

Impact Of Organizational Justice On Organizational Citizenship Behavior: Role Of Transformational Leadership

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Abstract

The purpose of this research study was to investigate how organizational justice influences organizational citizenship behavior (OCB), taking into account the moderating effect of transformational leadership. Organizational justice was assessed through distributive justice, procedural justice, and interactional justice, while organizational citizenship behavior was evaluated based on altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. Data was collected from randomly chosen universities in Punjab using a questionnaire survey, and 120 responses were obtained over a three-month period. The findings revealed a significant and positive relationship between organizational justice and organizational citizenship behavior (OCB). Additionally, it was observed that transformational leadership plays a significant moderating role in the association between organizational justice and organizational citizenship behavior (OCB). Furthermore, this research provides important understanding for the administration of educational organizations, indicating that enhancing beliefs of fairness and equity among teachers and scholars can enhance the overall efficiency of their institutions in Pakistan.

Keywords: Organizational Justice, Organizational Citizenship Behavior (OCB), Transformational Leadership.

1. Introduction

In an organizational context, behavior is considered one of the most important factors for success in an organization. In today's world, there is a great demand for high-performing organizations and institutions to contribute to the global economy (Abdul-Kareem, 2016). This can only be achieved through organizations and institutions providing their employees with a satisfying work environment, fair treatment, and recognition for their effective efforts (Ndungu, 2017). These factors contribute to the development of organizational citizenship behavior within these workplaces. Organizational citizenship behavior is essential for enhancing the overall effectiveness of organizations and institutions. It refers to employees' voluntary actions that contribute to the well-being of the organization without expecting any form of compensation or reward (Dinka, 2018).

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The current work environment encourages employees to engage in self-improvement by not only taking on job responsibilities but also by demonstrating Organizational Citizenship Behaviors (Dinka, 2018). Previous studies have shown that Organizational Justice plays a significant role in explaining organizational outcomes such as OCB (Moorman & Byrne, 2013). Organizational Justice is based on employees' perceptions, and research indicates that perceiving fair treatment translates into positive job behaviors (Moorman & Byrne, 2013). As a result, it's clear from many research findings that OCB is essential for the efficiency, productivity, and success of organizations and institutions (Moorman & Byrne, 2013). However, there is a lack of research on how organizational justice affects OCB in Pakistani educational institutions. Therefore, the main objective of this research is to explore the impact of organizational justice on Organizational Citizenship Behavior (OCB) within the educational sector of Punjab.

Effective leadership is crucial in shaping the attitudes and actions of employees (Dewettinck & Van Amejide, 2011). This is because leaders have the power to foster a positive environment and influence the emotional bond that employees develop with their work. Transformational leadership, in particular, has been shown to be an effective strategy for promoting and establishing a fair and equitable workplace and enhancing employees' dedication to their customer service roles (Hoon Song, Kolb, Hee Lee, & Kyoung Kim, 2012). Transformational leadership theory encompasses the idea that a leader who exhibits strong ethical integrity can inspire and foster higher moral reasoning among their team members (Yasir & Mohamad, 2016). The main objective of transformational leaders is to change their team members, urging them to prioritize the success of the organization over their personal interests, elevating their spirits, and aligning their values with those of the organization (Yasir & Mohamad, 2016).

Transformational leaders serve as sources of inspiration and drive for their followers to attain remarkable results, simultaneously enhancing their own capabilities as leaders. Transformational leadership has been found to positively impact the performance of their followers at work (Ahmad, Ahmad, Farhan, & Tahir, 2019). As employee loyalty, job satisfaction, and dedication to their roles increase, so does the likelihood of them staying with the organization for an extended duration. It's crucial for managers to understand the factors that foster employee identification with the company to ensure sustainable productivity (Ahmad et al., 2019). The behaviors of transformational leaders, in turn, employ various methods of influence. Studies indicate that transformational leadership plays a significant role in encouraging actions beneficial to the organization and perceptions of fairness. The concepts of transformational leadership and fairness in the workplace are key in shaping attitudes towards work and emotions respectively (Ahmad et al., 2019).

