

RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND CITIZENSHIP BEHAVIOR: THE MEDIATING EFFECT OF ORGANIZATIONAL COMMITMENT

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ABSTRACT

Today, changes in organizational environments call for voluntary behavior from members of an organization. Employees react and elicit different behaviors depending on different external and internal stimuli. Employees exhibit two types of behaviors: in-role and extra-role behavior, which is also known as the organizational citizenship behaviors (OCB). OCB can be classified into two citizenship behaviors towards individuals and citizenship behaviors towards the organization. This study tries to find the relationship between organizational justice (OJ) and citizenship behaviors (OCB) of both of OCBI and OCBO among employees, using affective commitment as a mediator, a proxy to social identification. A total of 96 employees from seven hotels in Yangon and Mandalay were collected as sample. With the permission of their supervisors, each employee received a structured questionnaire, with five-point Likert scales for each question. Multiple regression analysis was used to explore the relationship between OJ, OCBs and commitment, using SPSS 22. Baron and Kenny approach was used to determine the mediation role of commitment and it was found that OJ has positive significant relationship both on commitment and OCB. Commitment was found to have a partial mediating effect on OJ and OCB relationship.

Keywords: organizational justice, organizational citizenship behaviors, affective commitment, and social identity theory.

1. Introduction

Organizations in this competitive business environment will need to promote their efficiency and performance for their survival and long-term growth in the future. Companies need employees who are capable, highly committed and able to cope with the dynamic environment. The success or failure of an organization largely depends on the behaviors of employees. Today, changes in organizational environments, their resultant innovations, flexibility are emphasized, which necessarily calls for voluntary behavior from members of an organization. Consequently, an organization should not only try to promote employees' job commitment and satisfaction to retain them, it should also be capable of shifting its members' attitudes and behaviors which act for organizational development from egoistic behaviors. Employees, as members of the organization, react and elicit different behaviors depending on different external and internal stimuli.

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Employees exhibit two types of behaviors core task behaviors and arbitrary behaviors (Zhu, 2013). Katz and Kahn (1966) officially proposed that core task behaviors means in-role behaviors and extra-role behaviors as arbitrary behaviors. Both the in-role and extra-role behaviors are important for the success of the organization in the long run. The in-role behavior (IRB), also known as core-task behavior, was defined by William and Anderson's (1991) as the necessary or the expected behavior for the accomplishment of work; and reflected in the official salary system in the organization. Organ (1988) categorized extra-role behaviors as organizational citizenship behaviors. He defined extra-role behaviors, or "organizational citizenship behaviors" (OCB) as purely discretionary behaviors that could not be explicitly rewarded or punished, but which on the whole, contributed to organizational functioning. OCB come in a variety of forms such as loyalty, helping others, and organizational compliance and organizations benefit employees who are willing to contribute their efforts and abilities to the organizations even though that is not officially required of them. OCB can be divided into two categories: the organizational citizenship behavior towards organization (OCBO) and the organizational citizenship behavior towards individuals (OCBI) or OCBS specifically if these are targeted towards and benefit the supervisors.

On the other hand, employee's thoughts about work and their feelings about work are likely to influence behaviors (Lee & Allen, 2002). Again, these are influenced by their perception of how they are treated fairly by their organization and their superiors. The individual's perception of fairness in organizations was termed as "organizational justice" by Greenberg (1987). Organizational justice participates practically in reducing the gap between the objectives of the organization and the objectives of the employees, also in creating links to find ways and means to assure the administrative units that there exist a positive organizational climate in which the employees deal with it from the concept the organizational justice is an indicator includes the interpretation of many different values of work and behavior of employees.

