnaire has built by Podsakoff, Mackenzie, Moorman and Fetter (1990) {25} and translated by Naami and Shokrkon (2001) {3}. This questionnaire which is completed by supervisor

includes 24 substrates and evaluates 5 fields related to citizenship behavior of employees. Previous researches gained reliability coefficient of various fields by Cronbach's alpha method that is calculated 0.83 for loyalty, 0.81 for altruism, 0.87 for chivalry, 0.77 for citizenship virtue and 0.90 for total citizenship behavior, validity of citizenship behavior questionnaire had been 0.59 (Naami, 2002). {10} Gained reliability coefficients and validity in this research are presented in Table 1.

Table 1 : Gained reliability coefficients and validity in this research from citizenship behavior questionnaire

Citizenship behavior fields	Reliability coefficients	Validity coefficients
	Cronbach's alpha	Creating correlation with crediting questions
Loyalty	0.87	0.57
Modesty	0.79	0.66
altruism	0.85	0.57
Chivalry	0.84	0.61
Citizenship virtue	0.77	0.61
total citizenship behavior	0.94	0.83

Organizational justice questionnaire :

this questionnaire is built by Neihof and Moorman (1993) and it has prepared to use in Persian by Naami and Shokrkon (2002) . This questionnaire consists of three field: (distributive justice, procedural justice, interactive justice) , gained reliability coefficients by Cronbach's alpha method have been 0.85 for total organizational justice, 0.78 for distributive justice, 0.82 for procedural justice and 0.64 for interactive justice. Also validity coefficients are calculated 0.42 for total organizational justice ,0.46 for distributive justice , 0.57 for procedural justice, 0.40 for interactive justice (Naami,Shokrkon,2006) {5}. Gained reliability coefficients by Cronbach's alpha method in this research have been 0.95 for total organizational justice, 0.81 for distributive justice, 0.86 for procedural justice and 0.94 for interactive justice.

Job satisfaction questionnaire JDI:

this questionnaire codified by Smitt, Kendal and Hyolin (1969) and in Iran in 1990 translated, edited and be used by Roshdy with Shokrkon guidance. this questionnaire has 72 questions. Five dimrnsons of job satisfaction are: work satisfaction, supervisor satisfaction, co-worker satisfaction, income satisfaction and promotion satisfaction (Naami, 2001) {10}. reliability coefficients of this questionnaire in previous researches obtained 0.79 for total work satisfaction, 0.87 for work satisfaction, 0.79 for supervisor satisfaction, 0.62 for income satisfaction, 0.60 for promotion satisfaction and 0.90 for co-worker satisfaction. Validity coefficients by using of related 15-degree scales are calculated 0.40 for total work satisfaction,0.43 for work satisfaction, 0.47 for supervisor satisfaction, 0.42 for income satisfaction, 0.40 for promotion satisfaction and 0.45 for co-worker satisfaction (Naami, 2002) {10} Reliability coefficients by Cronbach's alpha method in this research have been 0.91 for total work satisfaction, 0.73 for work satisfaction, 0.87 for supervisor satisfaction, 0.77 for income satisfaction, 0.74 for promotion satisfaction and 0.88 for co-worker satisfaction.

Statistical data analysis methods :

Data analysis was done by statistical Pearson Correlation methods and Multiple regression analysis with

simultaneous, stepwise and hierarchical login method, also SPSS software had been used to data analysis.

Research questions test findings

First question test

Table 2: results of Correlation Coefficients between organizational justice and its ternary dimensions with citizenship behavior and its five dimensions

variable	citizenship behavior		loyalty		modesty		altruism		Chivalry		Citizenship virtue	
	r	P	r	P	r	P	r	P	r	P	r	P
total organizational justice	0.52	0.0001	0.43	0.0001	0.49	0.0001	0.43	0.0001	0.36	0.0001	0.37	0.0001
distributive justice	0.36	0.0001	0.31	0.0001	0.37	0.0001	0.33	0.0001	0.26	0.0001	0.21	0.0001
procedural justice	0.47	0.0001	0.39	0.0001	0.45	0.0001	0.39	0.0001	0.31	0.0001	0.34	0.0001
interactive justice	0.52	0.0001	0.42	0.0001	0.46	0.0001	0.41	0.0001	0.37	0.0001	0.39	0.0001

Table 2 explores the first question of the research that there is a significant relationship between organizational justice and citizenship behavior and its dimensions. Based on the results of the table, between total organizational justice with

the citizenship behavior there is a positive relationship of 0.52 in a significant level of 0.0001

Also, dimensions of organizational justice with the dimensions of citizenship behavior are significantly and positively correlated.