The main concern with this study is that the concept of organizational justice is relatively new and hasn't received as much attention from researchers interested in it, especially within the field of education. This lack of focus on this aspect could lead to lower levels of employee involvement in community activities within organizations. Many practitioners have recognized the role of organizational justice in achieving organizational objectives by enhancing employees' contributions beyond their formal roles (Nazir, Shafi, Atif, Qun, & Abdullah, 2019). Organizational justice is increasingly seen as crucial, with efforts being made to apply these principles to better understand employee behavior in the workplace and to serve as a basis for analyzing employee's contributions beyond their job duties (Nazir et al., 2019). Therefore, the aim of this study is to explore how professors at higher education institutions are practicing organizational justice and how these practices influence their contributions outside of their formal duties.

1.1. Research Objectives

The primary aim of the research study is:

1. To determine how organizational justice influences organizational citizenship behavior
2. To examine the moderating role of transformational leadership in the connection between organizational justice and organizational citizenship behavior (OCB)

1.2. Research Questions

The main question of the research study is:

1. What is the influence of organizational justice on organizational citizenship behavior (OCB)?
2. Does Transformational Leadership moderate the relationship between organizational justice and organizational citizenship behavior (OCB)?

2. Literature Review

2.1. Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior was discussed in 1980's in the organizational behavior literature (Bhatla, 2016). The main attention of OCB was the classification of worker behavior that were not defined in job description but enhance the organizational outcomes (Bhatla, 2016). "It signified that these behaviors inculcate the concept which acts like a lubricant for organization machinery and will not take in account the aspect of task performance". This statement significantly segregate that OCB are different from task performance as study occurred to analyzed what sort of activities are held by workers in particular job and organization (Ahmad et al., 2019). Study revealed that a particular worker performed 55 % activities are task based while 30% were citizenship based, therefore these behaviors are more essential for the organizational function. These behaviors incorporate the worker to facilitate others at the needy time and put effort to perform the work to restore the organizational assets, therefore it named as citizenship behavior as it has significance in the manger's work (Dewettinck & Van Ameijde, 2011).

Operationalization of the concept started in two different behaviors. One effects the organization in the positive sense as regularity (Mayfield & Taber, 2010). Contrary to this, other focuses on the exhibition of behaviors that destruct the individuals and the organization as well. Organizational citizenship behaviors are those behaviors that are not organizational requirements or ahead of existing role potentials and promote the organizational effectiveness (Mayfield & Taber, 2010). Worker does positive acts to make improvements and to protect organization which are not part of their job task and do it without taking any reward. OCB behavior is point out in the form of extra task like help other workers in the job, following the organizational rules or regulation even when no one is following and having patience for anxiety in the workplace (Götz, Donzallaz, & Jonas, 2020). Organizational citizenship behavior improves organizational effectiveness and efficiency by contributing to adaptability. Three major aspects of Organizational citizenship behavior are: actions are free from individual's interest or not part of formal duties, promote organization benefit and focuses on the multidimensional nature (Götz et al., 2020).

Organizational citizenship behavior highlighted that these events are absolute in the job requirements of any worker and individual can perform beyond the organization supervisors' needs and expectations (Harvey, Bolino, & Kelemen, 2018). During 1980's two categories of behaviors are: general compliance (what employees have to do on job) and altruism (helping behavior towards individuals). After that five dimension of construct was proposed in 1988 by Organ along with altruism, conscientiousness, sportsmanship, courtesy and civic virtue (Singh & Singh, 2009). Altruism is when worker having helping behavior toward individuals who are new in the organization and will increase the group efficiency by enhancing individual performance. Conscientiousness is when worker give their maximum time to organization and put extra effort that will increase the efficiency of individual and group

in the organization. Courtesy is when worker is obedient or polite in nature and provide prior notices, reminders and information that will helpful from preventing any problem. Sportsmanship is when worker put their time on organizational actions or activities rather than wasting time on complaining. Civic virtue is when worker serve on organization function and committees not only to help others but also in interest of organization by providing necessary services (Singh & Singh, 2009).

