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ORGANIZATIONAL JUSTICE AND EMPLOYEE BEHAVIOR

AT HOTELS IN MYANMAR

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ORGANIZATIONAL JUSTICE AND EMPLOYEE BEHAVIOR AT HOTELS IN MYANMAR

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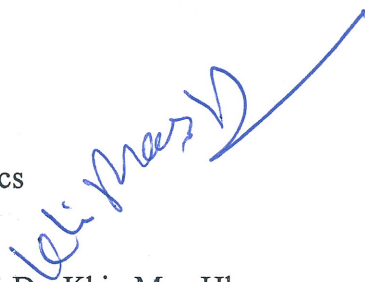## DEPARTMENT OF COMMERCE
PhD PROGRAMME

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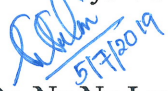## Board of Examiners

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ABSTRACT

This study was conducted with the objective of investigating the relationship between organizational justice and employee behaviors by considering the mediation effect of organizational trust, organizational commitment and leader member exchange relationship. Two stage sampling method was used to collect data. Out of 291 hotels which have 30 rooms and above, 16 hotels were selected as samples: 10 hotels from Yangon and 6 hotels from Mandalay. A sample of 359 employees from 1807 total population at 16 hotels were randomly selected. The measurement of constructs and the hypothesized relationships among variables were assessed by the use of structural equation modeling (SEM). Hotel employees feel that they do not have fairness on outcomes distribution and allocation procedures while they have interpersonal and informational justice. The results also demonstrated that perception of organizational justice positively predicts organizational citizenship behavior (OCB) and in-role behavior (IRB). Organizational trust and leader member exchange serve as partial meditation roles on the relationship between organizational justice and employee behaviors (IRB, OCBI, OCBO). However, organization commitment only serves as a mediator on the relationship between organizational justice and organizational citizenship behavior towards individual (OCBI). It was found that employees' perception of organizational justice is effective in producing attitudinal outcomes such as organizational trust, organizational commitment and leader-member exchange relationship and then these again create better employee behaviors of both in-role and extra-role. Hotels in Myanmar need to promote organization justice perception in the mind of employees in order to create better IRB and OCB through stronger organizational trust, organizational commitment and leader member exchange relationship. The results provide managers considerable insight into the perceptions of organizational justice and guidelines how to promote employees' perception of organizational justice and employee behavior at hotels in Myanmar.

ACKNOWLEDGEMENTS

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LIST OF ABBREVIATONS

AMOS	Analysis of Moment Structures
CFI	Comparative Fit Indices
CFA	Confirmatory Factor Analysis
CR	Critical Ratio
DJ	Distributive Justice
HR	Human Resources
IFI	Incremental Fit Index
IFJ	Informational Justice
IPJ	Interpersonal Justice
IRB	In-role Behaviors
LISREL	Linear Structural Relations
LMX	Leader-member Exchange
ML	Maximum Likelihood
MNC	Multinational Corporations
OC	Organizational Commitment
OCB	Organizational Citizenship Behavior
OCBI	Organizational Citizenship Behavior towards Individual
OCBO	Organizational Citizenship Behavior towards Organization
OCBS	Organizational Citizenship Behavior towards Supervisor
OJ	Organizational Justice
PJ	Procedural Justice
RMSEA	Root Mean Squared Error of Approximation
SEM	Structural Equation Modelling
SPSS	Statistical Package for the Social Sciences
SRMR	Standardized Root Mean Square Residual
UNESCO	United Nations Education, Science and Cultural Organization

CHAPTER I
INTRODUCTION

In this world of highly competitive and challenging business environment, companies need employees who are capable, highly committed and able to cope with the dynamic environment. Organizations in this competitive business environment need to promote their efficiency and performance for their survival and long-term growth in the future. The success or failure of an organization largely depends on the behaviors of its employees. Today, changes in the organizational environments, their resultant innovations, and flexibility are emphasized, which necessarily call 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.

Employees exhibit two types of behaviors: core task behaviors and arbitrary behaviors (Zhu, 2013). Katz and Kahn (1978) officially proposed that core task behaviors mean 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 (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 and 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. Organizational citizenship behaviors 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. Organizational citizenship behavior can be divided into two categories: the organizational citizenship behaviors towards organization (OCBO) and the organizational citizenship behavior towards individuals (supervisors) (OCBI/ OCBS) specifically if these are targeted towards the benefit supervisors.

Moreover, employees' thoughts about work and their feelings about work are likely to influence behaviors (Lee & Allen, 2002). Again, these are influenced by their perception of whether they are treated fairly or not 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, and 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. Distributive justice refers to the degree to which the outcomes received from the organization are perceived to be fair. Procedural justice refers to the degree to which fair decision-making procedures are used to arrive at a decision. People do not care only about reward fairness. They also expect decision-making processes to be fair. Informational justice speaks of the fairness of information provided during the procedures and outcome distributions, whereas interpersonal justice addresses the fairness of person-oriented treatment. All these four dimensions of justice can affect employees' reactions such as organizational trust, organizational commitment, job satisfaction, performance, and organizational citizenship behaviors respectively.

