# The Effects of Organizational Justice on Organizational Citizenship Behavior

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## ABSTRACT

Organizational justice has been viewed as one of the key components that influence perceived organizational support and organizational citizenship behaviors. Drawing on the social exchange theory, the objective of the study is to investigate the influences of organizational justice on three dimensions: distributive justice, procedural justice, and interactional justice in relation to organizational support and organizational citizenship behaviors. The data were collected by using a questionnaire from 300 government savings bank in Thailand. The hypothesized relationships among variables are examined by using ordinary least square (OLS) regression analysis. The results indicate that organizational justice on three dimensions has a significant positive impact on perceived organizational support. Perceived organizational support has a significant positive impact on organizational citizenship behaviors. This study might be useful to scholars and those who share an interest in the subject. Moreover, theoretical and managerial contributions, conclusion, and suggestions for future research are also interesting to be discussed.

Keywords: Organizational Justice (OJ), Distributive Justice (DJ), Procedural Justice (PJ), Interactional Justice (IJ), Perceived Organizational Support (POS), Organizational Citizenship Behaviors (OCB)

## 1. INTRODUCTION

Organizational justices, the perceived organizational support in an organization and the organizational citizenship behaviors are the key constructs in management and organizational behavior research. However, previous studies have reported inconsistent findings concerning their relationships. For example, several researchers found that trust was a significant element that impacts on perceived organizational support (Gilbert and Tang 1998; Ferres, Connell and Travaglione 2003; Canipe, 2006). Meanwhile, other studies have demonstrated that it is the perceived organizational support that affects trust within an organization (Ristig 2004; Chen, Aryee and Lee 2005; Stinglhamber, Cremer and Mercken 2006). Moreover, distributive justice, procedural justice and interactional justice have all been found to have positive effects on perceived organizational support (Wayne, Shore, Bommer and Terick 2002; Loi, Ngo and Foley, 2006) and trust in an organization (Alexander and Ruderman 1987; Ashford, Lee and Bobko 1989; Rubin, 2009). However, it is important to disentangle the causal relationships among these organization-related constructs.

Since Bateman and Organ (1983) introduced the idea of Organizational citizenship behaviors, scholars have given the subject a great deal of attention throughout the last 30 years. Large amounts of literature regarding organizational behavior and psychology have resulted from research into the topic that has become accepted as a legitimate facet of study. Organizational citizenship behaviors extend beyond the basic work demands; they have an influence upon the social and psychological circumstances within the firm, providing an aid

to work performance (Organ, 1997). By engaging in organizational citizenship behaviors, individuals can assist other members within their organization to solve problems and take part in tasks that will lead to the creation and protection of communal relationships (King, George, and Hebel, 2005; Mossholder, Richardson, and Settoon, 2011; van Dyne and LePine, 1998). Moreover, organizational citizenship behaviors are indicated to have impacted an organization on numerous levels (Podsakoff, MacKenzie, Paine, and Bachrach, 2000).

There is still no complete assessment of the influences of organizational citizenship behaviors on organizations despite their being extensive research conducted on the topic and the underlying assumptions of the phenomenon. The positive effects of organizational citizenship behaviors upon group and organizational outcomes have been the subject of most of the relevant research (Podsakoff, MacKenzie, Paine, and Bachrach, 2000). However, a characteristic of organizational citizenship behavior that has received less examination and needs more literature to be developed regards the social entity, referred to as the "agent" (the person undertaking the behavior), the stimulus to take part in organizational citizenship behaviors and the impact of this upon the development of the interpersonal relationship with the social entity referred to as the "target" (recipient of the behavior).

The major reason that these conclusions are assumed is that, from the beginning, researchers have generally considered organizational citizenship behaviors in an affirmative way (Bolino, Turnley, and Niehoff, 2004). The elements that lead to the performance of organizational citizenship behaviors are supervision support, job satisfaction, and commitment, as is indicated by the majority of literature on the subject.

