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The effect of organizational justice on OCB Mediating role of Organizational Identification

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ABSTRACT

Organizational justice is a variable that predicts a lot of organizational variables such as organizational citizenship behavior (OCB) and plays an important role in its improvement. In today's competitive world, organizations cannot survive for a long-term period of time without employees' voluntary intention to cooperate and adopt the organizational responsibilities, commitment, and mutual trust. They need behaviors beyond the organizational expectations and does not exist in written job description but ensure the organizational survival. Thus, managers should be sensitive to development and reinforce this organizational variable. Since, the purpose of this study is to investigate the effect of organizational justice on OCB through mediation of organizational identification as well as moderation of psychological contract. To do this, a sample size of 84 was estimated using Cochran's formula, and finally, 90 questionnaires were collected from the employees of Agriculture Jihad department of Gonbad-e-Kavoos. Cronbach's alpha for all the measures was greater than .70 and confirmatory factor analysis confirmed the questionnaire's construct validity. Structural equation modeling and hierarchical regression were used to test the hypotheses. Research results indicated that organizational identification fully mediated the relationship between interactional justice and OCB; partially mediated the relationship between distributive justice and OCB, but the mediating role of organizational identification in the relationship between procedural justice and OCB was not confirmed. Furthermore, it was determined that the positive relationship between organizational identification and OCB was moderated by psychological contracts so that this positive relationship is stronger when transactional and relational contracts are high.

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Introduction

Challenges of global competition have highlighted the importance of concepts such as innovation and flexibility in response to environmental changes. The organizations are to seek a way for creating sustainable competitive advantage. Human resource is the most critical factor for creating this advantage and cannot be easily imitated by competitors (Erkutlu, 2011). The way in which managers treat the employees may affect their ideas and work behaviors. Organizational justice has attracted much attention in human and social researches and has many outcomes on employees and for organizations. Organizational justice had been a popular research agenda during the recent three decades (Nadiri and Tanova, 2010; Cheung, 2013; Erkutlu, 2011). It is very important to study the organizational justice because if employees perceive their organization is just probably act in a high level of job performance, job satisfaction, organizational commitment, and organizational citizenship behavior (OCB) (Konovsky and Pugh, 1994; Nadiri and Tanova, 2010; Colquitt et al., 2001; Cohen-Charash and Spector, 2001; Crew et al., 2012; Sun et al., 2013).

Amongst the outcomes of organizational justice, OCB is a hot research topic (Karriker and Williams, 2009). Organ (1988) has stipulated that employees respond to justice or injustice with increasing or decreasing the OCB. Thus, decreasing such behaviors may be in response to injustice. If the employees don't perceive organizational justice, they do not exert the OCB even if the managers try to fulfill their satisfaction (Nadiri and Tanova,

2010). Investigating the effect of organizational justice on OCB is important for this reason that it is necessary for leaders to follow the organizational justice rules before they come to motivate their employees for behaving in a voluntary manner.

The employees' cooperation, favor, self-devotion, and extra efforts are needed for organizations to be effective and these voluntary efforts are useful for organization's survival. Although the organizations are aware of importance of OCB, researches on OCB are very fragmented and incomplete (Wang and Wong, 2011). Therefore, after a thorough review of existing literature, Organ et al. (2006) suggested that the future researches should provide evidences for the relationship between OCB and its antecedents, create various conceptual models, and identify the mechanisms for improving the OCB.

Many researches have been conducted for investigating the effect of organizational justice on OCB (e.g.; Organ and Moorman, 1993; Podsakoff et al., 2000), but few ones have investigated the effect of organizational identification and psychological contracts (Choi et al., 2014). For now, few variables have been considered as mediators in the relationship between organizational justice and OCB such as perceived organizational support (Moorman et al, 1998), trust (Konovsky and Pugh, 1994), leader-member exchange (Karriker and Williams, 2009), and organizational identification (Olkkonen and Lipponen, 2006). Thus, it seems to be necessary to identify the various mediator variables in the relationship between organizational justice and OCB in order to clarify the

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mechanism through which the organizational justice facilitates the OCB. The purpose of this study is to fulfill this gap in OCB literature by investigating the mediating role of organizational identification in the relationship between organizational justice and OCB as well as the moderating role of psychological contract on the relationship between organizational identification and OCB. It is expected to be different the relationship between organizational identification and OCB given the level of employees' psychological contract. If employees have a transactional contract which is based on an economic relationship may not be actively engaged in OCB, and conversely, if they act based on a relational contract lying in a social exchange relationship may be more engaged in OCB (Choi et al., 2014).