Another contribution of two factor model was by Anderson during 1990 as individual level organizational citizenship behavior or altruism that focus on individual assistance to others like provide guidelines to other individual on job as if worker is absent. Second factor stated as general compliance citizenship behavior or organizational level citizenship behavior that focus on individual's actions subjected towards organization effectiveness like enhancement of organization informal procedures and rules (Farb, Irving, Anderson, & Segal, 2015). Segregation of both the concept is essential because individual level citizenship behavior gives attention towards impersonal aspects, while organizational level citizenship behavior gives consideration to impersonal aspects and other aspects as well in which individual exhibits different citizenship behavior and not all of them. Worker seeks for Individual level citizenship behavior in task which ultimately helps other individual in task and enhances the citizenship behavior in organization (Farb et al., 2015).

Recent literature gives name this concept as pro-social and proactive citizenship behavior (Bartkowiak, Krugielka, Dachowski, Gałek, & Kostrzewa-Demczuk, 2020). Pro-social focuses on the behavior and maintenance of interactions at work. Sometimes it also referred with social wanted behaviors or desirable behaviors according to situation (Bartkowiak et al., 2020). Pro-social concept still not properly explained and has required attention to be further explored. Change oriented or proactive citizenship behavior focused on the efforts of individual that are made to improve the situation and working conditions of organization in the form of procedures and policies (Bartkowiak et al., 2020).

Organizational Citizenship behavior is more important and widely used now a day in recent studies to interpret or understand the organizational behavior (Karam & Kwantes, 2011). Over last few years, research gives more attention in organization behavior and social psychology to understand that why worker engage in OCB (Karam & Kwantes, 2011). OCB received more attention in organizational studies and business for many reasons (Tepper & Taylor, 2003). Previous studies concluded that worker do more positive acts like organizational citizenship behavior when they perceived justice in the organization (Mehrdad, Dennerlein, Haghghat, & Aminian, 2010). Previous researches also concluded that organizational justice is the important predictor of organizational citizenship behavior than job satisfaction (Tepper & Taylor, 2003).

Organizational climate is very much affected on the behavior of worker. Previous researches concluded that there is a direct relationship between worker perception about organizational climate and organizational citizenship behavior (Bhatla, 2016). Worker do positive acts when they perceive the organizational climate positively and put extra effort to achieve overall organizational goals. Quality of transformational leadership influences worker to do more positive acts (Harvey et al., 2018). Previous studies indicate that there is a positive relationship between transformational leadership and organizational citizenship behavior (Asghar & Ahmad, 2017).

Organizational citizenship behavior presence in organization is dynamic because it's dependent on the other factors that influences on it. Organization commitment and job satisfaction are the important factors that affect or influence on OCB (Colquitt, 2011). Worker engages in a positive behavior like organization citizenship behavior, when they are satisfied with the job (Singh & Singh, 2009) and are committed to organization (Babcock-Roberson & Strickland, 2010).

2.2. Organizational Justice

Organizational justice relates to worker perception about organizational conditions as fair or unfair (Zayer & Benabdelhadi, 2020). Organizational justice relates to at what extent worker feels that they are treated fairly in the organization (Zayer & Benabdelhadi, 2020). Organizational justice is the subjective concept in which one is less worried about what is fair and more worried about what other believe or think. Researcher takes up a descriptive paradigm to understand and study why worker might view certain event or situation to be fair or unfair (Colquitt, Greenberg, & Zapata-Phelan, 2013).

The concept of organizational justice encompasses three dimensions: distributive justice, procedural justice, and interactional justice (Al-Zu'bi, 2010). Distributive justice relates to behavioral, affective and cognitive reaction to outcome such as job status, supervision, pay, benefits, seniority and social status (Al-Zu'bi, 2010). Distributive justice is based on the original decision of organization which then perceived by the worker as fair or unfair (Al-Zu'bi, 2010). Distributive justice focusses on the allocation of resources and it flourish from 1950's to 1970's. Procedural justice relates to how conclusion was determined and accepted significant meaning as even the results or outcomes was not in harmony to ones' hope. Procedural justice relates to the fairness on procedures or methods used to arrive at a conclusion and it flourish from 1970's to 1990's. Procedural justice influence what worker believes about the whole organization and if the worker perceived the process as fair, they will show greater trustworthiness and enthusiasm to perform better (He, Zhu, & Zheng, 2014).