The justice constructs itself has passed through its own history and has developed from initially two dimensions in 1970s (distributive and procedural justice), to three dimensions (distributive, procedural and interactional justice) in 1980s and lately to four dimensions (distributive, procedural, interpersonal and informational justice) in 1990s (Lee, 2007). Looking back to the history of justice literature, organizational justice has developed initially from the idea of distributive justice; followed by the idea of procedural justice; and interactional justice which again was broken down into interpersonal and interactional justice. By combining each different dimension of justice, the aggregate term of organizational justice appeared as a higher order latent factor, representing the general justice concept which explains the fairness perceptions of individuals or of group and then their behaviors can be observed according to the treatment they receive from their organization (Deutsh., 1975). This study is

based on the idea of organizational justice as a single latent construct which comprised of four different dimensions: distributive, procedural, informational and interpersonal justice. Justice theory suggests that individuals consider each of the four types of justice and subsequently develop evaluations of fairness. In reality, this assumption is impossible because focusing on distinct dimensions may not accurately capture justice perceptions.

As a result, general justice judgments are assumed to be relatively stable and exert an enduring influence on cognitions, attitudes, and behaviors. Any subsequent information will not formally be processed by the four justice dimensions, but instead it will be reinterpreted and assimilated to be congruent with the existing general fairness judgment. This general perception will then serve as a subsequent lens to frame experience, impact attitudes, and drive behaviors. Thus, overall judgments of justice are necessary to respond to the high demands of the social environment. Again, scholars of justice literature have been debating about the issues that the different dimensions of justice are much correlated to each other, thus, it is controversial that using many dimensions for the same justice construct might create the multicollinearity problem. The new trend in the field of justice literature, therefore, is worth to consider using an aggregate term, called organizational justice.

Only relatively few recent research in the field of organizational justice have been considering the mediating variables in the relationship between justice and its outcomes. Among those mediators, social identity theory explains well about the psychological reactions of employees on their perception of justice of their organization. The main objective of this study is to find the impact of organizational justice on citizenship behaviors of employees at hotels in Myanmar, using the social identity theory. As equity theory explains the direct relationship between inputs that the employees exert and the outcomes or the benefits they get back from the organization. Based on the perception on the justice or injustice of the organization, it is assumed that employees will adjust their behaviors towards the organization and towards their supervisors as they see the managers or the supervisors as the agent of the organization. Group identity theory suggests that people identify themselves with the organization if they feel they are proud of being there. Employees get the high level of self-esteem if they believe their organization is treating fairly to them as well as their coworkers, thereby resulting in commitment towards the organization. This study tries to find the relationship between organizational justice and organizational citizenship behaviors of employees with the mediation effect of organizational commitment.

With the rapidly growing market potential, the demand for hotel business in Myanmar is eventually growing; and the competitiveness in this industry will gradually be intense in the near future. Meanwhile, they need to strive for the survival and long term growth in the economy, by trying to boost up the performance of the organization. Out of the other factors

that influence the performance of the organization, one of the important yet often less emphasized one is employees' behaviors. The behaviors of employees are most likely to be influenced by the organizational justice. This gives motivation to study what are the antecedents of employee behaviors, especially how different dimensions of organizational justice influence on employee behaviors; considering the role of commitment as a mediator on this relationship in the context of hotel business in Myanmar. This study contributes to the justice and OCB literature in Myanmar, as it employs the social identity theory between the OJ and OCBs relationship.

Literature Review and Hypotheses

Relationship between Organizational Justice and the employee behavior

The concept of organizational justice, firstly coined by Greenberg (1987), was termed as an employee's perception of fairness in their organizations' behaviors, decisions and actions and how these influences the employees own attitudes and behaviors at work. Within the past five decades, organizational justice literature has emerged as one of the hottest topics to be discussed in the fields of human resource management, organizational behavior and organizational psychology. Justice becomes a concern for both employees and management in organization and scholars. Employees are concerned about being treated fairly; managers are concerned with treating fairly those for whom they are responsible. Equity theory proposed that employees react their behaviors towards the organization based on the outcomes they received in comparing with the inputs they have contributed to the organization. Distributive justice as part of organizational justice is the idea that can state the economic outcomes for an individual to compare to their contribution. Instrumental model also explained that employees want to feel safe and secure staying in the organization if they believe they are treated fairly by the organization, which in turn, motivate employees to return with the citizenship behaviors. The organizational justice theory provides a useful framework to understand individual's attitudes toward work, work behaviors, and job performance, based on their perception of fairness (justice) in the workplace (Lee, 2007). However, while organizational injustice may lead to undesired organizational outcomes such as lower job satisfaction, retaliation, turnover, misbehavior, low productivity, and lower work commitment; perceived fairness of rewards, decision-making procedures, and interpersonal treatment in an organization contributes to the development of high quality work relationships (Srivastava, 2015).