Furthermore, given this fact that most of researches on OCB have done in western countries and with their special culture, it seems to be necessary to conduct a research in local organizations with Iranian culture in order to complement the previous researches. In addition, researchers have pointed out not only the OCB may be different in the context of different countries, but also may be different amongst different industries and organizations of a single society (Farh et al., 2004; Lin et al., 2008). Bond et al. (1982) and Leung and Bond (1984) have systematically investigated the distributive aspects of reward allocation in China, Japan, Korea, and United States and reported that people of a collectivistic culture use different norms of equity and equality rule compared to those of individualistic one. To see whether the organizational environment is just, Chinese workers emphasize on the quality of interpersonal relationships with their supervisors instead of emphasizing on equal rewards. Hence, Chinese employees may perceive the organization is just when they are compensated by gaining access to sensitive information even if they receive fewer rewards.

Previous researches indicated that some forms of justice have a stronger effect on OCB. For example, Moorman (1991) found that the interactional justice is the best predictor of OCB. Other studies found that the procedural justice is a better predictor of OCB than the distributive justice (Konovsky and Pugh, 1994). In this study, we investigated the effect of all three types of justice (distributive, interactional, and procedural) on OCB considering the mediating role of organizational identification. In addition, we considered the transactional and relational psychological contract as moderators of the relationship between organizational identification and OCB according to the theories of social transaction and organizational identification.

Literature review

Organizational justice

Justice is a core value in organizations (Konovsky, 2000) and many researches have concentrated on this concept during three recent decades (Colquitt et al., 2001). Organizational justice is a theoretical concept in relation to the fact that how the employees have been treated in the organization. Researches on the organizational justice have often considered three types of distributive, procedural, and interactional (Colquitt, 2001). Distributive justice is concerned with the employees' evaluation of organizational rewards in return to their contributions (Greenberg, 1990). Distributive justice exists when the distribution of things such as wages, compensation, and rewards fulfills the employees' expectations in terms of their inputs (Yilmaz and Tasdan, 2009). Procedural justice means the perception of justice in decision-making process (Yilmaz and Tasdan, 2009). Researches on procedural justice emphasize on

peoples' attention and interest to decision-making processes (Ghosh et al., 2014). According to Konovsky (2000), procedural justice is relating to the method of making decision on the organizational distributions. Procedural justice depends on employees' evaluation of procedures and methods of making decision on themselves and the others. These procedures consist of performance appraisal, rewards, promotion, and other organizational opportunities. In the words of some researchers, procedural justice is important because of its effect on the distributive justice (Lind and Tyler, 1988). Based on this statement, the procedural justice is valuable for this reason that eventually leads to the desired outcomes (Lipponen et al., 2004). Beyond the distributive and procedural justice, Bies and Moag (1986) suggested another type of justice called interactional justice which has been recently considered as a form of procedural justice. Interactional justice refers to the quality of interpersonal processes and how to dealing with people (Colquitt, 2001). This dimension of justice refers to the human part of organizational activities such as relational aspects like propriety, honesty, and respect. The structure of interactional justice is made up of four criteria as follows (Bies and Moag, 1986): 1) justification which means that the leaders should provide adequate explanations for decisions; 2) truthfulness which means that the explanations should be honest and fair; 3) respect which means that the subordinates should be treated with respect and dignity; and 4) propriety which means that the leaders should refuse from discriminatory or inappropriate remarks. According to this typology of organizational justice, respect and propriety are categorized as interpersonal justice, and justification and truthfulness are categorized as informational justice (Colquitt et al., 2001).

The employees' perceptions of organizational justice (procedural, distributive, and interactional) may have a significant effect on desired behaviors and attitudes to the organization. A meta-analysis study on the effects of organizational justice indicated that all the aspects of organizational justice have a significant effect on employees job satisfaction, organizational commitment, organizational trust, and job performance (Cohen-Charash and Spector, 2001; Colquitt et al., 2001).

