
Linking Organizational Justice to Organizational Citizenship Behavior Mediated by Trust, Job Satisfaction and Commitment

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ABSTRACT

This Research was aimed to check the impact of Organizational justice on employee's productivity in MNC of developing countries like Pakistan. A lot of people worked directly on organizational justice impact on citizenship behavior but no one consider the dimensions of OJ and tried to find out that what is the strongest element in organizational justice influencing the organizational citizenship behavior. 300 employees of MNC (Nestle, Uniliver, Pepsico and Procter and gamble) were selected through random sampling and data was collected through questioner of Sharliki which he used in 1996 in organizational justice theory containing close ended Questions. Data was collected through close ended questions and statistical analysis was performed by SPSS regression and correlation analysis. Here I found the dimensions of organizational justice and find out the sequence of strongest to weakest element. The management of people at work in compensating and rewarding them is an essential of the management Process. Those organizations which want to increase employee performance over long run they do not consider the capital investment they are making on employees. Organization will more prosper if employees are satisfied with their packages. It is not always possible to make all the employees happy but their dissatisfaction can be minimized by compensating and promoting them with justice. Justice increases the level of employee trust on organization that organization is willing to work for the employee's growth rather than organizational growth. Organizational justice also encourages the level of employee commitment that they want to stay in the organization for longer period of time. It increase the job satisfaction and in result job satisfaction increase employee willingness to work for organization without reward.

Keywords: Organizational Justice, Citizenship Behavior, Justifiable promotions, equitable compensation, Impersonal Relationships, Employee Trust, Employee organizational Commitment, Job Satisfaction.

Introduction

In today's competitive world, the biggest challenge which the organizations are facing is to creating willingness of employees to perform the job as well as performing some extra task not related to their jobs but they can perform because of their skills. But there internal satisfaction is necessary to perform those activities for which they are not responsible. Here we are going to analyze the satisfaction created in employees with organizational justice

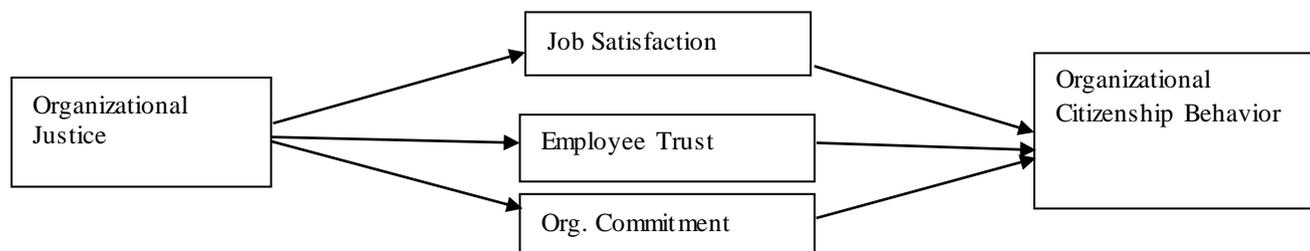
Creating willingness in employees to perform the extra duties and creating the thinking of loyalty in them is much more important for organization to enhance the level of growth of organization and reduction in cost of organization.

There are four main dimensions of organizational justice. These are Justifiable promotions, equitable compensation impersonal relation and formal selection. A sample of 300 employees is selected form MNC of Pakistan. Nestle Uniliver pepsico and proccter and Gamble was the companies from which data is collected A questionnaire will be distributed among these employees and also interviews of these will be conducted. The significance of the study, its delimitation and limitation are discussed.

Data was collected through Questioner consist of close ended questions. Questioners were filled from the 300 employees especially from managerial level. Data Collection was made from some renowned Companies like Nestle Pakistan Limited, Uniliver Pakistan Limited, Procter and Gamble Pakistan Limited. Data from some other companies were also collected on smaller level just to check the generalize ability of the conclusions.

The findings proved that organizational justice has strong impact on citizenship behavior. Citizenship behavior can reduce the organizational cost from short term activities which can be performed by any existing employee like developing a website by an accountant but people will only perform the job out of their duties if they think that they are being treated fairly and they are getting paid as much they deserve in market comparison of rate of similar nature of job and designation.

Theoretical Framework Model



Hypothesis

H1 = There is relationship Between Organizational Justice and Job Satisfaction.

Ho = There is no relationship between Organizational Justice and Job Satisfaction

H2 = There is relationship Between Organizational Justice and Employee Trust.