If we consider fair treatment on the part of the organization as a perceived benefit for employees, social exchange theories suggest that employees will be motivated to reciprocate that benefit (Greenberg and Colquitt, 2005), and this reciprocation could include OCB according to Organ (1990). The norm of reciprocity suggests that people act to help others who have helped them because reciprocating the receipt of benefits is proper and appropriate for

the continued health of the relationships between people. Reciprocity can be used to explain the motivation of OCB because it may come from aspects of work beyond the formal pay system. Therefore, OCB performance may more likely be related to socioemotional outcomes received rather than formal economic outcomes (Foa & Foa, 1980).

There are many studies finding the relationship between justice and employee behaviors. In the study of Wang et al. (2010), interactional justice was the best predictor of task performance in comparing with distributive and procedural justice. Procedural justice has positive significant relationship with OCB according to Sani (2013). Organizational justice as single construct comprising of items from four different dimensions was shown to have positive impact on OCB through organizational identification by Guangling (2011) and direct relationship by Yassine et al. (2014).

Hypothesis 1: Organizational justice has a positive relationship with (a) organizational citizenship behaviors towards individual or supervisor (OCBI) and (b) OCB towards organization (OCBO).

OJ and commitment

According to social identity theory, people feel being identical to the organization if they feel proud of being part of it. Knowing that their organization is fairly treating to them, employees are motivated to feel self-esteem, and arouse the desire to be a prototype of the organization they belong to. Consequently employees start to show the feeling of identification which in other words can be stated as organizational commitment. Commitment is mostly defined as (1) a strong desire to remain as a member of a particular organization, (2) the desire to strive as what organization desires (3) certain beliefs and acceptance of the value and purpose of the organization. Organization commitment concerns the degree of an employee's identification with, and involvement in the organization. Organizational commitment refers to the state in which people sense loyalty with their respective organization, aligned themselves with organizational goals and value it (Lambert, Hogan, & Griffin, 2007). Committed employees often have strong positive feelings about one particular aspect of their job, such as their colleges, their manager, or the particular work they do.

Organization commitment is the level of trust and the acceptance of labor toward organizational goals and having a desire to remain within the organization. According to Meyer and Allen (1997), organizational commitment has three distinct dimensions namely, affective commitment, normative commitment and continuance commitment.

Out of these three dimensions, affective comment has stronger relationship to predict in-role performance and organizational citizenship behaviors of employees (Wang et al., 2010). Justly treated employees are more committed to their employers (Cropanzano, Bowen, & Gilliland,

2007). Distributive and procedural have relationship with affective and normative commitment according to (Ayobami & Eugene, 2013). (Lee, Cypress, 2007) found the significant relationship between organizational justice and organizational commitment. Allen and Meyer (1996) also assessed the relation between organizational commitment and organizational justice and found strong relationships among the three dimensions of organizational justice (distributive, procedural and interactional justice) and affective commitment.

Hypothesis 2: Organizational justice has a positive relationship with affective commitment of employees.