Organizational identification

In comparison with psychological variables such as ability, job satisfaction, and work motivations which are relating to work behaviors, organizational identification have attracted a little attention as a unique research topic (Riketta, 2005). Many definitions are provided for organizational identification, and most of them, conceptualize the organizational identification as a cognitive construct which is especially based on the adaptation of individual and organizational values (Pratt, 1998; Stengel, 1987). Organizational identification means the belongingness or incorporation with the organization (Ashford and Mael, 1989). Van knippenberg (2000) have also suggested that the organizational identification is the feeling of incorporation with the organization and cause the people to consider the organization's goals and perspectives as their own goals which eventually improves the work motivations and performance. Organizational identification has important outcomes for organizational behaviors and overall effectiveness of the organization and is associated with internalization of organization values (Ashford and Mael, 1989) and improving the internal integration, cooperation, and altruism (Dukerich et al., 2002). Social transaction between the organization and its employees play an important role in determining the employees' ideas and behaviors (Konovsky and Pugh, 1994). For example, if

employees have a well-qualified social transaction with the organization (which is defined with elements such as mutual trust and unconditional commitment) behave in a good manner toward the organization (Van Dyne et al., 1994). Thus, a well-qualified social transaction may result in organizational identification. The identification model of Dutton et al. (1994) illustrates the two-stage mechanism through which the employees imagine the organization's identity and the extent to which they identify with it. The first stage is based on their beliefs about the organization's identity (evaluating the similarity and belongingness), and the second, is based on its external image or reputation (identifying with the organization if it is perceived positive).

Organizational identification has two dimensions: pride and respect. Pride refers to the employees' evaluation of the goodness of organization's situation compared to other organizations and respect reflects the employees' beliefs of how the organization treats with them (Tyler, 1999). The pride dimension refers to perceived external image or construed external prestige i.e. the window through which the outsiders look at their organization (Mael and Ashforth, 1992). The employees are intended to pride to their membership which is a positive light in the eyes of outsiders and basking in its reflected glory (Epitropaki and Martin, 2005).

Organizational citizenship behavior

Smith et al. (1983) introduced the concept of OCB and defined them as voluntary behaviors beyond the formal roles with intent to help the others or show the conscience towards the organization. Afterwards, Organ (1988) defined the OCB as follows: the individual voluntary behaviors which are not recognized directly and explicitly by formal reward system, but improve the overall effective performance of organization. OCB means a voluntary extra-role behavior in favor of the organization (Dick et al., 2006). Related studies indicate the organizations that their employees exert OCB have higher levels of performance than of the others have (Padsakoff et al., 2000; Bolino and Turnley, 2003).

Organ (1988) has introduced five dimensions for OCB which are explained in the following: 1) altruism which is a voluntary behavior in order to help the others do their jobs or overcome their problems; 2) conscientiousness which is a certain type of voluntary behaviors beyond the minimum requirements of the role; 3) sportsmanship which means the tolerance and forgiveness in difficult and critical situations without complaint; 4) courtesy consisting of cooperating with others, avoiding tensions and work problems, informing the co-workers proactively; and 5) civic virtue i.e. participation in the organizational life and providing an appropriate image of organization. Identifying the environmental opportunities and threats even with personal cost is one type of these behaviors. One of the most important methods of measuring the OCB is the five dimensions proposed by Organ (1988) and the other is the two dimensions proposed by Williams and Anderson (1991) including the OCB-I and OCB-O. Masterson et al. (2000) have considered three dimensions of magnanimity, propriety, and civic virtue as the OCB for organization, and altruism and conscience as the OCB for Individuals.

Psychological contract

Psychological contract refers to a set of un-written rules about the expectations of one partner from the other parties (Robinson, 1996; Robinson and Morrison, 2000) and may include a set of issues such as promotion opportunities, education and development, and decision-making responsibility (Turnley and Feldman, 2000). Psychological contract refers to

employees' opinions about mutual commitments or mutual interaction contract between them and their organizations (Rousseau, 1989). In another definition, psychological contract includes the obligations perceived to be owed to employees by the organization, and in return, those perceived to be owed to organization by employees (Turnley et al., 2003). Psychological contract is a form of social interaction relationship which is created between the organization and employees and is applied as an important structure for understanding the employees' relations in the organization (Shore and Tetrick, 1994). In fact, psychological contract provides a useful framework for identifying the relation between the organization and employees' behaviors. A key element of psychological contract is the employees' opinions about whether the organization accomplishes its obligations and if employees feel the organization is failed in doing its obligations they may violate the psychological contract (Robinson and Rousseau, 1994). The violation of psychological contract may be in the form of reduced loyalty (reducing the number of extra-role behaviors or OCB), absenteeism, excessive delays, and less attention to quality (Turnley and Feldman, 1999).