However, 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

it is worthwhile to consider if the aggregate term by employing the higher order factor for all four dimensions of justice as they all stem from the same concept of one umbrella term, called organizational justice.

Previous researchers have found that employee behaviors, organizational trust, and organizational commitment all contribute to organizational success by enhancing coworker and managerial productivity, freeing up resources for more productive purposes, reducing the need to devote scarce resources to purely maintenance functions, helping to coordinate the activities both within and across work groups, strengthening the organization's ability to attract and retain the best employees, increasing the stability of the organization's performance and enabling the organization to more effectively adapt to environmental changes (Podsakoff & MacKenzie, 1997). On the other hand, the behaviors of employees are the outcomes of a good quality relationship with their supervisors. 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 exchange theory explains well about the psychological reactions of employees on their perception of justice of their organization.

1.1 Rationale of the Study

Myanmar is generally regarded as an unexplored, untouched, and hidden treasure by many tourists. It is rich in cultural heritage, natural tourist spots and diverse culture which produces growing interest in the travel and tourism sector. With the openness to the world under the new civilian government since 2011, Myanmar has rapidly become one of the top attractive tourism destinations both for business and for travel purposes. Consequently, the hotel business shows a huge potential for market extension and more foreign investments. It is worth to study hotel business in Myanmar as it is booming and blooming.

Myanmar has turned from bust to boom in just a few years. From 2011 onwards the numbers of tourist arrivals started to rise dramatically and during high seasons there were hotel room shortages. The year 2013 turned out to be the highest point in the room prices. The hotel situation in Myanmar has since then improved because many new hotels have been built; the number of rooms in Yangon and Mandalay has almost doubled in 2016. It is very important for the hotels in Myanmar to survive and grow sustainably in the long-run. They need to find ways and means to

improve their performance both by individuals and the organization as a whole. In order to enhance their organizational development, managers need to understand and should be aware that employees are the key factor that can contribute most to the success of the organization. Firms should not only try to attract and retain highly committed employees, but also try to elicit their employees' behaviors so that they can encounter the changes in the dynamic environment.

Employee behaviors are highly influenced by employees' perception of organizational justice. Organization justice refers to employee perception of fairness in the organization and the significance of organizational justice has been recognized as a basic requirement for the effective functioning of organization. Almost all employees have aversion of injustice. If they feel injustice, they will not show their positive behaviors. It is really important for service industry like hotels. In fact, hotel service cannot be fulfilled without employees. Employee behaviors are the central of hotel service. Therefore, proper management of employees is crucial for achieving organizational success. But, little is known about the state of being "just" among the employees attached with the organization. Justice literature indicates that organizational justice has significant influence on employee behaviors. As justice concept composes of four dimensions such as distributive, procedural, interpersonal and informational justice, managers in hotel industry should be aware that the distribution of outcomes and allocation procedures to be fair as well as their way of decision- making, and dealing with subordinates. These are sources of perception that employees use as a criteria whether to show up their favorable behaviors or not.

This study would be able to give a good policy recommendation to the hotel management levels how to enhance their employees' behaviors of the individual and 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 and the behaviors of employees are most likely to be influenced by the organizational justice. This gives motivation to study how employees perceived justice in their hotels, how organizational justice influences on employee behaviors and what kinds of variables play as the mediator role on this relationship in the context of hotel business in Myanmar.

This study tries to find the impacts of organizational justice on employee behaviors using an aggregate term of organizational justice considering the mediating roles of organizational trust, organizational commitment, and leader member

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exchange relationship, in the context of hotel businesses in Myanmar. This would be a help to increase the understanding of employers on how to alter employee behaviors that are favorable towards the organization, the need to change in the behaviors of not only employees, but also that of supervisors and managers so that they can influence employees' perceptions and behaviors. Ultimately, it would be a contribution to promote the economy of Myanmar by trying to find ways and means to boost up the performance of businesses in Myanmar.

Many of the empirical studies on justice literature were primarily done in the developed countries where employees have more employment opportunities, more justice in the workplace. There are relatively very few studies found which were done in the developing countries like Myanmar. It would be a contribution to the justice literature if anyone can do research in those kinds of countries and in different national cultural and economic background. It would be very interesting and worth to study whether organizational justice affect commitment, in-role and extra role behaviors (OCB) of hotel employees or not. As of now, there is no previous empirical study in justice literature in Myanmar. This would be the very first amongst the justice literature in Myanmar. Again, this study is also very important, especially for the service industry such as hotel industry in Myanmar since it requires employees who are highly committed, helpful and kind to build up the image of hospitality.

1.2   Problem Statement

With the rapidly growing market potential, the need for hotel industry in Myanmar is eventually growing and the competitiveness in this industry will gradually be intense in the near future. Meanwhile, they strive for the survival and long term growth in the economy, by trying to boost up the performance of the organization. The success of hotel industry mainly depends on the behaviors of human resources (employees). Considering the behaviors of employees in Myanmar, people have less citizenship behaviors due to the factors that long history of non-transparent bureaucracy, unfair labor practices, job insecurity, high unemployment rate among others that lead to lower living standard, poor working conditions, and less choices in life of the employees. Hotels in Myanmar are faced with such kind of problem and thus, it suggests that employees have in-role behavior but less extra role behaviors. As hotel industry is the service industry, it requires employees who are highly committed, helpful and kind to build up the image of hospitality. Therefore,

hotels in Myanmar are trying to engage in finding solutions to employees' behaviors problems.