Interactional justice relates to interpersonal characteristic that direct procedures. Interactional justice relates to how one worker treats with other in the organization. Interaction is observed as fair, when worker shared information openly and stay away from any kind of lack of enthusiasm. Interactional justice is important factor now a day to identify the organizational justice and started from 1980's. Interactional justice having two aspects: informational justice and interpersonal justice (He et al., 2014). Informational justice relates to sharing of appropriate information with worker openly, while interpersonal justice relates to treating of worker with courtesy, dignity and respect (He et al., 2014).

Worker engages in positive behavior or attitude towards organization, when they perceived that organization as being fair (Kehoe & Wright, 2013). Previous studies concluded that organizational justice is the predictor of organizational citizenship behavior (Sjahruddin & Sudiro, 2013). Worker engages in negative behavior, when they perceive the organization as unfair and unfavorable environment (Jacobs, Belschak, & Den Hartog, 2014). Ensuring fairness within an organization is crucial for mitigating negative behaviors. Worker does more positive acts when they perceived the organizational justice that will ultimately enhance the individual performance as well as organizational performance. Worker do negative acts when they perceive the organizational justice as unfair that will ultimately result in the poor individual performance as well as organizational performance (Jacobs et al., 2014).

Organizational justice relates to the perception of fairness in organization and this perception influence organization outcomes like job satisfaction and organizational commitment (López-Cabarcos, Machado-Lopes-Sampaio-de Pinho, & Vázquez-Rodríguez, 2015). Worker is more committed towards organization and their task when they perceive the organizational justice (López-Cabarcos et al., 2015). Organizational justice increases the organizational commitment towards organization and worker do more positive acts when the perceived as fair (Jamaludin, 2009). Previous researches concluded that there is positive relationship between organizational justice and job satisfaction (Jamaludin, 2009). Fairness of perception about organization increases the job satisfaction level and worker engages more in positive acts (Jamaludin, 2009). While some studies concluded that organizational justice is the best predictor of organizational citizenship behavior than job satisfaction (Nadiri & Tanova, 2010).

2.3. Transformational Leadership

In 1978, James McGregor Burns introduced the concept of transformational leadership in his book on leadership. A transformational leader is someone who alters the beliefs, values, and aspirations of their followers (Afshari, Bakar, Luan, & Siraj, 2012). The leader's followers trust, admire, and remain loyal to the leader in return. (Afshari et al., 2012). Transformational leadership qualities encompass: Idealized influence, in which the leader offers a clear vision and purpose to their team, inspiring them with respect, pride, and belief to chase the vision and act as an example of high moral and achievement levels. Individualized consideration is when the leader acts as a mentor, assigning tasks to team members for educational purposes, offering ongoing feedback, and recognizing each member as unique. Intellectual stimulation is about introducing fresh challenges to the team, encouraging them to come up with innovative solutions, use distinct approaches to solving problems, and think critically in decision-making. Lastly, inspirational motivation is about the leader being a role model and a beacon of motivation for the team by sharing the vision and providing a sense of purpose (Afshari et al., 2012). These elements enable followers to maximize their potential and achieve peak performance (Afshari et al., 2012).

A transformational leader demonstrates creativity, focuses on the needs of subordinates, delegates authority, effectively communicates their vision, and influences others through compassionate behavior (Masood & Afsar, 2017). The followers of a transformational leader have indicated higher levels of satisfaction, exerted additional effort to achieve better results, and received high performance ratings (Masood & Afsar, 2017). Transformational leadership leads to several benefits for an organization such as fostering a sense of confidence, maximizing the potential of followers, enhancing team effectiveness, and promoting high levels of innovation, as well as improving employee engagement (Masood & Afsar, 2017).