Ho = There is no relationship Between Organizational Justice and Employee Trust.

H3 = There is relationship Between Organizational Justice and Organizational Commitment.

Ho = There is no relationship Between Organizational Justice and Organizational Commitment.

H4 = There is relationship between job Satisfaction and Organizational Citizenship Behavior

Ho = There is no relationship between job Satisfaction and Organizational Citizenship Behavior

H5 = There is relationship between Employee Trust and Organizational Citizenship Behavior

Ho = There is no relationship between Employee Trust and Organizational Citizenship Behavior

H6 = There is relationship between Employee Commitment and Organizational Citizenship Behavior

Ho = There is no relationship between Employee Commitment and Organizational Citizenship Behavior

H7 = Job Satisfaction has a significant mediating effect between Organizational justice and Organizational citizenship behavior.

Ho = Job Satisfaction do not has a significant mediating effect between Organizational justice and Organizational citizenship behavior.

H8 = Employee Trust has a significant mediating effect between Organizational justice and Organizational citizenship behavior.

Ho = Employee Trust do not has a significant mediating effect between Organizational justice and Organizational citizenship behavior.

H9 = Employee Commitment has a significant mediating effect between Organizational justice and Organizational citizenship behavior.

Ho = Employee Commitment do not has a significant mediating effect between Organizational justice and Organizational citizenship behavior.

Literature Review

Organizational justice has four basic dimensions which are also used to measure the concept of organizational justice. These four dimensions are formal selection, Equitable compensation, Justifiable promotions and impersonal relations. Equitable compensation and promotions on merit are significance dimensions of Organizational justice (Likert 1961)

Scientific proof has reinforced that business rights is associated with a wide range of beneficial perform behavior and actions. Organizational rights are a important body of research on perform inspiration and business citizenship actions (Gilliland & Chan 2001, Latham & Pinder 2005). Organizational citizenship actions (OCB) has been discovered to be relevant to fulfillment (Bateman Organ, 1983; Smith, Organ, & Near, 1983) companies with high formalization in candidate selection procedure has less fulfillment level and relevant actions like business citizenship actions. (Likert 1961)

According to value concept, people comparison a percentage of their recognized information into and result as a result of a connection with that of a referent other. Financial commitment means the initiatives they put to work and results mean the benefits wage pay offers they are given (Colquitt, Greenberg & Zapata-Phelan 2005). Human's viewpoint in 1961 in social come back concept people in a connection of comeback anticipate come back in the reasons for amount of investment they make and believe that if their objectives will fulfill it will be rights. (Adams 1965)

Business privileges is about the submission of projects, property, benefits, penalties, pay, organizational roles, possibilities, roles and the like within an company, the guidelines by which choices concerning these withdrawals are created, and the public standards on which there guidelines are based (Folger & Cropanzano, 1998) Distributive privileges represents worker views concerning whether advantages are allocated pretty or not (Folger & Cropanzano, 1998).

Karriker & Willimas (2009) established that OCBs, are instructed toward either the manager or the company based on whether the understanding of just arises from the manager or the company. Additionally, a connection was discovered between social rights and OCBs; however, this connection was not mediated by the source of rights views (Karriker & Williams, 2009). As business activities and choices are recognized as more just, workers are more likely to take part in OCBs.

Organizational justice can influence at high level to many positive work place behaviors like organizational citizenship behavior and mostly it is mediated by level of job satisfaction of employees job satisfaction can be created through treating employees with justice and by assigning them duties fairly people feel more happy when they find that they are being treated very fairly by organization (Ferrell 2001). Normaly job satisfaction is controlled through creating high level justice.

Organizational justice related to a number of positive job attitudes like organizational citizenship behavior and employee degree of trust on organization. Employee perception about fair distribution of rewards to the employees increase the degree of trust on organization and employee that the organization or employee is interested in his personal growth (Ferrell 2001)

Organizational commitment refers to the higher degree of engagement in job for the longer period of time and it comes when employees are treated fairly. (Gellately 1995) Affective commitment is developed in employee when their perception is that they are being fairly treated within organization (Greenberg 1990)

Higher level of satisfaction create the different positive workplace behaviors like employee assurance and citizenship behavior when employees are more satisfied they are more willing to perform the jobs out of their job descriptions satisfaction is closely associated to the citizenship behavior (Mayer and Allen 1990) Job satisfaction encourage employees to perform the jobs which are not in their job descriptions and they are not being paid for that (Niehof 1999)