Organizational Commitment and OCB

Organizational commitment means employees' emotional attachment, identification, and involvement in the organization. Commitment is mostly defined as (1) a strong desire to remain as a member of a particular organization, (2) the desire to strive as what organization desires (3) certain beliefs and acceptance of the value and purpose of the organization. Organizational commitment refers to the state in which people sense loyalty with their respective organization, aligned themselves with organizational goals and value it (Lambert, Hogan, & Griffin, 2007). Committed employees often have strong positive feelings about one particular aspect of their job, such as their colleges, their manager, or the particular work they do. Affective commitment defined as a desire to remain a member of an organization due to emotional attachment to, and involvement with, that organization. Affective commitment or how much an employee actually *likes* or feels part of an organization has a tremendous effect on employee and organizational performance. High levels of affective commitment in employees will not only affect continuance commitment, but also encourages the employee to try to bring others into the talent pool of the organization. An employee with high levels of affective commitment acts as a brand ambassador of the organization. Affective commitment of an employee is directly proportional to positive work experience.

As affective commitment the strong desire to keep up with the organization's goal and to maintain in the organization (Van Dyne et al., 1995), it can lead the behaviors of employees with little expectation of rewards (Allen & Meyer, 1996). Karriker (2005) showed the mediation effect of organizational commitment on the relationship between system-referenced justice and OCB towards organization (OCBO). Zeinabadi & Salehi (2011) found out the positive impact of organizational commitment on OCB in their study. Sani (2013) confirmed the positive impact of organizational commitment on OCB. So, organizational commitment can be thought of a strong predictor of organizational citizenship behavior and should be included in the model to be tested.

Hypothesis 3: Affective commitment of employees has positive relationship with (a) OCBI and (b) OCBO.

Commitment as the Mediator between OJ and OCB

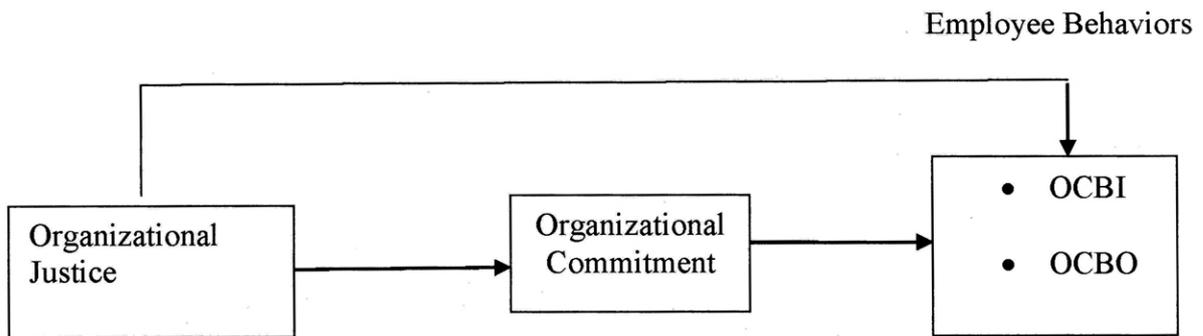
Traditionally, mediation analyses were conducted according to the Baron and Kenny approach where the effect of mediation is determined by checking the relationships between independent variable and mediator (path a), between mediator and dependent variable (path b) and the direct path between independent and dependent variable (path c).

Reviewing the previous discussions of hypotheses, hypothesis 2 is assumed to have a positive relationship between OJ and commitment (path a), hypotheses 3 (a) and (b) proposed positive relationships between OJ and OCBI and OCBO of employees (path b), and a significant positive relationship is expected between OJ and OCB as per hypothesis 1 (path c). Thus, affective commitment could be expected to have a mediation role between OJ and OCBs of employees.

Hypothesis 4: Affective commitment mediates the relationship between OJ and (a) OCBI and (b) OCBO of employees.

The conceptual framework of this study is shown in Figure (1).

Figure (1) Conceptual Framework



2. Method

Sample and research design

Data were collected from 120 employees from seven hotels in Yangon and Mandalay. With the permission of the respective managers concerned, employees in those hotels were interviewed using the structured questionnaires, with the help of post graduate diploma students from Diploma in Marketing run by Yangon University of Economics. The respondents include the employees from Chatrium Hotel, Hotel Queen, Jasmine Palace Hotel, Park Royal Hotel, Royal Garden Hotel, Sedona Hotel, and Summer Palace Hotel. Although total number of sample collected was 120, some of the data were rejected because of the missing values unresponsive questionnaires and for outlier adjustment purpose as well. Finally, a total of 90 responses were remained for the purpose of data analysis.