Consequently, positive outcomes are created for the individual, the group, and the organization. (Podsakoff et al., 2000). Typically it has been assumed that, without a direct reward, an individual performing organizational citizenship behaviors does so due to his/her job attitude or character (Bolino et al., 2004; Organ, 1990). However, it cannot be discounted that the agent may not be totally altruistic when engaging in organizational citizenship behaviors due to the potential for developing and enhancing interpersonal relationships with the target, being important members of the organization such as supervisors and colleagues. (Bolino, Turnley, and Nichoff, 2004; Eastman, 1994; Ferris, Judge, Rowland, and Fitzgibbons, 1994; Rioux and Penner, 2001). When a colleague or subordinate is identified as engaging in organizational citizenship behaviors that may be considered selfish, non-altruistic or for influential purposes, the observer's recognition of the target or that of the agent may be of a person who is self-serving, thus bringing about a revision of the interpersonal relationship as it blossoms and is perpetuated (Banki, 2010; Bolino, 1999; Bowler and Brass, 2006; Rioux and Penner, 2001). The perception of the intent of the organizational citizenship behaviors will probably have a powerful role on the actual interpersonal relationship creation and its preservation.

There is considerable documentation to suggest that employees who display organizational citizenship behaviors, that are advantageous to both themselves and the organization, will receive elevated reward levels such as improved achievement ranking and have greater possibilities for further career enhancement (Motowidlo and Van Scotter, 1994; Van Scotter, Motowidlo, and Cross, 2000). However, there are inconsistencies in the research studying the recognition of an employee's motives for performing organizational citizenship behaviors, as this area of research is less developed. As an example, some studies have indicated that it is the discernment of influence upon management and other such non-altruistic tactics that has an impact on organizational citizenship behavior outcomes (Allen and Rush, 1998; Bolino, 1999; Bowler and Brass, 2006; Rioux and Penner, 2001) However, there is research suggesting that when selfish motives exist, the outcomes of the organizational citizenship behaviors are not influenced by these motives (Fandt and Ferris,

1990; Podsakoff et al., 1993). Furthermore, it is shown that altruistic behaviors will have a positive influence on performance (Sosik, Jung, and Dinger, 2009). Grant and Mayer, 2009 state that research regarding prosocial or altruistic motives and organizational citizenship behaviors has returned only inconsistent results. Thus, we attempt to reconcile the prior results while offering comprehension of the influences of such intentions, at a micro-level, with regard to organizational citizenship behaviors; we will additionally examine both selfish and selfless motives as they impact organizational citizenship behaviors within communal relationships.

Furthermore, research regarding communal relationships indicates that some view these relationships in a different way and it is also proposed that the maxims that regulate them also vary (Jehn and Shah, 1997). While answers have been found to many of the questions regarding the impact of various factors on interpersonal relationships, more research is needed to further understand the processes involved in the development and maintenance of these relationships among the organizational members. Access to this information is extremely important, given the importance of fruitful communal relationships within organizations, as it is considered that these beneficial communal alliances could facilitate a significant edge for the organization over its competitors (Jones and George, 1998; Shah and Jehn, 1993).

While there are numerous papers that indicate the existence of high-quality interpersonal relationships (Dutton and Heaphy, 2003), this current manuscript focuses on organizational justice, perceived organizational support, and organizational citizenship behaviors. These subsets and their substitutes were chosen as factors as they have indicated that they illustrate the best gauge of such high-quality interpersonal dyadic relationships, during previous research (Bove and Johnson, 2001; Dienesch and Liden, 1986; Liden and Graen, 1980; Zhou, Wang, Chen, and Shi, 2012). Distinctively, there are three dimensions of organizational justice, they comprise of distributive justice, procedural justice, and interactional justice. These can be considered as being strong, valuable social resources in these relationships (Demerouti et al., 2001). Accordingly, it would be acceptable to assume that the quality of communal relationships can be judged to be a latent construct that is comprised of the prior stated aspects.