Second question test:

Table3: results of Correlation Coefficients between organizational justice and its ternary dimensions with job satisfaction and its five dimensions

variable	Job satisfaction		work satisfaction		supervisor satisfaction		income satisfaction		promotion satisfaction		co-worker satisfaction	
	r	P	r	P	r	P	r	P	r	P	r	P
total organizational justice	0.67	0.0001	0.46	0.0001	0.55	0.0001	0.31	0.0001	0.54	0.0001	0.45	0.0001
distributive justice	0.63	0.0001	0.56	0.0001	0.37	0.0001	0.44	0.0001	0.52	0.0001	0.33	0.0001
procedural justice	0.59	0.0001	0.38	0.0001	0.51	0.0001	0.26	0.0001	0.48	0.0001	0.40	0.0001
interactive justice	0.61	0.0001	0.36	0.0001	0.52	0.0001	0.26	0.0001	0.48	0.0001	0.47	0.0001

Table 3 reviews the second question of the research that there is a significant relationship between organizational justice and job satisfaction and its dimensions. Based on the results of the table, total organizational justice with job satisfaction has a positive correlation of 0.67 and a

significant level of 0.0001

Also, organizational justice has a positive and significant correlation with job satisfaction and its dimensions.

Dimensions of justice (procedural justice, distributive justice, and interactive justice) have a positive and significant relationship with job satisfaction and its five dimensions.

Third question test

Table 4 : Results of organizational justice dimensions regression with citizenship behavior analysis by hierarchical method

Predictive variables	R	R ²	F	Significant level	Regression coefficients	β	B	t	Significant level
procedural justice	0.44	0.20	57.15	0.0001	68.091	0.448	1.32	7.56	0.0001
procedural justice	0.46	0.21	30.56	0.0001	65.751	0.366	1.007	4.95	0.0001
distributive justice						0.136	0.523	1.84	0.067
procedural justice	0.50	0.25	25.17	0.0001	63.747	0.060	0.166	0.524	0.60
distributive justice						0.105	0.401	1.441	0.15
interactive justice						0.379	0.659	3.397	0.001

As can be seen in Table 4, in the first stage, procedural justice has a correlation coefficient of 0.44 with citizenship behavior, which according to F is at a significant level of 0.0001 and according to t, which is at a significant level of 0.0001, this variable can explain 20% of changes in

citizenship behavior lonely. In the next stage, with the inclusion of the distribution variable, the correlation with the citizenship behavior reaches 0.46 and these two variables together explain 21% of the behavioral variance. The value of F at this stage is at a significant level of 0.0001, the value of t indicates that distributive justice can

not predict the citizenship behavior variable lonely. However, the t value for justice is 49.5, which is at significant level of 0.0001, so at this stage, procedural justice variable is able to predict some values of citizenship behavior. By entering the variable of interactional justice, the correlation of levels of justice with citizenship behavior

reaches 0.50 and according to F, which is at significant level of 0.0001, organizational justice levels can justify 25% of changes in citizenship behavior that interactional justice with the value of $t = 3.39$, which is at significant level of 0.001, can predict changes in citizenship behavior lonely.

Fourth question test :

Table5. Results of organizational justice dimensions regression with job satisfaction analysis by simultaneous login method

Predictive variables	R	R ²	F	Significant level	Regression coefficients	β	B	t	Significant level
procedural justice	0.70	0.50	75.94	0.0001	34.582	0.415	3.315	7.003	0.0001
distributive justice						0.101	0.576	1.074	0.284
interactive justice						0.289	1.03	3.172	0.002

Table 5 studies the quadrant question that predicts the amount of changes in job satisfaction through organizational justice, according to the table results, the organizational justice dimensions have correlation coefficient of 0.70 with job satisfaction and according to F that is 75.94 and it is at significant level of 0.0001, so these variables can justify

50% of variations in job satisfaction and the value of t indicates that distributive justice with respect to the value of $t = 7.003$ and at a significant level of 0.0001 has a more predictable power than any type of justice.

Fifth question test :

Table 6 : Results of job satisfaction regression with citizenship behavior analysis by stepwise method

Predictive variables	R	R ²	F	Significant level	Regression coefficients	β	B	t	Significant level
Supervisor satisfaction	0.436	0.19	53.62	0.0001	67.50	0.43	0.586	7.32	0.0001

Step 1: As you can see, in the first step, the variable with the highest correlation coefficient with the criterion variable is 0.436. This variable justifies 19% of the variation of the criterion variable and given that the value of F is 53.63 and it is at significant level of 0.0001, then this variable can predict the criterion variable.

Considering that the value of t is 7.32 and it is at significant

level of 0.0001, this variable can predict citizenship behavior lonely and by control of other variables.

Step Two: In this section, the effect of the first variable (supervisor satisfaction) is eliminated from the multiple correlation between the predictive and criterion variables, and the partial correlation coefficient between the remaining predictive variables is measured by criterion variable.

Table 7 : Results of partial correlation coefficients of remaining independent variables with citizenship behavior

Remaining variables	β	t	significant level	partial correlation coefficient
Job satisfaction	0.166	2.69	0.008	0.176
Co-workers satisfaction	0.042	0.575	0.566	0.038
Income satisfaction	0.219	3.768	0.0001	0.243
Promotion satisfaction	0.191	3.008	0.003	0.196

As can be seen, among the remaining predictive variables, the income satisfaction variable has the highest beta and also has the highest amount of correlation coefficient with

the dependent variable, so in the second step, this variable enters into the regression equation. Table7 shows the second step of regression analysis.