The concept of transformational leadership involves communicating a compelling vision that influences the actions of employees by helping them understand their roles in creating a better future. This in turn fosters trust in the leader, leading to increased motivation among employees to actively contribute toward the organization's goals (Jiang, Zhao, & Ni, 2017). The behavior of workers is directly impacted by transformational leadership, as it fosters positive moods among them (Jiang et al., 2017). The performance of employees can be significantly impacted by the quality of the relationship between a leader and a member, particularly in a dynamic environment characterized by frequent changes and the need for guidance from managers. For a leader to be effective, they should demonstrate transformational qualities and cultivate high-quality relationships with their subordinates (Sadeghi & Pihie, 2012).

Transformational leader control worker from deviant actions and are capable for setting up norms in organization, which will helpful to shape ethical behavior of subordinate (Daft & Lane, 2008). Deviance behavior is due to disturbance and transformational leadership plays a vital role in overcoming frustration by sharing autonomy and justice (Sim & Lee, 2018). Workers are less likely to participate in misconduct at work when they think the organization values fairness, and when the leaders are actively working to foster a happy and satisfied team (Gill, Flaschner, Shah, & Bhutani, 2010). Deviant workplace behavior is a function of individual factors as well as the function of leadership and organizational norms (Bass & Riggio, 2006). Transformational leader considers the subordinate needs, which will recognize by the worker that they are working in an organization who worried about their well-being and worth their inputs (Bass & Riggio, 2006). The crucial factor for organizational learning, organizational innovation, organizational performance, and knowledge management is transformational leadership (Imran, Ilyas, & Aslam, 2016).

2.4. Relationship between Organizational Citizenship Behavior, Organizational Justice and Transformational Leadership

Transformational leaders concentrate on addressing current issues and molding their conduct by inspiring employees to efficiently reach organizational objectives. They empower their staff to engage in organizational initiatives and provide support and guidance. They convey their overarching vision to employees, setting objectives and broadening their perspective. Additionally, they focus on nurturing employees' personal growth to drive enhanced performance through improved skills and qualifications (Yıkılmaz & Sürücü, 2023). The self-confidence of employees is enhanced by transformational leadership in all their activities, ensuring that they feel self-assured. According to (Malik, Javed, & Hassan, 2017), transformational leaders inspire internal motivation in employees to go above and beyond their job roles, aligning their actions with the employees' values. The positive approach of transformational leaders towards their employees could result in heightened organizational citizenship behavior among the employees (Basalamah & Ardana, 2020).

The emergence of organizational citizenship behavior can be explained by Social Exchange Theory, which is one of the most influential theories for understanding general dynamics. Additionally, the theory offers a framework for explaining the association between transformational leadership and organizational citizenship behavior (Nohe & Hertel, 2017). Social exchange relationships are marked by mutual trust and allegiance, and they grow out of the reciprocity norm between involved parties (leader and employee). This perspective suggests that employees will participate in social exchanges due to the inspirational actions of transformational leaders towards them, and they, in turn, will reciprocate these inspirational actions by engaging in extra-role behaviors. Within the framework of Social Exchange Theory, transformational leadership plays a significant role in motivating employees to go above and beyond their duties. (Permatasari, Purwana, & Akbar, 2020).

Recent research has provided evidence that transformational leadership has a positive impact on organizational citizenship behavior according to the theory of social exchange (Sürücü, 2021). Perceiving organizational justice is believed to establish ongoing social exchange connections, which in turn result in the employee feeling obligated to reciprocate towards the leader or organization. According to Social Exchange Theory, when organizational justice perception is favorable, employees will demonstrate organizational citizenship behavior in response (Spector & Che, 2014).