In Myanmar, hotels employ expatriates and repatriates extensively, especially at large hotels. Recruiting expatriates require hotels to spend high compensation and benefits from the human resource management perspective. Big gaps in terms of salary and promotion system can be found not only for expatriates but also for repatriates in comparing with the ordinary local employees. It is very common in organizations that employees often complain about such gaps comparing with their condition and consequently, this can lead to the unfavorable perception on justice of organization as well as to the top management level. Again, those people have the cultural gap in the way of communication with employees and colleagues that may create some misunderstanding and thereby affect the perception of justice by the employees as well. In response, organizational justice has become a priority consideration for hotels in Myanmar as the antecedents of employee behaviors. Thus, it is worthwhile to study the perception of justice and its outcomes in terms of social exchange theory in the context of hotels in Myanmar.

This study tries to examine the outcomes of organizational justice as employee behaviors, including in-role behavior and organizational citizenship behavior with justice theories; considering the possible mediators of organizational trust, organizational commitment and leader-member exchange relationship (LMX). This study would be in the most suitable timing when Myanmar hotel industry is trying to gain momentum, entering into the global business environment. Since hotels in Myanmar need to find ways and means how to attract employees and what factors drive them to have proper behaviors, the study of organizational justice is expected to support hotel industry through understanding of the situational factors (justice) that can enhance the behaviors of employees and ultimately, to improve the performance of hotels in Myanmar.

1.3   Research Questions

The problem of the study can be represented in the following key research questions:

1. What is the employees' overall perception of organizational justice?
2. How can organizational justice contribute to the performance and behaviors of employees at hotels in Myanmar?

3. How the three mediators- organizational trust, organizational commitment and leader member exchange relationship- affect the relationship between organizational justice and employee behaviors?

1.4 Objectives of the Study

The purpose of this study is to determine the relationship between organizational justice and employee behaviors considering the concept of organizational justice as a single construct and to examine the mediating effects of organizational trust, commitment and leader member exchange relationship in generating the outcomes of employee performance and behaviors in the context of hotel business in Myanmar. The following are the specific objectives.

1. To find out the employees' perception of organizational justice using four different dimensions such as distributive, procedural, interpersonal, and informational justice under the single construct as a higher order factor.

2. To determine the relationship between organizational justice and in-role and extra-role employee behaviors (both of OCBI and OCBO) of hotels in Myanmar.

3. To investigate the mediating role of the leader-member exchange relationship, organizational trust and organizational commitment in the relationship between organizational justice and respective employee behaviors of hotels in Myanmar.

1.5 Method of Study

Both the primary and secondary data are collected to analyze the data. To conduct literature review, to get the population size and to collect samples of hotels in Myanmar, the secondary data was gathered from Ministry of Hotels and Tourism and through reference textbooks, relevant articles, journals, previous research papers, publications and internet websites. Questionnaire survey method is used to collect the primary data from 16 hotels in Yangon and Mandalay region. This study employs quantitative research method using structural equation modeling (SEM) in SPSS and AMOS software (version 22) to analyze the data and test the hypotheses. Descriptive statistics, Pearson's correlation, normality and reliability are tested before proceeding to SEM.

1.6 Scope and Limitations of the Study

Only the hotel business was selected to collect data for this study. There should have been different industries in the sample so that generalize the idea can be included in the results. Hotels having 30 rooms and above from Yangon and Mandalay regions were selected to collect data. As Yangon and Mandalay are the major tourist attractions and the hub of business, tourism, transportation, and culture, choosing hotels from these two cities are a true representative of the population. This study uses the four dimensions of justice under one single construct instead of examining the regression with each dimension of construct. Overall organization justice, a higher order factor to be built from four different dimensions of justice, namely distributive justice, procedural justice, interpersonal justice, and informational justice; is used to further analyze the relationship with organization trust, organization commitment, leader member exchange relationship and employee behaviors.

There were a number of limitations in this study. Firstly, in terms of employee performance or in-role behaviors, only the self-rated answers were collected from the source of employees. It would be better if objective data or the supervisor-rated scores are available so that potential bias would be reduced. Secondly, the organizational justice measures were used to examine how employees perceive the justice from organization and the perception on their relationship with supervisors. The perception itself may involve some tendency to deviate from the actual situation as it involves human nature. However, the scope of this study is the effect of employee perception of justice on behaviors and performance; thus, it would not be a problem to use perceptions. Thirdly, only cross-sectional data was used to analyze the data. In order to find the causal result, it would be better if longitudinal data were used.

1.7 Organization of the Study

The contents of the study are organized in five chapters. In chapter one, the brief introduction about the research problem, rationale of the study, objective of the study, methods of the study, scope and limitations of the study, and organization of the study are presented.

Chapter two is the literature review section of the study. It includes the detail theoretical background of organizational justice, perception of justice and social exchange theory, employee attitudes, employee behaviors, conceptual framework of the study, hypothesis development of the study and working definitions of the study.