The questionnaire was divided into two parts. Part A tried to investigate the demographic characteristics of the respondents such as gender, age, number of years in the current job, educational status, etc. Part B seeks the respondents self-rated scales about their perception on organizational justice, OCBO, and OCBI. It was also made sure that respondents were well informed about the consent, the purpose of the study, and their confidentiality. For each sub item of Part B in the questionnaire, five-point Likert Scale was used, ranging from 1 meaning “strongly disagree” to 5 “strongly agree” to the question about their perception.

Measures

Measures for each construct variables were picked up from previously well-established literature, tested and generally accepted by many scholars. Streiner and Norman (1995) suggested that well established measures should be used for research. For all the measures, only self-rated items were used believing that such kind of personal questions like OCBO, OCBI and perceptions on justice, and commitment are more likely to reflect the actual perception of the employees.

Organizational Justice. Four dimensions of organizational justice, developed and validated by (Colquitt et al., 2001) was used for this study; comprising of distributive justice (DJ), procedural justice (PJ), interpersonal justice (IPJ) and informational justice (IFJ). Employees were asked about their perception on the above justice dimensions of their respective immediate supervisor. Organizational justice was measured using the scales developed by (Colquitt & Shaw, 2005) with 20 items. A sample item is “Does your (outcome) reflect the effort you have put into your work?”

Organizational Commitment. Organizational commitment was measured using the affective commitment scales developed by (Meyer & Allen, 1997) with 5 items. A sample item is “I would be very happy to spend the rest of my career in this organization?”

Organizational Citizenship Behaviors. A total of 17 items of employee behaviors were classified into organizational citizenship behaviors (OCB). Twelve OCBO measures were also taken from Williams and Anderson (1991) and a sample item is “Defends the organization when other employees criticize it.” Five OCBI measures were taken from Maletesta (1995) and a sample item is “I normally accept added responsibility when my supervisor is absent.”

3. Analysis and results

Multiple regression analysis was conducted with the help of SPSS version 22 software. Firstly, the descriptive statistics of the sample were computed. Out of the 96 remaining respondents, 41 were male participants, accounting for 43% of the whole sample; while 55 were females,

representing 57% of the sample, proving that gender ratio is quite equal among the participants. The age of the respondents ranged from 19 to 46 after removing the outlier of 62 years old respondents. The majority of the respondents were from 18 to 25 age group comprising 44.8% of the whole sample, followed by 26 to 30 age group, with the number of 31 respondents, which means 32% of the whole sample group, while 31-35 group falls about 16.7%, 36-40 group accounts for 2% and respondents over 41 occupied 3% of the sample. The respondents had different range of the service in their current hotel. About 58% of the respondents have 1 to 3 years of service; 23% had less than 1 years of experience in their current organization; 13% of them had 3 to 5 years, 4% had 5 to 8 years and only 2% had over 8 years of service in their current occupation. Majority of them were graduates (63.5% of the sample); high school graduates comprises of 26% of the sample and other diploma holders or students at University of Distance Education represents 9% of all the samples. In checking the area of work respondents belong to, it was found that respondents have diverse distribution of the fields in hotel service. It is good news as different sets of employees could give different information for the study.

Table (1) Correlations Matrix of Study Variables

	Mean	SD	Cronbach's alpha	OJ	OC	OCBI	OCBO
OJ	3.32	0.62	0.938	1			
OC	3.42	0.63	0.661	.387**	1		
OCBI	3.48	0.80	0.908	.665**	.433**	1	
OCBO	3.45	0.56	0.799	.495**	.670**	.609**	1

*p ≤ 0.05, **p ≤ 0.01, ***p ≤ 0.001. OJ= overall organizational justice, OC= organizational commitment, OCBI= organizational citizenship behaviors towards individuals, OCBO= organizational citizenship behaviors
Source: SPSS Output

Mean, standard deviation, and the correlations of the variables are shown in Table (1), with Cronbach's alpha values for each variable. All the variables except organizational commitment have alpha value above the 0.7 which is the cut-off criteria to show the reliability of the construct variables (Harir, Black, Babin, & Anderson, 2009). The Cronbach's Alpha for OC was a little bit low (0.661). Then, Pearson's correlation analysis was conducted to test the further regression analysis. The results were shown in table 1. From the table, we can see that variables have high, significant correlations to each other. It shows a good signal for further regression of the model.