Two types of psychological contract have been identified till now: transactional contract and relational contract (Rousseau, 1990). transactional contract consists of economic transactions between the employer and employees in a specific period of time with a short-term orientation. Relational contract is often based on social and emotional transactions which are unlimited and not bounded to a specified period of time (Richard et al., 2009). Rousseau (1990) has suggested that relational contract results in employees' loyalty and long-term employment relationship.

Organizational justice and organizational identification

Organizational justice may be a predictor of organizational identification (Olkkonen and Lipponen, 2006). If employees perceive the organization treats with them fairly their self-esteem and trust to organization may be increased. This in turn helps to improve the loyalty and commitment to group and organization and increase the organizational identification (Jerusalem and Hsusdorf, 2006). If the organization is perceived just the employees more engage in their work and organization (Cheung and Law, 2008).

If the organization provides fair and reasonable rewards for employees based on their efforts they feel that the organization is trustable and their relationship is based on mutual commitment. On this basis, employees perceive the distributive justice and may strongly intent to be a member of organization. In addition, if organizations fairly implement the decisions employees perceive that their organization is legal and trustable. Thus, employees pride for working in such organization and identify themselves with their organization. Theories of social identity (Ashford and Mael, 1989; Blader, 2007) suggest that organizations with high levels of procedural justice transfer a symbolic meaning to their employees about their value and should be respected which in turn leads them to identify themselves with their organizations. If the level of procedural justice is high perceive that organization treat them with respect, so that will result in emotional attachment to their organization (Masterson et al., 2000). Therefore, we propose that:

H1: employees' perception of distributive, procedural, and interactional justice is positively related to their organizational identification.

Mediating role of organizational identification

When employees find the feedbacks about their efforts and outcomes are desirable they receive this signal that they are valuable to their groups and consequently involve in OCB in

order to maintain their positive status in the group. In fact, the OCB could be reciprocity in return to desirable outcomes (Sun et al., 2013). Dick et al. (2006) utilized the social identity perspective to show that the organizational identification is an important predictor of OCB. Theory of social identity as a framework for understanding the relationship between organizational identification and OCB suggest that: 1) people try to make a positive self-concept; and 2) peoples' identity somewhat depends on their membership in social groups. For example, membership in an organization responses to this question that who I am and help to self-definition. Theory of social identity proposes that identification of organization members is related to their opinions and behaviors (Tajfel and Turner, 1979).

Those people who identify themselves with their organizations more engage in OCB (Dick et al., 2006). The more the employees identify themselves with their organization the more consider the organization benefits and act in line with collective interests, so that exert extra-role behaviors. If organization provides fair rewards for employees, implements fair procedures, and treats employees with respect, helps them to find self-concept and decide whether to identify with their organization (Choi et al., 2014). On the other hand, those employees who identify themselves with their organization consider its interests like their own interests because of finding their social identity (Ashford and Mael, 1989; Van Knippenberg, 2000). Thus, they are motivated to behave in line with organization's interests voluntarily (Dick et al., 2006). Therefore, we propose that:

H2: organizational identification is a mediator of the relationship between distributive, procedural, and interactional justice and OCB.

Moderating role of psychological contracts

Considering the features of relational and interactional contracts, we propose that the relationship between organizational identification and OCB differs amongst different employees and its intensity depends on their psychological contract, because perceived social norms may be different given the tasks (commitments). Although employees internalize the social norms and values through identifying themselves with their organization, employees with high levels of transactional contract probably less engage in OCB as a task because their norms and values are based on a limited economic interaction. In contrast, if employees have a high level of relational contract they probably engage in extra-role behaviors which are not formal and mandatory (Choi et al., 2014). Employees with transactional contract probably have a mutual short-term norm (Robinson and Morrison, 1995). Thus, their obligations to organization are limited and include items such as formal work roles, efforts in return to organizational rewards, and etc. Thus, employees are expected to concentrate on their works and duties and implement their expertise in their work field. But employees with high levels of relational contract have extensive social norms and may of the opinion that things such as job security, appropriate work relations, challenging work, and development opportunities are the organizations' task toward their employees. Thus, the employees with high levels of relational contract are respected to behave in a voluntary manner (Robinson and Morrison, 1995). Therefore, we propose that:

H3: transactional contract negatively moderates the relationship between organizational identification and organizational citizenship behavior.