## 2. LITERATURE REVIEW
### 2.1 Organizational Justice and Organizational Citizenship Behavior

When a person is motivated to act in anticipation of receiving a return, where that act is voluntary and beneficial to another, then social exchange is said to occur (Blau, 1986). The norm of reciprocity suggests that help may be given in the expectation that the beneficiary will repay, in a similar manner, at some future occasion (Gouldner, 1960). While a contract will normally indicate a commitment to repayment, social exchange implies no specified reciprocal obligations other than those to be fulfilled as prescribed by local, cultural, and general standards of behavior (Cropanzano and Mitchell, 2005). Organ and Konovsky, 1989 suggested that employees will be prepared to offer organizational citizenship behaviors in the expectation of gaining rewards or other benefits from the organization. Similarly, working environments that are favorable to the employees will develop a social climate in which employees will wish to repay the organization through their behaviors (Eisenberger et al., 2001).

It is vital that both the employees and the organization can be trusted to fulfill their accrued responsibilities within the social exchange (Organ and Konovsky, 1989). Equitable allocation of resources, the decision making process, and organizational procedures must all be trusted to be just in the employee perception (Organ and Konovsky, 1989). According to Cropanzana and Mitchell (2005) worker attitudes, commitment, and work rate are mediated

by supportive and equitable treatment by the organization. Furthermore, the virtue of the social exchange between employee and employer is demonstrated by the discerned level of organizational support (Cropanzano and Mitchell, 2005).

### 2.2 Organizational Justice

Distributive justice, procedural justice, and interactional justice are the three dimensions that comprise Organizational justice (Williams et al., 2002). The fair distribution of rewards and resources (distributive justice), equitable decision- making procedures (procedural justice), and supervisors treating employees with dignity and respect (interactive justice) conveys a sense of concern for employee well-being and recognizes their contribution to organizational citizenship behaviors (Rhoades and Eisenberger, 2002). Henle, 2005; Stecher and Rosse, 2005 revealed in their research that discrimination adversely impacted upon worker determination, leading to interpersonal deviance, in the form of deliberate harm of co-workers or, organizational deviance, in the form of harm to the organization such as, reduced work effort, and  even termination of employment. Kelloway, Loughlin, Barling, and Nault , 2002 suggest that employees who displayed deviant behavior were unlikely to perform organizational citizenship behaviors. (Loi et al., 2006) found that procedural and distributive justice, when moderated by recognized organization support, brought about an increase in employee dedication to the organization and strengthened the intention to remain within it. (Lynch et al., 1999) discovered that employee's fears of being exploited through their interpersonal relationships could be overcome by supportive and equitable treatment.

Procedural justice is derived from recognizing the equity of organizational policies and procedures that are responsible for decisions made by management and the allocation of resources (Williams et al., 2002). Personnel equate the fairness of procedures by; their partiality, the scope and precision of intelligence gathering, the pertinent groups having a say in the decision making, the principles applied, and the uniformity and integrity of implementation (Stecher and Rosse, 2005). Considerate and impartial treatment of subordinates by their immediate superiors will lead to interactive justice (Williams et al., 2002). Recognition of interactive justice develops from supervisors displaying trust-building aspects such as "availability, competence, consistency, discreetness, fairness, integrity, loyalty, openness, promise fulfillment, receptivity, and overall trust" (Deluga, 1994).

Moorman, 1991; S. Williams et al., 2002 discovered that interactive justice stood individually as the significant predictor of organizational citizenship behaviors. (Hubbell and Chory-Assad, 2005) procedural justice was a predictor indicating the presence of both organizational and managerial trust. Conversely, interactive justice bore no relationship to either.  Chiabum and Marinova, 2006; Cropanzano et al., 2002; Roch and Sbanock, 2006 offered an alternative view in that they found that interactive justice was related with positive subordinate-superior cross relationships, while procedural justice was tied-in with organizational citizenship behaviors towards the organization. The analysis of (Colquitt el al., 2001) discovered there were equitable links between procedural justice and the organizational citizenship behaviors displayed towards the organization, but no link was indicated between interactive justice and the organizational citizenship behaviors towards the organization, and only tenuous links regarding procedural and interactive justice and the organizational citizenship behaviors directed at colleagues.