Chapter three presents the research methodology of the study that consists of research area, sampling and data collection, questionnaire, measurement of the variables used in this research, analytical methods and profile of the respondents.

Chapter four presents analysis on organizational justice and employee behaviors at hotels in Myanmar. The last chapter, chapter five presents findings and discussions of the study, suggestions and recommendations, contributions of the study and needs for further studies.

CHAPTER II
THEORETICAL BACKGROUND

This chapter presents a review of the literature relevant to the study. The chapter begins with the literature on the theory of organizational justice, followed by the social exchange theory to explain the outcomes of perception of justice, and the possible mediators of the justice (such as organizational trust, organizational commitment, leader member exchange relationship) on its outcomes. The last part of the chapter deals with the conceptual framework of the study.

2.1 Concept of Organizational Justice

Organizational justice got significant attention when Homans (1961) introduce the concept of distributive justice and later social scientists including management experts began pay attention to this fundamental aspect of human behavior. The concept started getting focus in organizational behavior research with the work of scholars like Adams (1963) and Blau (1964). 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.

Organizational justice 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 (Deutsch, 1975). Greenberg (1990) reviewed and predicted that organizational justice would be at the top in organizational behaviors, the reason behind is the strong relation of organizational justice variables to the

organizational outcomes as Folger & Konovsky (1989) realized that organizational justice perceptions were strongly related to organizational commitment and supervisory related commitment. The organizational justice theory provides a useful framework to understand individual's attitudes towards 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).

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 (Deutsch, 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.

Figure (2.1) The Four Waves of Organizational Justice Theories and Research
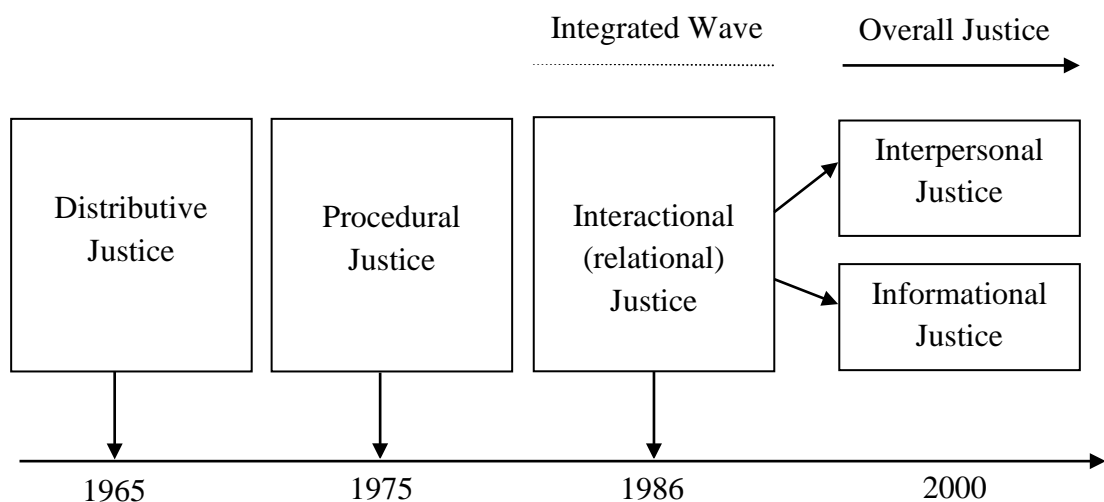
Source: Colquitt, Greenberg & Zapata-Phelan (2005)

2.1.1 Distributive Justice

Distributive justice is called the first component of justice principles. It is concerned with the reality that not all workers are treated in the same way as allocation of outcomes is differentiated in the workplace. (Cohen-Charash & Spector, 2001). Individuals are concerned with whether or not they received their "just/ fair share''. Perhaps the earliest theory of distributive justice can be attributed to Aristotle. In his Nicomachen Ethics, Aristotle maintained that just distribution involved "something proportionate'', which he defined as "equality of ratios''. Cropanzano et.al (2007) identified the three allocation rules that can lead to distributive justice are equality (to each the same), equity (to each in accordance with contributions), and need (to each in accordance with the most urgency). These rules map onto Aristotle's famous dictum that all men wish to be treated like all other people (equality), like some other people (equity), and like no other person (need).

Stouffer, Suchman, DeVinney, Star & Williams (1949) was the very first research doing about fairness in the workplace. They emphasized the concept of relative deprivation where people's reactions to outcomes depend less on the absolute level of those outcomes than on how they compare to the outcomes of others against whom people judge themselves. The trend was changed with the focus on fairness in social exchanges by Homans (1961) who argued that the participants in an exchange come to expect a profit that is proportional to their investments and that fairness exists whenever that expectation is met. If one perceives that his pay is injustice, he can change his behaviors to "earn" more (altering his outcome), change his behaviors in order to lower his inputs, or change his perceptions with regard to what is fair. Blau (1964) again suggested the similar idea with Homans in that the satisfaction with exchange relationships depends in large part on the benefits received relative to the expectations held by the parties; driven by a party's own experience along with an awareness of the benefits received by others.