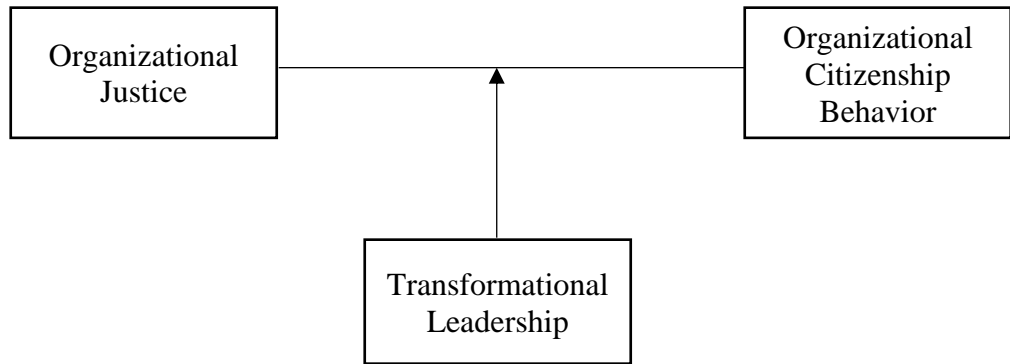
From an employee's perspective, the development of organizational citizenship behavior involves important elements such as fair treatment and organizational justice in a social exchange. According to Sürücü (2021), when employees perceive fair treatment by managers, they are likely to enhance their organizational citizenship behaviors in response to social exchange. Essentially, fair exchanges prompt employees to act in ways that benefit the organization through just behavior. Conversely, if employees feel that the organization or leaders are treating them unfairly, they perceive a violation of social exchange. In such circumstances, employees are more inclined to react to perceived injustice by displaying decreased performance, higher absenteeism, reduced emotional involvement, or diminished civic behavior.

Employees' view of organizational justice in the context of social exchange and equity theory can positively influence organizational citizenship behavior. Studies have shown a strong connection between organizational justice and organizational citizenship behavior (Khaola & Rambe, 2021; Saifi & Shahzad, 2017). The research aims to examine the hypothesis that has been formulated in accordance with existing theories and previous studies.

H1: Organizational Justice has a positive impact on Organizational Citizenship Behavior (OCB)

H2: Transformational leadership plays a significant positive role in the relationship of organizational justice and organizational citizenship behavior (OCB)

3. Theoretical Framework



4. Research Design

In this research, a positive research method and an external perspective are utilized because the researcher has a specific stance on the research, which includes creating hypotheses and collecting information through categorizing them. This approach is also organized to support investigation in aspects of general applicability.

This study is designed to be cross-sectional and quantitative, aiming to explore the cause-and-effect link between organizational justice, transformational leadership, and organizational citizenship behavior in the workplace. The connection between these variables is evaluated using hypotheses, and data is gathered via self-administered questionnaires for statistical analysis. The findings are then analyzed using SPSS (Statistical Package for the Social Sciences), which allows for the examination of reliability, factor analysis, descriptive statistics, regression analysis and bivariate correlation, and to understand the relationship between transformational leadership, organizational justice and organizational citizenship behavior.

4.1. Population Frame Work

The research study focuses on the population of the education sector (universities) in the province of Punjab, Pakistan. In this research, non-probability and convenient sampling methods were used to gather responses, making self-reporting the suitable approach for data collection. Various techniques such as interviews and questionnaires can be utilized to collect data. For this study, we opted for questionnaires to obtain relevant data from employees by sending them through email and mail.

4.2. Sample Characteristics

To evaluate the theory, information was gathered via surveys among staff at universities across Punjab, Pakistan. In all, 270 surveys were distributed to staff via email and courier, resulting in 171 surveys returned for analysis, indicating a 66 percent response rate. A strategy of convenience sampling was employed to gather data from various individuals within the education sector (universities). Within the entire sample, there were 115 males and 56 females. Regarding the age of respondents, 69 were between 18 and 30, 58 were 31 to 40, 31 were 41 to 50, and 13 were over 50. Regarding the marital status of respondents, 75 were single and 96 were in a marital union. Education-wise, 28 had an intermediate level, 71 were graduates, 59 had master's degrees, and 13 had pursued post-graduate studies, as detailed in Table 1.