Enactment of justice illustrates there is organizational support and commitment towards the employees, according to social exchange theory, which leads employees to reciprocate through organizational citizenship behaviors (Cropanzano and Mitchell, 2005). Wayne et al., 2002 found perceived organizational support. Stinglhamber, De Cremer, and Mercken, 2006 discovered procedural justice promoted increased perceived organizational support, which led to an increased trust in the organization, while interactive justice

promoted an increase in the supervisors' perceived support, which, in turn, increased employee trust in the supervisors. (Moorman et al., 1998; Jordan and Sevastos, 2003 found that perceived organizational support mediated the relationship between procedural justice and organizational citizenship behaviors. Wayne et al., 2002 found that perceived organizational support reconciled the relationships between organizational justice and Organizational citizenship behaviors.

The equitable distribution of rewards and resources is referred to as distributive justice (Williams et al., 2002) this will include reasonable pay and operational evaluations (Flint et al., 2005). S Williams et al., 2002 argued that the aspect of economic and reward equity impacts upon employee views of organizational fairness, which will therefore predict organizational citizenship behavior. (Cardona et al., 2000; Roch and Sbanock, 2006; Williams et al., 2002) all offer positive support to the significance of a positive tie-in between distributive justice and organizational citizenship behaviors. Wayne et al., 2002; Rhoades and Eisenberger, 2002 found there was limited correlation linking distributive justice and organizational citizenship behaviors when mediated by the perceived organizational support. Chiaburu and Marinova, 2006 indicated distributive justice was the moderator acting between the organizational trust and organizational citizenship behaviors that were aimed towards the organization. Colquitt et al., 2001 indicated that distributive justice was only moderately associated with the organizational citizenship behaviors aimed towards the organization.

### 2.3 Perceived Organization Support

Perceived organization support can be considered to be an employee's discernment regarding the degree to which an organization values an employees' contribution and considers their well-being (Eisenberger, Huntington, Hutchison, and Sowa, 1986). In envisioning the relationship connecting perceived organization support and service workers orientation towards customers, the arguments put forward by Bell and Menguc, 2002 are developed. These views indicate that a positive environment for a service worker will generate mutual values and discernment of employees concerning those practices, procedures and behaviors that are rewarded, supported, and expected in providing quality customer service. Bell and Menguc, 2002 argue that when employees consider that their organization values their efforts regarding quality of service, there will be greater incentive to engage in that behavior.

### 2.4 Organizational Citizenship Behaviors

Individual, non-mandatory actions that promote organizational effectiveness can be considered to be Organizational citizenship behaviors (OCBs) (Organ, 1988). Organizational citizenship behaviors have been developed in several, well defined classifications, such as, altruism, courtesy, conscientiousness, sportsmanship, and civic virtue (Organ, 1988). Research seems to demonstrate that, with so many elements, observing the difference between, altruism, courtesy, and self-promotion can be very difficult for management, leading to all being considered as 'helping behavior'. (MacKenzie, Podsadoff, and Fetter, 1991 1993; Podsakoff and MacKenzie, 1994). In order to provide a less contradictory result we will focus on helping behaviors, civic virtue, and sportsmanship. Fostering loyalty between both work colleagues and the organization creates an organization that is a more appealing place to work and this has been constantly shown in earlier research. It was also found that employee productivity was increased by these organizational citizenship behaviors creating or liberating resources (Borman and Motowidlo, 1993) leading to greater efficiency in employee activity coordination (Podsakoff et al., 2000).
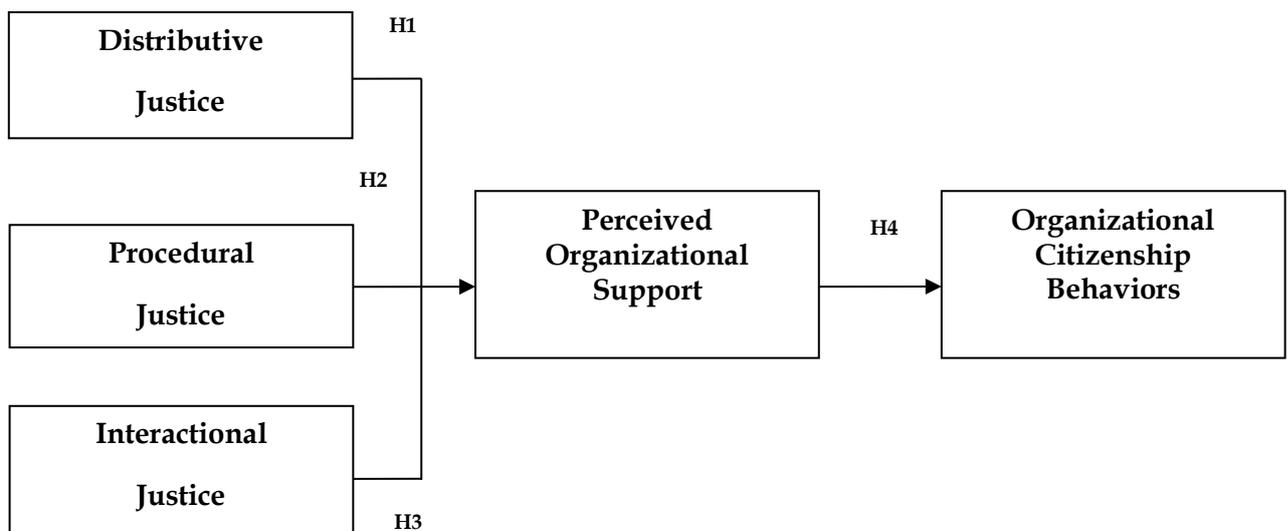
An important workplace phenomenon that assists with the direct and indirect functioning of the organization is that of helping behavior. Helping behavior, when reviewed