H4: relational contract positively moderates the relationship between organizational identification and organizational citizenship behavior.

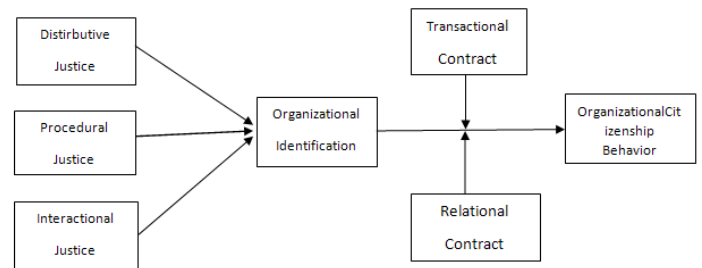


Fig 1. The research model

Research method

This study is applied in terms of purpose and is survey-analytical in terms of method which is accomplished using the structural equation modeling technique. The statistical population is comprised of 106 employees of Agriculture Jihad department of Gonbad-e-Kavoos. The sample size was 84 which is obtained from the Cochran's formula for limited population. 95 questionnaires were distributed randomly and 90 ones were returned and used for latter analyses.

The standard measures of previous studies were used to measure the variables of current study. Face and content validity of questionnaire were confirmed by obtaining the opinions of management experts. 10 items adopted from Niehoff and Moorman (1993) were used to measure the organizational justice (the items number 1 to 3 were related to distributional justice, 4 to 6 related to procedural justice, and 7 to 10 related to interactional justice). An 8-item measure adopted from Organ (1988) was used to measure the OCB and its three dimensions. 5 items of psychological contract were adopted from Robinson et al. (1994) representing for two dimensions of relational and transactional contract. Organizational identification and its two dimensions were measured by using the 6 items of Tyler (1999). The construct validity was evaluated and confirmed through conducting a confirmatory factor analysis in AMOS software results of which can be seen in table 2. The questionnaire reliability was evaluated by Cronbach's alpha which is shown in table 1. As it can be seen, all values are greater than .70 and it can be concluded that the instrument is reliable. All the items were measured using a 5-point Likert scale ranging from 1 (totally disagree) to 5 (totally agree).

Various statistical techniques were used to analyze the data consisting of Pearson correlation analysis for calculating the correlation coefficients between variables, structural equation modeling for investigating the structural model goodness-of-fit, Baron and Kenny's (1986) test for mediating role, and Cohen et al.'s (2003) test for moderating role. These were accomplished by using the statistical software of AMOS v.20 and SPSS v.19.

Results

Demographic variables were consisted of gender, age, educational level, and job tenure which were used to merely reporting the participants' features. 28.1 percent of participants were female. The age of 5 percent of participants was less than 20 years, 17.2 percent between 21 and 30, 26.8 percent between 31 and 40, and 55.5 percent over than 40 years. The educational level of 7.9 percent of participants was diploma or lower, 6.7 percent associate degree, 53.9 percent bachelor degree, and 31.5 percent master or higher. Correlation between study variables, alpha coefficients, and descriptive statistics including the mean and standard deviation are reported in table 1. The greatest correlation coefficient was related to distributional justice/organizational identification relationship and the smallest one

was related to the relationship between procedural justice and interactional contract.

Before conducting the structural equation modeling, the significance of factor loadings was investigated through conducting a CFA in AMOS and all were confirmed. The results for CFA along with the model fit indices are provided in table 2 indicating the desirable fitness of measurement models and significance of observed variables.

Figure 2 is the fitted structural model and shows the intensity or relationships between variables. All the fit indices were greater than critical values and indicated the satisfactory fitness of structural model (chi-square = 192.146; chi-square/df = 2.234; NFI = .91; CFI = .94; GFI = .92; RMR = .08; RMSEA = .05).