The most influencing theory in terms of distributive justice is the equity theory by Adams (1963, 1965). In this theory, Adams specified the outcomes of injustice or inequity in exchange relationships. According to Adams, equity is judged by the perceived ratio of outcomes to inputs. Individuals compare their ratio of outcome/input to that of others; and if the ratio falls short of others, they experience underpayment equity; which motivates people to restore balance by altering his or her

outcomes or inputs, or withdrawing from the relationship. Leventhal (1976) changed the focus on the behavior of reward allocators from that of reward recipients. The author proposed that rewards are subject of an allocation norm, which means a social rule which specifies the criteria that define certain distributions of rewards and resources as fair and just. A fair outcome resulted whenever an allocation norm benefited the achievement of key goals (productivity, solidarity, welfare and so on).

The notion of fairness in organizations emerged from the social-psychological literature on distributive justice (Adams, 1963, 1965; Deutsch, 1975, 1985). As distributive justice deals with the perceived fairness of outcomes, it has the potential to have strong implications in the organizational context, of which distribution of outcomes is an integral part (Cohen-Charash & Spector, 2001). Realizing the potential implications of distributive justice, and especially equity theory, on the organizational context, researchers examined the perceived fairness of organizational outcomes (e.g., pay selection, and promotion decisions) and the relations of these justice perceptions to numerous criterion variables, such as quality and quantity of work (Walster, Walster, & Berscheid, 1978). Due to its focus on outcomes, distributive justice is predicted to be related mainly to cognitive, affective, and behavioral reactions to particular outcomes. Thus, when a particular outcome is perceived to be unfair, it should affect the person's emotions (e.g., experience, anger, happiness, pride, or guilt); (Weiss, Suckow, & Cropanzano, 1999), cognitions (e.g., cognitively distort inputs and outcomes of himself/herself or of the other; Adams, 1965; Walster et al., 1978), and ultimately their behavior (e.g., performance or withdrawal).

2.1.2 Procedural Justice

Equity theory paved the way to the emergence of the concept of procedural justice. Procedural justice is the process by which outcomes are allocated, but not specifically to the outcomes themselves. The key message of this principle is that everybody is equal in front of law or rules and its process. Leventhal (1980) started the ball of procedural justice rolling with the critique that equity theory ignores the procedures that result in the outcome distribution. Indeed, Thibaut and Walker (1975) were the pioneers who introduced the procedural justice construct in that the just procedure for resolving the types of conflict that result in litigation is a procedure that entrusts much control over the process to the disputants themselves and relatively little control to the decision maker. The key requirement for procedural justice is

optimal distribution of control. Leventhal (1980) extended the procedural justice from dispute resolution contexts to allocation contexts and defined procedural rule as an individual's belief that allocative procedures which satisfy certain criteria are fair and appropriate. The six rules for fair procedures are:

1. Consistency to all
2. Free from bias
3. Accuracy of information
4. Correctability
5. Consideration of group opinion (Representative)
6. Consistency of ethical norms.

Leventhal et al., (1980) argued that an individual's concern about fairness is only one motivational force among many that affect perception and behavior, and often a weaker force than others. The procedural justice was introduced to the organizational studies by Greenberg and Folger (1983) on participatory management, leadership, and decision-making. They described the effect of choice and voice on employee reactions. In 1985, Folger and Greenberg suggested that procedural rules could be used to make performance evaluations fairer by giving employees input into the appraisal process, allowing them to complete self-appraisals, and improving record-keeping procedures. In order to make sure the discriminant validity of the two justice dimensions, Greenberg (1986) did a survey with a sample of middle managers on the fairness of performance evaluation and found that respondents do discriminate between procedural and distributive justice.

Lind and Tyler (1988) were the second who brought procedural justice construct to organizations studies. They examined the effects of fairness on job satisfaction, compliance with organizational rules, job performance, and other key outcomes. Then, series of scholars did empirical tests on procedural justice, especially trying to make distinction between distributive and procedural justice. Folger and Konovsky (1989) found an interesting fact that distributive justice was the primary predictor of satisfaction with raise, whereas the procedural justice was the more significant predictor of commitment and trust.

Procedural justice research has resulted in vast evidence that decision control (authority to make a decision) is an important contributor to perceptions of justice. People are more likely to perceive that a decision is fair if they feel they have a voice or a sense of process control and people are more likely to accept unfavorable

outcomes when they perceive that the process of arriving at decision was fair (Folger & Greenberg (1985), Cropanzano & Prehar (1999). These findings suggest that employees are not simply looking for favorable outcomes in decisions; they expect fair procedures in decision making.

Fair processes lead to intellectual and emotional recognition. This, in turn, creates the trust and commitments that build voluntary cooperation in strategy execution. Procedural injustice, on the other hand, produces "intellectual and emotional indignation'', resulting in "distrust and resentment''. Ultimately, this reduces cooperation in strategy (Chan & Mauborgne, 2005). As work on organizational justice continued to advance, scholars realized that the two-factor model of justice concentrated only on outcomes and procedures, neglecting the effects of another important aspect of social exchange within an organization: interpersonal treatment and introduced the concept of interactional justice (Lee, 2007).