in previous research, has typically been indicated as a principal expression of citizenship behavior (Borman and Motowidlo, 1993; Organ, 1988, 1990; Williams and Anderson, 1991). A list of helping behaviors would generally relate to actions such as voluntarily assisting others with a view to avoiding work related problems. An employee who is prepared to undergo less than favorable conditions, without carping, can be considered to display sportsmanship (Organ, 1988). Those employees, whose attention is firmly upon the prospects of the company, are said to display civic virtue. Civic virtue is unveiled in a staff that is willing to be proactive in the guidance of the organization and would consider the organization's best interests without regard for personal cost.

## 3. MODEL DEVELOPMENT AND HYPOTHESES DEVELOPMENT

The conceptual model is proposed as shown in Figure 1 demonstrating the relationships among organizational justice on three dimensions: distributive justice, procedural justice, and interactional justice, perceived organizational support and organizational citizenship behaviors. This study, we propose that all hypotheses are proposed to be positive. In the following section, the propositions will be derived from existing theory.

**Figure 1**
**Model of The relationships among Distributive Justice, Procedural Justice, Interactional Justice, Perceived Organizational Support, and Organizational Citizenship Behaviors**



## 4. RESEARCH METHODS
### 4.1 Sample Selection and Data Collection Procedure

This study investigates the relationship between organizational justices have three dimensions: the distributive justice, the procedural justice, and the interactive justice dimension are related to perceived organizational support, and organizational citizenship behaviors. Hence, this study selected Government Savings Bank in Thailand as the sample. The population was obtained from a list database of Government Savings Bank in Thailand as of February 12, 2016 (http://www.gsb.or.th). A mail survey procedure via questionnaire was used for data collection. The key participants in this study were executives or managers. With regard to the questionnaire mailing, 10 surveys were undeliverable because some firms were no longer in business or had moved to unknown locations. Deducting the undeliverable

from the original 1,121 mailed, the valid mailing was 1,111 surveys, from which 315 responses were received. Of the surveys completed and returned, only 300 were usable. The effective response rate was approximately 27.00 %. According to Aaker, Kumar and Day (2001), the response rate for a mail survey, without an appropriate follow-up procedure, and greater than 20%, is considered acceptable.

Furthermore, a non-response bias test was performed by comparing early and late responses. Characteristics of the firms comprise industry types, amount of capital funding, time in business, number of employees, and key informants who self-reported all constructs (Armstrong and Overton, 1977). As for non-response bias, t-test statistical tests were performed and; the results exhibited no significant differences. Therefore, a non-response bias is of no concern in this data.