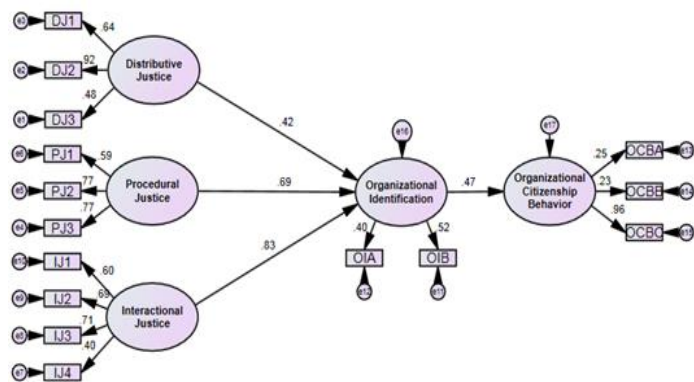


Fig 2. Structural model of research

In the structural model, all the relationships between variables were statistically significant ($p < .05$; $t > 1.96$). The strongest impact was related to the effect of interactional justice on organizational identification ($\beta = .83$) and the weakest one was related to the effect of distributive justice on organizational identification ($\beta = .42$). The model coefficients indicate that about 60 percent of variance for organizational identification was predicted by different dimensions of organizational justice. 45 percent of variance for OCB was also predicted by the mediator variable i.e. organizational identification.

Mediating analysis

In fact, mediating analysis is conducting the regression analysis step-by-step in order to investigate the role of mediator variable in the relationship between the dependent and independent variables (Baron and Kenny, 1986). Four steps is necessary for confirming the role of mediator variable: 1) the relationship between the independent and dependent variables should be significant; 2) the relationship between the independent and mediator variables should be significant; 3) the relationship between the mediator and dependent variables should be significant; 4) in the presence of mediator variable, the relationship between independent and dependent variables should be non-significant (full mediating) or should be decreased at least .10 and be significant yet (partial mediating). Table 4 shows the results of mediating analysis for the variable of organizational identification. As it can be seen, in the first step, the effect of distributive justice ($\beta = .421$; sig = .000) and interactional justice ($\beta = .260$; sig = .049) on OCB are significant, but the effect of procedural justice ($\beta = .069$; sig = .647) on OCB is non-significant and prerequisite i.e. the effect of independent on dependent variable is rejected. The second and third steps indicated the significance of prerequisite effects. In the fourth step, the effect of interactional justice is non-significant, so the organizational identification fully mediates the relationship between interactional justice and OCB. Furthermore, the effect of distributive justice on OCB is reduced but is still significant,

so the organizational identification partially mediates the relationship between these two variables.

Moderating analysis

The hypotheses number 3, 4 concerned with the moderating role of relational and transactional contract on the relationship between organizational identification and OCB. Multiple hierarchical regression was used to test these hypotheses. A prerequisite for moderating analysis is to standardize the independent and moderator variables in order to reducing the probability of multi-collinearity between the independent and moderator variable with interaction variable. Then, the interaction variable is created through multiplying the independent and moderator variables. The standardized β for the effect of interaction variable is .964 in table 5 and is .564 in table 6 which are statistically significant in confidence level of .95. Therefore, the moderating role of relational and transactional contract on the relationship between organizational identification and OCB was confirmed.

Conclusion

The highlight point of the current study was the investigation of mediating role of organizational identification in the relationship between all three types of organizational justice and OCB in order to completely understanding the dynamics of organizational justice and how it facilitates the OCB. In addition, little attention to moderator variables on the relationship between organizational identification and OCB led us to come to fill this gap in the third and fourth hypotheses. According to research results, all three types of organizational justice had a positive relationship with organizational identification, but the strongest effect was related to interactional justice (.83) and the weakest one was related to distributive justice (.42). This was somewhat inconsistent with previous studies. For example, in the study of Choi et al. (2014) distributive justice had the strongest effect on organizational identification, and procedural justice had no relationship with organizational identification. Furthermore, the study of Tyler and Blader (2003) indicated that procedural justice had a more significant effect on organizational identification than distributive justice. This inconsistency may have different reasons. One reason may be the cultural difference between the current population and the others some of which mentioned. Another reason may be this issue that most researches on organizational justice and employees' performance have been conducted in large and non-governmental companies, while this was accomplished in a governmental organization. Mediating analysis indicated that organizational identification fully mediated the relationship between interactional justice and OCB; partially mediated the relationship between distributive justice and OCB, but the mediating role of organizational identification in the relationship between procedural justice and OCB was not confirmed which is consistent with the study of Choi et al (2014). The results of moderating analysis indicated that the positive relationship between organizational identification and OCB was stronger in high levels of transactional contract and the third hypothesis was not confirmed. The reason for this may be the existence of several generations in the workforce composition which are different in terms of core values. The peoples of new generation than the older generation pay less attention to issues such as job security and promotion, more attention to convenience and money, and do not pay attention to relational psychological contract (Hendry and Jenkins, 1997).