Table 1: Demographic Statistics

Demographic Analysis		Frequency	Percentage
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Gender	Male	115	67.3
	Female	56	32.7
Age	18-30	69	40.3
	31 -40	58	33.9
	41-50	31	18.1
	50 and above	13	7.7
Marital status	Single	75	43.9
	Married	96	56.1
Education	Graduate	58	33.9
	Post Graduate	64	37.4
	PhD	49	28.7
Experience	1 to 3	47	27.5
	3-7	68	39.8
	7-10	38	22.2
	10-20	18	10.5

4.3. Research Instruments

The research study utilized a questionnaire that was modified from different sources and tailored to suit the specific scope of the study. To assess transformational leadership, a 12-item measure developed by Avolio, Bass, and Jung (1999) was utilized, focusing on individualized consideration idealized influence, intellectual stimulation, inspirational motivation and intellectual stimulation, and. The OCB items were selected from the research of Chiang and Hsieh (2012) and, Taamneh, Matarneh, and Al-Okaily (2024). The elements of organizational justice were taken from Elovainio, Heponiemi, Sinervo, and Magnavita (2010).

4.4. Factor Analysis

Factor analysis was used to find out whether or not some variable items cause biases. The stability of the factor structure can be verified by principal component analysis (Asghar & Ahmad, 2017). Kaiser-Meyer-Olkin (KMO) can be used as a primary assumption for principal component analysis and should have a value greater than 0.50 (Asghar & Ahmad, 2017). Additionally, some studies have noted that factor value loaded should surpass 0.40 (Avolio et al., 1999). After the test is finished, the values remain in a certain range as shown in table 2.

Table 2: Factor Analysis

Variable	Chi- Square	KMO	Sig
Organizational Justice	1346.26	.765	0.000
Transformational leadership	2148.82	.841	0.000
Organizational Citizenship Behavior	1543.85	.845	0.000

* P < 0.001

4.5. Reliability Analysis

The reliability of an instrument is reflected in its consistency, and the Cronbach's α coefficient is used to assess internal consistency. When the Cronbach's α value is above 0.60, it indicates that the questionnaire employed in the research is reliable (Onwuegbuzie & Leech, 2005). All factors exhibit a Cronbach's α coefficient exceeding 0.60, indicating the questionnaire's internal consistency and reliability. The findings imply that the data is trustworthy and

appropriate for additional statistical examination, as depicted in table 3.

Table 3: Reliability Analysis

Variable Names	Number of items	Cronbach α
Organizational Justice	20	.618
Transformational leadership	12	.812
Organizational Citizenship Behavior	24	.751

5. Results and Discussions

The data was subjected to several statistical tests in order to uncover and elucidate the significant findings of this study. The technique of descriptive statistical analysis is utilized to determine whether the data is normal. This method provides researchers with insights into the data pattern and furnishes guidance for future actions. Assessing the normality of the data involves examining the skewness and kurtosis values. The degree of deviation from symmetry around the mean is indicated by the skewness value, while the kurtosis value shows the probability density in the distribution's tails. Based on the descriptive statistics, it seems that the data is normally distributed since the skewness and kurtosis values in table 4 are within the typical range.

Table 4: Normality Test

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Organizational Justice	170	3.4580	.69920	-.729	.124	1.572	.238
Organizational Citizenship Behavior	170	3.5037	.65489	-.838	.124	1.471	.238
Transformational Leadership	170	3.1169	.84616	-.868	.124	.465	.238

A regression test is conducted to determine how one factor influences another. To understand how organizational justice affects the organizational citizenship behavior within an organization, a regression model is created. The R² value (.426) suggests a moderate correlation between organizational justice and organizational citizenship behavior, as illustrated in table 5. Additionally, the R² value (.426) shows that organizational justice accounts for 46.2% of organizational citizenship behavior, while other variables not included in the model may also play a role in shaping organizational citizenship behavior.