### 4.2 Methods

In this study, factor analysis is used to study the construct validity of several constructs in the conceptual model that has been developed as scales. Factor analysis was used to assess the basis of a large number of items and to determine whether they could be reduced to a smaller set off actors. All factor loadings are higher than the rule-of-thumb 0.40 cut-off and are statistically significant (Nunnally and Berstein, 1994).

Moreover, Cronbach's alpha coefficient was used to evaluate the measurement of reliability. In the scale, Cronbach's alpha coefficients are higher than 0.70 (Nunnally and Berstein, 1994).Therefore, scales of all measures are shown to result in consistency. So, these measures are considered appropriate for further analysis because they show that validity and reliability that have be recognized in this study. The result shows factor loadings and the Cronbach's alpha coefficient for multiple item scales used this study in Table 1. Table 1 presents all variables that have factor loading scores as between 0.690 – 0.920. Additionally, Cronbach's alpha for all variables are shown between 0.742 – 0.839. Therefore, all constructs of the validity and reliability of measurement can be applied for further analysis.

**Table1**
**Results of Measure Validation**

| Items | Factor Loadings | Cronbach's Alpha |
|---|---|---|
| Distributive Justice (DJ) | 0.826-0.907 | 0.832 |
| Procedural Justice (PJ) | 0.690-0.894 | 0.742 |
| Interactive Justice (IJ) | 0.821-0.896 | 0.839 |
| Perceived Organizational Support (POS) | 0.789-0.906 | 0.804 |
| Organizational Citizenship Behaviors (OCB) | 0.738-0.920 | 0.802 |

The ordinary least squares (OLS) regression analysis is used to test and examine the hypothesized relationships between dependent and independent variables of government savings bank in Thailand. Then, the aforementioned variables play significant roles in explaining the research relationships. Because all dependent variable, independent variables, and the control variables in this study were neither nominal data nor categorical data, OLS is

deemed an appropriate method for examining the hypothesized relationships (Aulakh, Kotabe and Teegen, 2000). With the interest of understanding the relationships in his study, the research model of these relationships is depicted as follows.

**Equation 1:** $POS = \beta 01 + \beta 1 DJ + \beta 2 PJ + \beta 3 IJ + \beta 4 FA + \beta 5 FS + \varepsilon$
**Equation 2:** $OCB = \beta 02 + \beta 6 POS + \beta 7 FA + \beta 8 FS + \varepsilon$

## 5. RESULTS AND DISCUSSION

Table 2 exhibits the descriptive statistics and correlation matrix for all variables. With respect to the possible problems relating to multicollinearity among independent variables, variance inflation factors (VIFs) range from 1.09 to 2.99 which was below the cut-off value of 10 as recommended by Neter, William and Michael (1985), meaning the independent variables are not correlated with each other. Therefore, there are no substantial multicolinearity problems encountered in this study.

**Table 2**
**Descriptive Statistics and Correlation Matrix**

| Variables | DJ | PJ | IJ | POS | OCB | FA | FS |
|---|---|---|---|---|---|---|---|
| Mean | 3.990 | 3.740 | 3.873 | 3.896 | 3.770 | 3.096 | 2.906 |
| S.D. | 0.773 | 0.895 | 0.856 | 0.841 | 0.894 | 1.142 | 1.353 |
| DJ | 1 | | | | | | |
| PJ | 0.310** | 1 | | | | | |
| IJ | 0.306** | 0.598** | 1 | | | | |
| POS | 0.245** | 0.523** | 0.743** | 1 | | | |
| OCB | 0.147* | 0.648** | 0.495** | 0.670** | 1 | | |
| FA | 0.096 | 0.051 | 0.042 | 0.003 | 0.076 | 1 | |
| FS | 0.105 | 0.001 | 0.002 | 0.036 | 0.010 | 0.287** | 1 |