2.1.3   Interactional Justice

Interactional justice involves perceptions of the fairness of the communication involved in organizational practices. When individuals perceive they have been communicated with in a sensitive and respectful manner and are treated with politeness and dignity by those carrying out organizational procedures (Cohen-charash & Spector, 2001; Bies & Moag, 1986), they are more likely to judge this communication as fair. The rationalization for interactional justice in the workplace is grounded in social exchange theory and norm of reciprocity (Cropazano & Mitchell, 2005). From the social exchange perspective, employees expect fair, honest, polite, and truthful treatments from the organization and/or its authorities. Based on the norm of reciprocity, employees who perceive fair treatments by authorities are more likely to exhibit positive behaviors through greater commitments to goals of the organizations and by evidencing increased job satisfaction, organizational citizenship behaviors, improved job performances and reduced withdrawal behaviors (Cohen-charash & Spector, 2001; Colquitt et al., 2001).

Interactional justice, an extension of procedural justice, pertains to the human side of organizational practices, that is, to the way the management (or those controlling rewards and resources) is behaving towards the recipient of justice. As such, interactional justice relates to the aspects of the communication process between the source and the recipient of justice, such as politeness, honesty, and respect (Bies

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& Moag, 1986; Tyler & Bies, 1990). Because interactional justice is determined by the interpersonal behavior of management's representatives, interactional justice is considered to be related to cognitive, affective, and behavioral reactions towards these representatives, that is, the direct supervisor or source of justice (Bies & Moag, 1986; Cropanzano & Prehar, 1999; Masterson, Lewis-Mcclear, Goldman, & Taylor, 2000).

Thus, when an employee perceives interactional injustice, it is predicted to negatively react towards his/her supervisor (or the entity that was interactional unfair to that person) rather than negatively react towards the organization as a whole, as is predicted by procedural justice models, or towards the specific outcome, as is predicted by distributive justice theory. Hence, the employee is predicted to be dissatisfied with his/her direct supervisor rather than with the organization as a whole. Similarly, the employee will be predicted to be less committed to his/her supervisor, rather than to the organization, and to develop negative attitudes toward the supervisor, but less towards the organization (Cropanzano & Prehar, 1999; Masterson et al., 2000). These predictions, based on interactional justice, are limited to the extent the perceiver believes the source of interactional injustice is the person enacting the formal procedure rather than the procedure itself. When interactional injustice is perceived to be an integral part of the formal procedure, the person will infer procedural injustice (Bies & Moag, 1986).

According to Bies and Moag (1986), people are sensitive to the quality of interpersonal treatment they receive during the enactment of organizational procedures. They identified four rules governing the fairness of interpersonal treatment:

1. Truthfulness
2. Justification
3. Respect
4. Propriety

One important point to be clarified here is that these four rules, in other words, components of interactional justice, are distinct from the concept of procedural justice. One can envision a formal procedure that provides voice, is consistent, unbiased, and accurate, but that is implemented by a supervisor who treats individuals in a rude and dishonest fashion (Greenberg and Colquitt, 2013).

Folger and Bies (1989) identified seven key managerial responsibilities namely: truthfulness, justification, respect, feedback, consideration of employee

views, consistency, and bias suppression. Tyler and Bies (1990) named these similar set of principles as determinants of proper enactment. Again, Greenberg et al. (1991) figured out six things for managers for promoting their impression of fairness: consideration of employees' viewpoints, the appearance of neutrality, and consistent application of rules, timely use of feedback, the use of adequate explanations, and treatment with dignity and respect. However, these concepts made confusion with the Thibaut and Wakler's procedural criteria of consideration of employees' viewpoints and Leventhal's (1980) rules of consistency, and bias suppression. They seemed like "interpersonal context of procedural justice" (Tyler and Bies, 1990). This confusion led to further researches to resolve it.

2.1.3 (a) Interpersonal Justice

Greenberg (1993) split off the concept of interactional justice into two: interpersonal justice and informational justice. The four rules proposed by Bies and Moag (1986) were used for these two concepts. Interpersonal justice captured the respect and propriety rules and informational justice captured the justification and truthfulness components.

Interpersonal justice is particularly important in shaping employee behavior (Greenberg & Alge, 1988; Judge, Scott & Ilies, 2006; Neuman & Baron, 1997; Robison & Greenberg, 1999; Skarlick & Folger, 2004). Interpersonal justice addresses the fairness of person-oriented treatment. Day-to-day, interpersonal encounters are so frequent in organizations that interpersonal justice often becomes more relevant and psychologically meaningful to employees compared to other types of justice information (Bies, 2005; Fassina, Jones & Uggerslev, 2008). Social exchange theory (Blau, 1964; Thibuat & Kelley, 1959) and the norm of reciprocity (Goulder, 1960) suggest employees reciprocate the treatment (good or bad) they receive from others. Hence, employees who perceive unfair interpersonal treatment are generally more likely to engage in behaviors harmful to their organization or individuals within their organization (Dalal, 2005; Mitchell & Ambrose, 2007; O'Leary-Kelly et al., 1996). Meta-analytic evidence corroborates the effect of interpersonal injustice on workplace deviance (Berry et al., 2007; Colquitt et al., 2001; Hershcovis et al., 2007).