Employee belief in the business that organization is interested in his personal growth encourage him to work harder for the organization and perform with high diligence (Gellately 1995) it is concluded that people with higher degree of trust work more than less trusting employees (Greenberg 1990) Employee trust level is closely related to the different behaviors which are important and most desired for organization Employee trust and organizational trust leads to the employees hard work during performing his or her duties (Greenberg 1997)

Perception of employee that he is treated as he deserve create a willingness to perform the job out of his job description. Organizational justice related to a number of positive job attitudes like organizational citizenship behavior and employee degree of trust on organization. Organizational Justice has a great deal with the organizational citizenship behavior. OJ and other dimensions of the justice directly has influence on the positive work place behavior.

Summary

A number of researches have been conducted on organizational justice organizational citizenship behaviors organizational trust employee commitment and job satisfaction. Many articles as discussed are very closely related to the topic of thesis. Most of the articles are showing that there is close relationship between all the variables as they are having influence on each other significantly. On other side the different dimensions of organizational justice are sometime not having a significant relation with OCB or other factors related to the research thesis but as they are accumulated they overall has essential connection with the OCB

Methodology

The research study is used to collect primary data numerically using quantitative research approach. Quantitative research used to develop models, theories and hypothesis by use of numeric data enhanced the accuracy of results.

Questionnaires were used for data collection which was developed by (Skarlicki, & Latham, 1996). It was used in research article "Increasing citizenship behavior within a labor union: A test of organizational justice theory" Data was collected through close ended questions and statistical analysis was performed by SPSS regression and correlation analysis. The concept was operationalize using five point scale like strongly agree =5 to strongly disagree = 1. 300 employees of MNC (Nestle, Uniliver, Pepsico and Procter and gamble) were selected through random sampling and data was collected through questioner of Sharliki which he used in 1996 in organizational justice theory containing close ended Questions.

Analysis

Data was collected through close ended questions and statistical analysis was performed by SPSS regression and correlation analysis.

Descriptive Statistics

Respondent Profile

	Count	%
Gender		
Male	188	62.7
Female	112	37.3
Age		
below 25	38	12.7
26-35	112	37.3
36-45	68	22.78
above 46	82	27.3
Qualification		
Undergraduate	2	.7
Graduate	92	30.7
Postgraduate	206	68.6
Company		
Nestle	100	33.3
Uniliver	100	33.3
Procter and Gamble	38	12.7
Pepsico	62	20.7

Above is a table of respondent profile it is showing that there are total 188 males and 112 females who responded. according to age below 25 were 38 and the age group 26-35 are total respondent were 112 and the age group 36-45 were counted total 68 and above 46 were total of 82. According to Qualification undergraduate were 2 and Graduate respondent were 92 and post graduate were 206. The company wise distribution is also shown in the above table. Nestle had 100 Uniliver 100 Procter and Gamble 38 and the last was PepsiCo from which 62 Respondents were there who responded.

Descriptive Statistics Of Organizational Justice

	N	Minimum	Maximum	Mean	Std. Deviation
Formal Selection	300	1.20	5.00	3.5960	.93593
Equitable Compensation	300	1.00	4.80	2.8880	1.18955
Justifiable Promotions	300	1.00	4.80	2.8613	1.18626
Impersonal Relations	300	1.00	5.00	3.3533	1.11064
Valid N (list wise)	300				

Above table shows the descriptive that how much questions of a particular variables are responded N showing the number of questions Min showing the minimum value in the respondent's answers maximum value is being showed by the max column mean column is showing arithmetic mean (Average) and last column is showing standard deviation. Above table shows that total number of employee are 300 who have filled out this survey and all are valid as only those were selected which have been fully filled and carefully checked. The dependent variable was Employee commitment and the

minimum level of average of the responses was 1.4 and the highest average was the 5. When the mean was calculated it was 3.7800 and the level of standard deviation was 0.92594.

Descriptive Statistics

Descriptive Statistics Of Organizational Justice

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Justice	300	1.8	5.00	3.7960	.92594
Valid N (list wise)	300				

The dependent variable was Employee commitment and the minimum level of average of the responses was 1.8 and the highest average was the 5. When the mean was calculated it was 3.7960 and the level of standard deviation was 0.92594. Above table shows the descriptive that how much questions of a particular variables are responded N showing the number of questions Min showing the minimum value in the respondent's answers maximum value is being showed by the max column mean column is showing arithmetic mean (Average) and last column is showing standard deviation.