Table 5: Regression Analysis

Model	IV	DV	R ²	F-stat	t-stats	B	Sign
H1.	OJ	OCB	.426	48.86***	6.130	0.468	.000

*p<.05, **p<.01, ***p<.001

Determining the degree of dependence of one variable on another and the impact of a change in one variable on a change in another is crucial, and beta values are used for this purpose. An

organizational citizenship behavior is positively correlated with organizational justice when the beta value is 0.468, as evident in table 5. Furthermore, the beta value indicates that a 01% alteration in organizational justice results in a 46.8% change in organizational citizenship behavior. Consequently, the initial hypothesis of this research, stating that organizational justice has a positive impact on organizational citizenship behavior, is supported.

In this research study, the Barron and Kenny (1987) moderation test was applied to determine the moderating influence of transformational leadership on the relationship between organizational justice and organizational citizenship behavior. The results of the moderation test revealed that transformational leadership indeed acts as a moderator between organizational justice and organizational citizenship behavior ($\beta = 0.823$, $p < 0.005$), as depicted in Table 6. The moderation model's beta value indicates a noteworthy moderation effect in the connection between organizational justice and organizational citizenship behavior ($\beta = -0.468$ to 0.823), as illustrated in Table 6. Consequently, the second hypothesis of this research study stating that transformational leadership serves as a moderator between organizational justice and organizational citizenship behavior is supported.

Table 6: Moderation Analysis

S.NO.	IV	DV	R ²	F-stat	t-stats	B	Sign
1	OJ	OCB	.426	48.86***	6.130	0.468	.000
2.	OJ*TL	OCB	.524	118.71***	7.877	0.823	.001

* $p < .05$, ** $p < .01$, *** $p < .001$

The results of this research study suggest that organizational fairness influences organizational citizenship behavior (OCB) positively (Sjahrudin & Sudiro, 2013). Employees' conduct is influenced by their perception of fairness within the organization, and fairness concerns are evident in various aspects of an employee's professional life. When employees perceive the organization's decisions as equitable, they develop trust in their leaders. This mutual trust between leaders and employees enhances social exchange relationships and encourages employees to participate in organizational citizenship behavior (Ahmad et al., 2019; Sjahrudin & Sudiro, 2013).

The leader's role is crucial in enhancing employee commitment to the organization. Supportive work environments are created by transformational leaders through the fair and respectful treatment of their employees (Ahmad et al., 2019). This kind of environment motivates employees to engage in extra-role behaviors, such as organizational citizenship behavior, to contribute to the organization's success, as it ensures that employees maintain positive sentiments toward the organization (Ahmad, Masood, Gul, Sadiq, & Ansari, 2021). According to the Social Exchange Theory, employees react to the positive actions of transformational leaders by increasing their organizational citizenship behavior due to the close attention given by the transformational leaders (Masood & Afsar, 2017).

6. Conclusion:

The objective of the research was to explore how organizational justice (OJ) influences organizational citizenship behavior (OCB) within universities in Punjab, Pakistan. To analyze the data and test the hypothesis, regression analysis was employed. The data analysis revealed a significant positive correlation between organizational justice and organizational citizenship behavior. Based on Adam's Equity Theory, employees' attitudes and behaviors towards their work are shaped by their perceptions of fairness in the outcomes they expect from their organization. Therefore, it could be reasonably concluded that when employees believe the organization is fair and values the well-being of each individual more than anything else, they

are likely to put in maximum effort in the right manner. Thus, the important findings from the current research indicate that university employees perceive the organization's justice system to be fair, trust their supervisors, and demonstrate additional behaviors that benefit the organization beyond their job responsibilities. Moreover, it can reasonably be concluded that when employees feel their organization is fair and that the organization prioritizes the well-being of each individual, they are more likely to actively contribute their best efforts in a suitable manner. Consequently, the findings of this study indicate that university employees believe their organizations are fair and they have confidence in their superiors. This confidence also leads to employees exhibiting behaviors that benefit the organization beyond their job duties. Moreover, the way employees behave within an organization is influenced by their view of the fairness within it and the extent of justice within the organization. Leaders who create a just work environment make employees feel valued, which in turn motivates employees to perform actions that are advantageous to the organization.

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