2.1.3 (b) Informational Justice

Informational justice refers to the fairness of information provided during the procedures and outcome distributions. It focuses on explanations provided to people that convey information about why procedures were applied in a certain way or why outcomes were distributed in a certain manner (Greenberg, 1990, 1993). In other words informational justice refers to the truthfulness and justification of information provided to employees. The appraisal that information is inadequate or untrue leads to the perceptions of injustice (Greenberg & Colquitt, 2013). Informational justice is thought to consist of factors that enhance individual perceptions of efficacy of explanations provided by the organizational agents. These factors include in reality information sharing about the organizational matters, i.e. just keeping employees informed is often viewed by people as a fairness issue (Bies, 2001). The dimensions of justice along with their components are shown in Table (2.1).

Table (2.1)   Dimensions of Justice with their Components

1. Distributive Justice: Appropriateness of outcomes • Equity: Rewarding employees based on their contributions. • Equality: Providing each employee roughly the same compensation. • Need: Providing a benefit based on one's personal requirements.
2. Procedural Justice: Appropriateness of the allocation process. • Consistency: All employees are treated the same. • Lack of bias: No person or group is singled out for discrimination or ill-treatment • Accuracy: Decisions are based on accurate information. • Representation of all concerned: Appropriate stakeholders have input into a decision. • Correction: There is an appeals process or other mechanism for fixing mistakes. • Ethics: Norms of professional conduct are not violated.
3. Interactional Justice: Appropriateness of the treatment one receives from authority figures. • Interpersonal Justice: Treating an employee with dignity, courtesy, and respect. • Informational Justice: Sharing relevant information with employees.

Source: Rupp & Cropazano (2002)

2.1.4 Overall Justice Construct

To sum up the results of literature review on theory of justice, the concept of justice has developed from one dimension of distributive justice, and then as two dimensional construct of distributive and procedural justice; later to three dimensional model-distributive, procedural and interactional; to finally four factor model comprising the dimensions of distributive, procedural, interpersonal, and informational justices. Differentiating procedural justice from distributive justice is distinguishing the effects of the decision-making process and the effects of the ultimate outcome. Differentiating interactional justice from procedural justice also spotted the role of the agents of the organization in communicating the procedural and distributive details (Colquitt, 2012). Breaking down the interactional justice into interpersonal and informational justice also highlights the importance of the dual responsibilities of the agents during communications. The trend of differentiation of organizational justice construct enable the scholars see the differential effects of each dimensions on different endogenous variables. However, it has some weak points as well. Some authors also suggested that there might be multicollinearity issue; which can lead to wrong regression coefficients, in analyzing and interpreting the result also might lead to several problems.

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. The fairness heuristic theory argues that during times of uncertainty or change, justice-relevant information is used to create general justice judgments (Greenberg & Colquitt, 2013). Once such judgments are formed, they are used to guide subsequent decisions and process incoming information. Thus, any heavy cognitive processing needs only to be performed once to support future judgments.

As a result, general justice judgments are assumed to be relatively stable and exert and 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 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.

Colquitt (2001) did a meta-analysis of four factor model and found that interpersonal and informational justice are correlated at 0.64, procedural and informational justice are correlated at 0.56, and procedural and distributive justice are correlated at 0.55. Colquitt (2001) and Colquitt et al. (2001) used confirmatory factor analysis with a meta-analytically derived correlation matrix and found support for four distinct dimensions of organizational justice (distributive, procedural, informational, and interpersonal), concluding that the correlations among the four justice conceptualizations are high, but not so high that they seem to be multiple indicators of one underlying construct (Colquitt, 2001). This can create lots of confusions and controversies on whether to separate or aggregate the four dimensions of justice.

One best solution to resolve this conflict might be the creation of an aggregate construct by treating it as a latent construct as a higher order factor of the four distinct dimensions. As the latent construct is defined solely by the common variance shared by the dimensions, the specific dimensions are highly correlated. In terms of using the latent construct, deciding how many numbers of dimensions under this latent construct is also another critical matter. Kline (2015) mentioned to use at least three specific factors for a second-order factor model. Kenny (1979) set the standard for number of indicators in that "Two might be fine, three is better, four is best, and anything more is gravy.''

According to the Kenny (1979), four dimensions is the best and thus, four-factor model is used for this research. This latent model concept seems to be consistent with the social exchange theory. The theory tends to view the specific justice dimensions as more or less substitutable examples of benefits construct. No differential predictions are made for the distributive, procedural, interpersonal, and informational justice dimensions when focus is held constant.

2.2   Perception of Justice and Social Exchange Theory

Once the constitutive elements of the justice dimensions became clear, the literature began to move in a decidedly reactive direction (Colquitt, 2012). Research trend has shifted to consider justice as an exogenous variable with job attitudes (job satisfaction, trust, organizational commitment), health related outcomes, and employee behaviors (in-role and extra-role behaviors).People care about fairness because of their relationships with the groups to which they belong. In other words,

people not only value economic gains, but also value their long-term association or their group memberships. This kind of relationship can best be explained by social exchange theories.