Descriptive Statistics

Descriptive Statistics Of Organizational Justice

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Justice	300	1.4	5.00	3.7800	.92594
Valid N (list wise)	300				

Dependent variable: Employee Commitment

The dependent variable was Employee commitment and the minimum level of average of the responses was 1.4 and the highest average was the 5. When the mean was calculated it was 3.7800 and the level of standard deviation was 0.92594.

Descriptive Statistics

Descriptive Statistics Of Organizational Justice

	N	Minimum	Maximum	Mean	Std. Deviation
Employee Commitment	300	1.20	5.00	3.4060	.93593
Employee Trust	300	1.00	4.80	2.7980	1.19955
Job Satisfaction	300	1.50	4.00	2.9813	1.1626
Valid N (list wise)	300				

The dependent variable was Employee commitment and the minimum level of average of the responses was 1.4 and the highest average was the 5. When the mean was calculated it was 3.7800 and the level of standard deviation was 0.92594

Organizational Justice Impact on Organizational Citizenship Behavior

Impersonal relation has the significant value of .069 as B is showing that its contributing rate is only - 0.096 which is too weak and not significant to predict the citizenship behavior, which is showing that there is no significant relation between formal selection and citizenship behavior.

Equitable compensation relation with organizational citizenship behavior has the significant value of 0.000 as B is showing that its contributing rate is .310 which is Strong and significant to predict the

citizenship behavior, which is showing that there is significant relation between Equitable compensation and citizenship behavior.

Justifiable promotions relation with organizational citizenship behavior has the significant value of 0.000 as B is showing that its contributing rate is .618 which is too Strong and significant to predict the citizenship behavior, which is showing that there is significant relation between Justifiable promotions and citizenship behavior.

Impersonal relation has the significant value of 0.371 as B is showing that its contributing rate is only 0.42 which is too weak and not significant to predict the citizenship behavior, which is showing that there is no significant relation between formal selection and citizenship behavior.

Correlation

	JS	EC	ET	OCB
Job Satisfaction	1			
Employee Commitment	.248**	1		
Employee trust	.262**	.385**	1	
OCB	.445**	.326**	.122**	1

Above table is showing the co relations of independent and dependent variables with each other’s. All variables are written in rows and columns wise and cell matching attributes of column and row showing their relation with each other. Every variable showing relation of one (Unity) with itself, Pearson co relation showing the relation with the other variable like job Satisfaction can effect job satisfaction by unity can influence employee commitment by 24.8% employee trust by 26.2% employee citizenship behavior 44.5%. This percentage is showing the relative change by changing one unit in a variable in same way Employee Commitment can effect job satisfaction by 24.8% can influence employee commitment by 1 % employee trust by 38.5 % employee citizenship behavior 32.6 %. This percentage is showing the relative change by changing one unit in a variable.

Employee Trust can effect job satisfaction by 26.2% can influence employee commitment by 38.5% employee trust by unity employee citizenship behavior 12.2%. This percentage is showing the relative change by changing one unit in a variable in same way Employee citizenship behavior can effect job satisfaction by 44.5% can influence employee commitment by 32.6% employee trust by 12.2% employee citizenship behavior by unity. This percentage is showing the relative change by changing one unit in a variable in same way.

Multiple Regression Model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.912 ^a	.832	.827	.48063

a. Predictors: (Constant), Formal Selection, Impersonal Relations, Equitable Compensation, Justifiable Promotions

Above model summary shows that the sum of all four factors of organizational justice effect the organizational citizenship behavior by 83% it is a very strong effect. Its showing that change in one unit of organizational justice will change the .83 in the OCB.

Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1	(Constant)	.406	.185		
	Impersonal Relations	.042	.047	.041	.897
	Justifiable Promotions	.618	.075	.633	8.275
	Equitable Compensation	.310	.074	.319	4.197
	Formal Selection	-.096	.052	-.078	-1.832

a. Dependent Variable: Citizenship behavior

Equation

$$OCB = .406 + .042IR + .618JP + .310EC - .096FS$$

OCB = Organizational Citizenship behavior

IR = Impersonal Relations

JP = Justifiable Promotions

EC = Equitable Compensation

FS = Formal Selection

Organizational justice impact on Job Satisfaction

Correlation

	Organizational Justice	Job Satisfaction
Organizational Justice	1	
Job Satisfaction	.213**	1

Above table is showing the co relations of independent variables and dependent variables with each other's. All variables are written in rows and columns wise and cell matching attributes of column and row showing their relation with each other, Every variable showing relation of one (Unity) with itself, N showing the numbers of respondents, Pearson co relation showing the relation with the other variable. In this table values are showing that organizational justice and job satisfaction can affect each other's by 21%.

Multiple Regression Model

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.422 ^a	.392	.407	.37163

a. Predictors: (Constant), Organizational Justice

Above model summary shows that the organizational justice affects the organizational citizenship behavior by 40% it is a very strong effect. Its showing that change in one unit of organizational justice will change the 0.407 in the OCB

Coefficients

Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.79	0.185		2.197	0.030
	Organizational Justice	0.21	0.047	0.041	0.897	0.371

a. Dependent Variable: Job Satisfaction

Equation

Job Satisfaction = .79 + .210J

H1 = There is relationship Between Organizational Justice and Job Satisfaction.

Ho = There is no relationship between Organizational Justice and Job Satisfaction

Organizational justice has the significant value of .030 as B is showing that its contributing rate is .021 which is significant to predict the citizenship behavior, which is showing that there is significant relation between Organizational Justice and Job Satisfaction.

So H1 is accepted

H1 = There is relationship Between Organizational Justice and Job Satisfaction.

Organizational justice Impact on Employee Trust

Correlation

	Organizational Justice	Employee Trust
Organizational Justice	1	
Employee Trust	.133	1

Above table is showing the co relations of both variables with each other's. All variables are written in rows and columns wise and cell matching attributes of column and row showing their relation with each other, every variable showing relation of one (Unity) with itself, N showing the numbers of respondents. Pearson co relation showing the relation with the other variable like Organizational justice and employee trust can influence each other by 13.3%.

Multiple Regression Model

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.125 ^a	.094	.123	.48063

a. Predictors: (Constant), Formal Selection, Impersonal Relations, Equitable Compensation, Justifiable Promotions

Above model summary shows that organizational justice affects the Employee Trust by 12% it is a very strong effect. Its showing that change in one unit of organizational justice will change the .12 in the Employee Trust.

Coefficients

Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	.87	.185		2.197	.030
	Organizational Justice	.13	.047	.018	.897	.0371

Dependent Variable Employee Trust

Equation

Employee Trust = .87+ .130J

OJ = Organizational Justice

H2 = There is relationship Between Organizational Justice and Employee Trust.

Ho = There is no relationship Between Organizational Justice and Employee Trust.

As we can see in Equation that there is a relation between organizational justice and employee trust as they are mutually related and employee trust is impacted by organizational justice for 13% and the value of significance is .03 which is less than alpha depicts that the relation is significant

So H2 is accepted

H2 = There is relationship Between Organizational Justice and Employee Trust.

Organizational justice impact on Employee Commitment

Correlation

	Organizational Justice	Employee Trust
Organizational Justice	1	
Employee Commitment	.203	1

Above table is showing the co relations of independent variables with each other's. All variables are written in rows and columns wise and cell matching attributes of column and row showing their relation with each other, every variable showing relation of one (Unity) with itself, N showing the numbers of respondents. Pearson co relation showing the relation with the other variable like Organizational justice and employee commitment can influence each other's by 20%.

Multiple Regression Model

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.223 ^a	.255	.234	.48063

a. Predictors: (Constant), Means of Formal Selection, Impersonal Relations, Equitable Compensation, Justifiable Promotions (Organizational justice)

Above model summary shows that the sum of all four factors of organizational justice effect the organizational Commitment by 23% it is a very strong effect. Its showing that change in one unit of organizational justice will change the .23 in the OCB.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.77	.185	.072	2.197	.030
Organizational Justice	.23	.047	.018	.897	.0291

Dependent Variable Employee Commitment

Equation

Employee Commitment = .77 + .230J

OJ=Organizational justice

H3 = There is relationship Between Organizational Justice and Organizational Commitment.

Ho = There is no relationship Between Organizational Justice and Organizational Commitment.

As we can see in Equation that there is a relation between organizational justice and Employee Commitment as they are mutually related and Organizational justice has an impact of 18% on

organizational citizenship behavior and the value of significance is .029 which is less than alpha depicts that the relation is significant.