***$p < 0.01$, **$p < 0.05$, *$p < 0.10$

Table 3 presents the results of OLS regression analysis of the relationships among organizational justices have three dimensions: distributive justice, procedural justice, interactive justice. The first one of relationship between distributive justice and perceived organizational support is significant (H1: b1= 0.268, $p < 0.01$), thus, Hypothesis 1 is supported. Concerning an employee, organizational justice seeks to assess the resulting attitude and behavior of an employee after an organization has changed its behavior itself. (Greenberg, 1987) e.g., there may be a feeling of injustice if a firm decides to make half of its staff redundant half of the workers, this, in turn could create a shift in the state of mind of an employee and a decrease in productivity. Similarly, as Tabibnia, Satpute and Liebrman (2008), suggest, it is natural for people to be attentive and aware of the integrity of different scenarios throughout their life, across a wide range of settings. There are constant reactions from individuals to the behaviors of organizations every day. The resulting behavior and attitude of the individual is dependent on their perception of the decisions and actions that the organization makes. As a result of this, impartiality is regularly of paramount concern to companies because the results of feelings of unfairness can negatively affect job perspectives and conduct in the workplace. Justice in organizations can comprise of issues related to perceptions of the fair distribution of salaries, and the perception of fairness and discrimination with regards to promotion and hiring protocols. Likewise, organizational support may be gleaned when employees demonstrate citizenship behaviors. Since Eisenberger and colleagues (1986) theorized perceived organizational support to attempt to

explain the process of social exchange, we acknowledge that the process may be exchangeable.

For Hypothesis 2, the relationship between procedural justice and perceived organizational support is significant (H2: b2= 0.493, p < 0.01), thus, Hypothesis 2 is supported. The fairness of the protocols that lead to results. When people feel empowered during the process or if the process shows consideration for factors such as consistency, accuracy, ethicality, with no bias then procedural justice is increased (Leventhal, 1980). However, employees tend to assess the justness of procedures based on the amount of predispositions, how accurate the gaining of information was, if the correct respective individuals were given a voice towards the outcome, if ethical standards considered and applied, and if the decision was consistent with previous decisions of a similar caliber (Stecher and Rosse, 2005). The last one of relationship between interactive justice and perceived organizational support is significant (H3: b3= 0.731, p < 0.01), thus, Hypothesis 3 is supported. The final proposed relationship between interactive justice and perceived organizational support is significant. It is concerned with the way in which an individual is treated while decisions are being considered and being made, and can be promoted by displaying transparency for decisions and delivering the news with empathy and respect (Bies and Moag, 1986). Colquitt (2001) in his construct validation research suggests that interactional justice can be further split into two factors: interpersonal and informational justice. Interpersonal justice refers to viewpoints of appreciation and correctness in the way a person is treated. While informational justice is concerned with the transparency of the explanations put forward in terms of their timeliness, specificity, and truthfulness. Interpersonal justice "reflects the degree to which people are treated with politeness, dignity, and respect by authorities and third parties involved in executing procedures or determining outcomes". Additionally, how interactive justice is perceived is a result of supervisor trust-building behaviors such as availability, competence, consistency, discreetness, fairness, integrity, loyalty, openness, promise fulfillment, receptivity, and overall trust (Deluga, 1994).

Table 4 presents the results of OLS regression analysis of the relationships among perceived organizational support and organizational citizenship behaviors. It was found that perceived organizational support has a significant positive impact on organizational citizenship behaviors (H4: b6 = 0.712, p < 0.01), thus, Hypothesis 4 is supported. This result is consistent with the research of Meyer and Allen (1997), who found that when an employee displays behaviors such as offering help to other colleagues, making themselves available for any work related activities or events, showing empathy towards coworkers and customers alike, displaying good punctuality, and showing enthusiasm whilst taking part in the resolving of any problems that emerge. Cardona, Lawrence and Bentler's (2004) study provides evidence towards the notion that employees will demonstrate an improvement in citizenship behaviors when they perceive a high level of organizational support, and have a more durable social attachment to the organization.