Table 8 : Results of second step of job satisfaction regression with citizenship behavior analysis

Predictive variables	R	R ²	F	Significant level	Regression coefficients	β	B	t	Significant level
Supervisor satisfaction	0.488	0.238	35.462	0.0001	65.133	0.415	0.577	7.129	0.0001
Income satisfaction						0.219	0.593	3.768	0.0001

As can be seen, in the second step, two selected variables justify 23% of the variations of the criterion variable, and since the value of F is significant, they can be entered into the regression equation. The beta value for the supervisor satisfaction variable is more than the income satisfaction, and with respect to the value of t, both variables are able to predict values of the citizenship behavior lonely and by

control of other variables.

Third Step: At this stage, none of the remaining independent variables had a significant t value, and their partial correlation coefficients with the dependent variable were not significant. Therefore, stepwise regression was stopped at the previous stage.

Discussion and conclusion

This research was conducted with the main purpose of

investigating the relationship between organizational justice with organizational citizenship behavior and the mediator role of job satisfaction in this relationship. Organizational citizenship behavior is beyond the official role and duty of employees which is voluntary and helps co-workers, supervisors, and the organization. Obviously, if a number of employees of the organization show such behavior, they will help to their organization a lot. The results of question 1 support this issue that there is a positive and significant relationship between organizational justice and its dimensions with citizenship behavior and its dimensions. According to the theory of equality, these results indicate that people's performance is rising in the presence of justice, and individuals following a fair outcome, respond positively and individuals perception of justice affects on manifestation of behaviors beyond the determined duties. The findings of this question test are in line with the findings of Moorman (1991) {20}, Organ (1994) {22}, Tepper et al. (2001) {30}, Shapiro et al. (2004) {29}. The results of question 2 showed that there is positive and significant relationship between organizational justice and its dimensions, with job satisfaction and its dimensions, and this is in agreement with the findings of the research conducted by Lord and his colleagues in 1989 as well as Oorily and Poofer in 1989 (quoted by moghaddampoor, 2003) {9}, Spector et al. (quoted by Nowakowski, Conlon, 2005) {13}, Mcfarlin and Sooini in 1992 quoted by Pillai et al. (2001) {24}, Colkuit et al; 2001 (quoted by Nowakowski, Conlon, 2005) {13}, Dunn et al. (2005) {14}, Shokrkon, Naami (2004) {4}.

The results of question 3 showed that according to the order of entry of variables, the procedural justice at the beginning had a high significant level and was able to predict the values of citizenship behavior lonely, but with the inclusion of interactive justice, the procedural justice was eliminated from equation Regression equation. So, at this stage, interactive justice was introduced as a predictor of citizenship behavior. The results of this question are in perfect agreement with the studies by Steve, Richard, and Mohammed (2002) {28}, as well as the studies by Shapiro and colleagues (2004) {29}, and Moorman (1991) {20}.

The results of question 4 showed that the dimensions of justice can predict some values of job satisfaction, while the dimensions of distributive justice have a higher predictive power. The findings from this test are in line with researches of Spector et al. (quoted by Nowakowski, Conlon, 2005) {13}, Mcfarlin and Sooini in 1992 quoted by Pillai et al. (2001) {24}, Colkuit et al; 2001 (quoted by Nowakowski, Conlon, 2005) {13}, Dunn et al. (2005) {14}.

The results of question 5 showed that, among the dimensions of job satisfaction, the variables of supervisor satisfaction and income satisfaction of were able to predict some values of citizenship behavior. Some researches that are in line with this result are researches of Shapiro et al. (2004) {29}, Netemeyer et al. (1997) {21}, (Organ and Koonoski, 1989; Faar, Podsakoff, Organ, 1990; Moorman, 1990; quoted by Organ, 1994) {22}, Steve, Mohammed, Richard (2002) {28}, Chen.Hsu,chu (2005) {12}.

Several studies have shown that job satisfaction and organizational justice are considered as a predictor for organizational citizenship behavior. Regarding the fact that

job satisfaction affects organizational variables such as delay, absence, quitting, poor quality production and etc. and due to the relationship between organizational justice and job satisfaction, managers should try to implement types of justice in the organization.

Justice in organizations should not just become a slogan, but should be implemented in practice. Employees who feel they are treated fairly are trying to compensate for it, and they carry out their task in the best way, and by doing extra role tasks help to their organization's productivity.

Obviously, the productivity of each organization will in turn contribute to national productivity and the survival of each country.

It is suggested in this area:

1) Managers offer tutoring classes to supervisors on organizational citizenship behavior.

2) Managers encourage individuals to manifest citizenship behavior through employee participation and flexibility in supervision methods.

3) In long-term planning, they use a comprehensive performance evaluation system to establish distributive justice.

Managers utilize procedural justice and interactive justice that the economic cost of their implementation is low.

In crises where the organization has to reduce costs or delay pay salaries, explain the reasons for these actions and the length of time these actions take, for staff with a good deal and appropriate interactions, in order to people work in organization with trust, satisfaction and more motivation and behave beyond their roles.

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