So H3 is accepted

H3 = There is relationship Between Organizational Justice and Organizational Commitment.

Impact of Employee Trust Job Satisfaction and Employee Commitment on Organizational citizenship Behavior

Multiple Regression Model

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.560 ^a	.522	.589	.28063

a. Predictors: (Constant), Employee Trust Job Satisfaction and Employee Commitment in Organizational Compensation, Justifiable Promotions

Above model summary shows that the sum of all three factors Employee Trust Job Satisfaction and Employee Commitment in Organization affect the organizational citizenship behavior by 59% it is a very strong effect. Its showing that change in one unit of the sum of all three factors Employee Trust Job Satisfaction and Employee Commitment will change the .59 in the OCB

Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.276	.185	.26	2.197	.001
Job Satisfaction	.392	.047	.041	.897	.000
Employee Commitment	.258	.075	.633	8.275	.000
Employee Trust	.10	.074	.319	4.197	.005

a. Dependent Variable: Citizenship behavior

Equation

$$OCB = .276 + .392JS + .258EC + .10ET$$

OCB = Organizational Citizenship behavior

JS= Job Satisfaction

EC= Employee Commitment

ET= Employee Trust

Job Satisfaction impact on Employee Citizenship Behavior

H4 = There is relationship between job Satisfaction and Organizational Citizenship Behavior

Ho = There is no relationship between job Satisfaction and Organizational Citizenship Behavior

As we can see job Satisfaction employee citizenship behavior 44.5%, this percentage is showing the relative change by changing one unit in independent variable. So Alternate Hypothesis is accepted.

There is relationship between job Satisfaction and Organizational Citizenship Behavior

Employee Trust impact on Employee Citizenship Behavior

H5 = There is relationship between Employee Trust and Organizational Citizenship Behavior

Ho = There is no relationship between Employee Trust and Organizational Citizenship Behavior

As we can see job Satisfaction employee citizenship behavior 10.01%, this percentage is showing the relative change by changing one unit in independent variable. So Alternate Hypothesis is accepted.

There is relationship between Employee Trust and Organizational Citizenship Behavior

Employee Commitment impact on Employee Citizenship Behavior

H6 = There is relationship between Employee Commitment and Organizational Citizenship Behavior

Ho = There is no relationship between Employee Commitment and Organizational Citizenship Behavior

As we can see job Satisfaction employee citizenship behavior 25.8%, this percentage is showing the relative change by changing one unit in independent variable. So Alternate Hypothesis is accepted.

There is relationship between Employee Commitment and Organizational Citizenship Behavior.

Conclusion and recommendations

It is finally concluded that overall organizational justice impacts on organizational citizenship behavior but not all the factors of organizational justice affect the citizenship behavior, after research the findings shows that justifiable promotions are the strongest elements to create organizational citizenship behavior. People will work voluntarily out of their job description when they will believe that organization promotes only those people who are willing to give something to organization out of their responsibilities. People perform hard work even if they are not responsible for it if they are properly recognized and rewarded through promotions.

Second highest OCB predicting element is equitable compensation. When people think that they are being paid with justice as much they deserve and also according to the pay rates standard in their organization then they work harder in return of this justice by organization. But if they feels that other people are giving less output and they are being paid same or with the same level of output they are being paid higher it reduce the spirit of working voluntarily. It also verifies the equity theory of the motivation.

Formal selection has no significant effect on OCB. Formal selection refers to the recruitment through a formal procedure to avoid any sort of nepotism and favoritism. A very slight effect of Formal selection is negative on OCB. It is not significant but its reason is that people like to do volunteer jobs when they has good influence on hiring process so it make them more loyal to the organization but as per results these are too low so we can't predict OCB with the help of Formal selection.

Impersonal Relation has no effect on Organizational citizenship behavior.

Impersonal relation refers to the relationships between boss and employees which are not based on any type of favoritism. Impersonal relations can't predict the OCB because some time it effects positively some time negatively some time it has no impact on OCB. It mean it is uncertain to measure the OCB with the help of Impersonal Relationship.

Under the research conducted it is finding that Organizational justice has an influence on Job satisfaction, Employee trust and Organizational commitment of employee. Job satisfaction, Employee trust and Organizational commitment of employee has significant effect on Organizational citizenship behavior.

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