Then, multiple regression analysis was run with the help of SPSS version 22 to test the hypotheses. The results were shown in table 2. Firstly, the regression was run to test the

relationship between OJ and OCBI. The R square was 0.442, showing that the variance of the organizational citizenship behaviors of employees towards supervisor was explained by 44.2% of the change in organizational justice. Again, F value is 74.539 and its p-value is 0.000, OJ could significantly explained by 44.2% of the change in OCBI of employees towards supervisors. The regression coefficient is 0.665 (t=0.634, p=0.000) said that OJ is strongly and positively related with OCBI. Since the relationship is positive, OJ can be said to have a direct relationship with OCBI. So, hypothesis 1 (a) was approved.

Secondly, the regression was run to test the relationship between OJ and OCBO. The R square was 0.245, showing that the variance of the organizational citizenship behaviors of employees towards organization was explained by 24.5% of the change in organizational justice. Again, F value is 30.527 and its p-value is 0.000, OJ could significantly explained by 24.5% of the change in OCBO of employees towards organization. The regression coefficient is 0.495 (t=5.525, p=0.000) said that OJ is fairly, significantly and positively related with OCBO. Since the relationship is positive, OJ can be said to have a direct relationship with OCBO. Consequently, hypothesis 1(b) is supported.

Table (2) Regression Analysis on the Relationship between OJ and OCBO

	Standardized Coefficient	t value	Sig	F value	Sig	R ²
OCBI	0.665	0.634	0.000	74.539	0.000	0.442
OCBO	0.495	5.525	0.000	30.527	0.000	0.245

Independent variable: OJ

Source: SPSS Output

Baron and Kenny's approach to mediation analysis (1986) was used to determine the mediating effects of commitment on the relationship between OJ and OCBI, and OCBO respectively. Multiple regression analysis can be divided into four steps. The first one is regression analysis on the relationship between organizational justice and employee behaviors such as OCBI, OCBO. The second one is regression analysis on the relation between organizational justice and mediator, commitment. The third one is the regression analysis on the relationship between mediator and employee behaviors. All the above three paths should be significant to have a mediation effect. And the fourth and final one is mediator (commitment) adding to the third step. Again, if the effect of independent variables on dependent variables is significantly reduced, it shows the existence of partial mediating role; if the effect is 0, it shows the existence of full mediation role. The result is shown in Table (3).

Table (3) Regression Analysis of the Model

Independent variables	Dependent Variable			
	Step 1	OCBI		OCBO
Standardized Coefficient		Sig.	Standardized Coefficient	Sig.
OJ	0.665	0.000	0.495	0.000
Step 2	Commitment			
	Standardized Coefficient		Sig.	
OJ	0.387		0.000	
Step 3	OCBI		OCBO	
	Standardized Coefficient	Sig.	Standardized Coefficient	Sig.
Commitment	0.179	0.040	0.519	0.000
Step 4	OCBI		OCBO	
	Standardized Coefficient	Sig.	Standardized Coefficient	Sig.
OJ	0.585	0.000	0.277	0.001
Commitment	0.207	0.013	0.562	0.000