Table 1. Mean, standard deviation, and correlation between variables

Variables	Mean	Standard Deviation	1	2	3	4	5	6	7
OCB	2.7854	.61692	(.772)						
OI	3.3259	.69354	.495**	(.756)					
DJ	2.6070	.87218	.527**	.516**	(.744)				
PJ	3.5473	.91324	.429**	.687**	.426**	(.794)			
IJ	3.5485	.73757	.433**	.707**	.299*	.699**	(.755)		
RC	2.8993	.82349	.473**	.678**	.559**	.434**	.510**	(.749)	
TC	2.0448	.99137	.487**	.434**	.593**	.290*	.261*	.432**	(.758)

Table 2. Results of confirmatory factor analysis for questionnaire items

Variable	Item	Factor Loading	sig	Result
Distributive Justice	DJ1	.741	.000	confirmed
	DJ2	.840	.000	confirmed
	DJ3	.578	.000	confirmed
Procedural Justice	PJ1	.638	.000	confirmed
	PJ2	.842	.000	confirmed
	PJ3	.762	.000	confirmed
Interactional Justice	IJ1	.734	.000	confirmed
	IJ2	.751	.000	confirmed
	IJ3	.723	.000	confirmed
	IJ4	.409	.000	confirmed
Organizational Citizenship Behavior	OCB1	.658	.000	confirmed
	OCB2	.372	.000	confirmed
	OCB3	.727	.000	confirmed
	OCB4	.733	.000	confirmed
	OCB5	.547	.000	confirmed
	OCB6	.746	.000	confirmed
	OCB7	.426	.000	confirmed
	OCB8	.686	.000	confirmed
Relational Contract	RC1	.466	.000	confirmed
	RC2	.692	.000	confirmed
	RC3	.741	.000	confirmed
	RC4	.751	.000	confirmed
Organizational Identification	OI1	.582	.000	confirmed
	OI2	.586	.000	confirmed
	OI3	.495	.000	confirmed
	OI4	.522	.000	confirmed
	OI5	.683	.000	confirmed
	OI6	.612	.000	confirmed

$\chi^2 = 336.106; df = 120; \chi^2/df = 2.88, CFI = 0.907; TLI = 0.981; IFI = 0.908; RMR = 0.062; RMSEA = .045$

Table 3. Results summary for hypotheses testing

Relationship	Beta	t-value	sig	Result
Distributive justice/org. identification	.524	3.010	.003	supported
Procedural justice/org. identification	.475	3.195	.001	supported
Interactional justice/org. identification	.812	3.372	***	supported
Organizational identification/OCB	.667	2.509	.012	supported

Table 4. Mediating analysis for organizational identification

Step	Independent variable	Dependent variable	β	R ²	Sig	F
1	Distributive jus.	OCB	.421	.8	.000	11.996
	Procedural jus.		.068		.647	
	Interactional jus.		.260		.049	
2	Distributive jus.	OI	.271		.002	36.170
	Procedural jus.		.262		.023	
	Interactional jus.		.442		.000	
3	OI	OCB	.495	.245	.000	21.087
4	Distributive jus.	OCB	.315	.370	.002	9.093
	Procedural jus.		.034		.827	
	Interactional jus.		.202		.270	
	OI		.130		.438	

Table 5. Results of moderating analysis for transactional contract

Step	Independent variable	Dependent variable	β	sig	R ²	ΔR^2	F	Sig. F Change
1	OI	OCB	.350	.003	.336	.336	16.195	0.000
	TC		.335	.004				
2	OI	OCB	.107	.572	.362	.026	2.557	.015
	TC		-.485	.359				
	OI*TC		.964	.015				

Table 5. Results of moderating analysis for relational contract

Step	Independent variable	Dependent variable	β	sig	R ²	ΔR^2	F	Sig. F Change
1	OI	OCB	.322	.029	.280	.280	12.438	0.000
	RC		.254	.083				
2	OI	OCB	.117	.666	.295	.015	3.557	.035
	RC		-.142	.761				
	OI*RC		.564	.035				

The fourth hypothesis concerning the moderating role of relational contract was confirmed so that the relationship between organizational identification and OCB was stronger in high levels of relational contract which was consistent with the study of Choi et al. (2014).

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