**Table 3**
**Results of Regression Analysis**

| Independent Variables | Dependent Variables | | |
|---|---|---|---|
| | POS | POS | POS |
| Constant | 2.868*** (0.275) | 1.965*** (0.224) | 0.965*** (0.184) |
| Distributive Justice (DJ) | | 0.268*** (0.062) | |
| Procedural Justice (PJ) | | 0.493*** (0.047) | |
| Interactive Justice (IJ) | | 0.731*** (0.038) | |
| Firm Age (FA) | -0.024 (0.043) | 0.010 (0.038) | 0.014 (0.030) |
| Firm Size (FS) | 0.012 (0.037) | 0.020 (0.032) | 0.019 (0.025) |
| Adjusted $R^2$ | 0.052 | 0.268 | 0.549 |

***$p < 0.01$, **$p < 0.05$, *$p < 0.10$, [a] Bata coefficients with standard errors in parenthesis

**Table 4**
**Results of Regression Analysis**

| Independent Variables | Dependent Variables |
|---|---|
| | **Organizational Citizenship Behaviors (OCB)** |
| Constant | 1.166*** (0.215) |
| Perceived Organizational Support (POS) | 0.712*** (0.046) |
| Firm Age (FA) | 0.060* (0.035) |
| Firm Size (FS) | 0.005 (0.030) |
| Adjusted $R^2$ | 0.449 |

***$p < 0.01$, **$p < 0.05$, *$p < 0.10$, [a] Bata coefficients with standard errors in parenthesis

## 6. CONTRIBUTIONS

### 6.1 Theoretical Contribution and Directions for Future Research

This paper attempts to gain more understanding of the relationships among organizational justices have three dimensions: distributive justice, procedural justice, interactive justice, perceived organizational support, and organizational citizenship behaviors. According to organizational justices, this study focuses on its importance in justice context, which provides unique theoretical contributions by extending the organizational behavior and psychology literature by incorporating management and organizational behavior field. In addition, one theories including social exchange theory, are incorporated for explaining the relationships among variables in the model. This study also extends the measurement of organizational justices by appropriate modification to the scale according to justice context. Likewise, to expand the research contributions and verify the research generalizability, future research is needed to collect data from different groups of sample and/or comparative populations or from other business sectors in order to increase the level of reliable results.

### 6.2 Managerial Contribution

This study helps executive and managers identify for decision and practitioners will glean ways of implementing their organizational citizenship behaviors. Organization concerns with surviving of organization suggest that the organizational citizenship behaviors depend on the perceived organizational support and organizational justices. They should thoroughly understand organizational behavior, and social exchange theory to provide distributive justice, procedural justice, interactive justice, perceived organizational support, and organizational citizenship behaviors. Also, social exchange theory can increase organizational citizenship behaviors are work behaviors that extend beyond work requirements; they contribute to the social and psychological context of the firm and support task performance.

### 6.3 Limitations and Future Research Directions

This study contains some limitations which warrant further investigation. Firstly, government savings bank in Thailand are mainly concerned more sample should be further investigated in order to gain more reliability and validity. Secondly, perceptual measures based on single respondents self-report are common in organizational justices; however, it may cause common method bias. The larger sample size is strongly recommended to create more reliability. In addition to suggestions stemming from limitations, future research may consider other industries to confirm the results of the study. Furthermore, qualitative method might be also used to reconceptualize the concept of organizational justices, such as an in-depth interview, in order to gain more current insights in the real business world.

## 7. CONCLUSION

This study aims to investigate the relationships among three dimensions of organizational justices; distributive justice, procedural justice, and interactive justice, perceived organizational support, organizational citizenship behaviors. This study selected Government Savings Bank in Thailand as the sample. Several important findings are identified. The results lend support for the hypothesis derived from the conceptual model. Generally, this research provides empirical evidence that three dimensions of organizational justice have a positive impact on perceived organizational support.

Perceived organizational support have a positive impact on organizational citizenship behaviors. A majority of the literature in this area suggests that supportive supervision, job satisfaction, and commitment result in the performance of organizational citizenship behaviors. These behaviors subsequently create positive individual, group, and

organizational outcomes (Podsakoff et al., 2000). Because individuals are not directly rewarded for performing organizational citizenship behaviors, such behaviors have typically been assumed to be influenced by an individual's job attitude or disposition. In addition to this, the methodology of research analysis will contribute significantly towards the understanding of how government savings bank in Thailand can encourage organizational justice to increase their perceived organizational support and organizational citizenship behaviors.

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