Source: SPSS Output

According to the results shown in the first step of three regression models, the standard regression coefficient between OJ and OCBI is 0.665 ($p=0.000$), and that of between OJ and OCBO is 0.495 ($p=0.000$). Since all the paths are significant from OJ to employee behaviors, the model in this step sets up. In the second step, the regression was run with the mediator and the dependent variables. The standardized regression coefficient between OJ and commitment is 0.387 ($p=0.000$). Since commitment is significantly related with OJ, the condition of the second step about mediating role is established and hypothesis 2 was approved. In the third step, the standardized regression coefficient between commitment and OCBI is 0.179 ($p=0.040$) and significant. Hypothesis 3(a) was supported. The standardized regression coefficient between commitment and OCBO is 0.519 ($p=0.000$) and the path is significant that we can further proceed to the mediation analysis. Again, hypothesis 3(b) was again approved. In the fourth step, commitment was added to the overall model of OJ and OCBs. The results show that from the path of OJ to OCBI, the standard regression coefficient is 0.585 ($p=0.000$). When commitment is added the coefficient is significantly lower than the direct path from OJ to OCBI (which was 0.665), commitment serves as the partial mediator on the relationship between OJ and OCBI. Hypothesis 4(a) was approved. From the path of OJ to OCBO, the

standard regression coefficient is 0.277 ($p=0.001$) when commitment is added. Since the coefficient is much lower than the direct path from OJ to OCBO (which was 0.495) when commitment was entered and the path is significant, commitment serves as the partial mediating role on the relationship between OJ and OCBO. Hypothesis 4(b) was supported again.

4. Discussion and Recommendation

From the results, it was seen that the direct path between OJ and both of OCBI and OCBO were positively related. It is recommended that firms should try to find ways and means to promote the employees' perception on justice. As justice concept composed of four dimensions, such as distributive justice, procedural justice, interpersonal justice and informational justice, different perspectives of these dimensions should be improved. As of distributive justice, hotels in Myanmar should follow the minimum wage law and observe the market rate of salary and wages. Managers should also try to add other fringe benefits to basic salary to enhance the perception of fairness by the employees. As procedural justice also relates to OCBs according to previous literature, managers should try to encourage employees to participate in the decision making process more. The ideas and suggestions of employees should be carefully listened and the outcome distribution systems such as pay, and promotion should be arranged to have transparency to the employees. This will also contribute to have more commitment by employees to the organization. In order to have the interpersonal justice, hotels should give awareness to the managers to create a sound leader-member exchange relationship. If necessary, coaching and training may be needed for the managers to train them. For informational justice, there should be a good information system so that proper information is passed through the organization. As commitment serves as the mediator, organizations should also create more committed employees by building trust and a good relationship with employees so that they will react with favorable citizenship behaviors to the hotel.

5. Conclusion

Treating organizational justice as a general justice concept was the main contribution of this study. And it also contributes the literature of organizational justice, by employing the social identity theory with mediation effect of commitment to have an impact on OCBs. The instrumental perspective of the justice was seen as the direct path between OJ and OCBs. The social perspective was added to the model by using organizational commitment as the mediator, and this study finally could give a contribution to the justice literature, especially in the context of hotel business in Myanmar.

Strength and Limitations of the Study

Using organizational justice as a general construct variable was the strength of this study. It also used the commitment as the mediator to know the better understanding of justice and OCBs of employees. This study suffers some limitations as follows. Firstly, in terms of employee behaviors, only the self-reported answers of employees will be collected from the single source of employees. It would be better if more objective data could be used to avoid bias. Second, the data used was cross-sectional data and in order to have a more generalized idea of the model. Next, this study used only hotel industry. This may give a specific understanding of the industry and the perceptions of employees in it but, wider sample range could be able to explain more about the situation in Myanmar. Although commitment alone was used as a mediator, there might be many other mediating variables affecting OCBs.

Suggestions for Future Research

In order to overcome the limitations of the study, researchers in the future should consider the following suggestions. While justice perception was taken from employees, perception on their behaviors can be collected from supervisors to avoid single-source bias. The longitudinal data could be used to find the causal effect in the long run. For more generalizable data, researchers can collect data from various industries. A more comprehensive idea of organizational justice and OCBs, future researchers can deploy other mediators such as trust, leader-member exchange relationship and so on, as they have a relationship with both of the dependent and independent variables according to literature.

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