Blau (1964) introduced social exchange theory and distinguished two types of exchange relationships: economic exchange and social exchange. In economic exchange relationship, the respective parties agree in terms of a specific exchange of benefits that are articulated with an exact time frame and terms that are enforceable by third parties. As economic exchange occurs in articulated contractual relationships or legal forms, it might be assumed that perception of fairness relate to in-role behaviors in that they are used to evaluate job performance and performance-based raises. Another form of exchange relationship is social exchange relationship in which the specific benefits to be exchanged are not specifically articulated. Similar to economic exchange, social exchange leads the exchange partners to assume that their contributions will be rewarded or returned in the future: however, the details of what will be exchanged are not contractually specified. Social exchange is not based on quid pro quo or calculative basis (Konovsky & Plugh, 1994). In the social exchange relationship, OCB can be seen as a form of reciprocation of the perception of fairness.

Organ (1988) also proposed a social exchange explanation to describe the underlying process through which perceptions of fairness and employee behaviors are related. Social exchange theory describes how many social relationships are based on the exchange of benefits between parties, in this case, the exchange of perceived benefits between the employer and the employee. Fair treatment received from an employer can be considered a perceived benefit.

Fair treatment is considered as a perceived benefit for employees, social exchange theories suggest that employees will be motivated to reciprocate that benefit (Greenberg and Colquitt, 2013), and this reciprocation could include OCB according to Organ (1990). An important component of social exchange theory is the norm of reciprocity. 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).

Perception of fair treatment may also be a key source of information about quality of the present relationship. Research on social exchange theory has established two main relationships in an organization: employee-supervisor and employee-organization. The relationship between an employee and his or her supervisor is known as the leader-member exchange relationship (LMX). If employees believe they are treated fairly, they have a sense that even without legal protection; their interests will still be, at least generally, supported. From the signaling theory perspective, having the perception of being treated fairly is a signal for employees that the organization is safe and secure employer for all their ups and downs. When employees perceive the existence of fair procedures and are treated fairly, they will develop trust that their extra-role behavior will be reciprocated (Folger & Konovsky, 1989). Greenberg (1993) suggested that the display of trust in others is effective for building relationship that is perceived as fair.

The mechanism employed by the social identity-based explanation suggests another possible mediator. Instead of reciprocity, the social identity theory suggests that identification with the group and the subsequent motivation to work for the group's benefit explains why justice is related to OCB. One mediator previously recognized as an indicator of identification is organizational commitment.

2.3   Employee Attitudes

Employee attitudes is important as it influences behavior and choice of action and ultimately affect performance. From the organizational behavior theoretical point of view, employee attitude is defined simply as the way employees feel inside. This feeling in turn affects behavior which is measure of how they react their attitude. This can come out positively or negatively. An attitude is based on many factors that an employee brings to the workplace. In this study, employee attitudes are based on organizational justice. The attitudinal outcomes of organizational justice as organizational trust, organizational commitment and leader member exchange relationship are tested.

2.3.1   Organizational Trust

Trust in the organization is built from the employee's belief that current organizational decisions are fair, and thus future organizational decisions will be fair. The continuance of employee trust in the organization continuing to meet the

employee's expectations of fairness creates the reciprocal relationship between trust and organizational justice. Trust has received a great deal of attention in the organizational literature, due in no small part to its potential benefits for organizations (Dirks & Ferrin, 2001). Trust is "a psychological state that provides a representation of how individuals understand their relationship with another party in situations that involve risk or vulnerability" (Dirks & Ferrin, 2001). It facilitates or hinders by assisting in the individual's interpretations of past or present actions of another party and in assessing the other party's future behavior.

Development of trust theory has, to date, been more disparate focusing on a range of levels of analysis from the interpersonal to the inter-organizational. Although this has resulted in a variety of definitions of trust, these exhibit a number of common elements including notions of 'favorable expectations' and a 'willingness to become vulnerable'. Möllering (2001) has sought to use and develop these elements, arguing that trust develops from favorable expectations that are based upon interpretations of the reality to which trust relates, enabled by a suspension of disbelief and a corresponding leap of faith. This suggests that the process through which trust is developed is informed by socially constructed interpretations of reality that include a willingness to make judgments about as yet unresolved situations and a leap of faith about unknown ones. Trust, according to this approach, is based upon the acceptance of interpretations that includes awareness that information is imperfect. Accordingly, a "mental leap of trust" is made, or required, from interpretation to expectation for trust to be developed (Möllering 2001: 412).

Konovsky and Pugh (1994) proposed that trust serves as an important precondition for the emergence of a social exchange relationship and is essential for its continuation. They also suggested that perceptions of procedural justice serve as a source of trust because they "demonstrate an authority's respect for the rights and dignity of individual employees". They found support for a model where trust in the supervisor fully mediated the relationship between procedural justice and OCB. Pillai, Schriesheim, and Williams (1999) also examined trust as a mediator of the justice to OCB relationship. In their study assessing relationships among leadership behaviors, perceptions of justice, trust, and OCB, they reported significant paths between procedural justice and trust and between trust and OCB. Aryee, Budhwar, and Chen (2002) assessed how trust in both supervisors and in the organization may mediate relationships between three dimensions of justice and both work attitudes and work

performance. Their results suggest that only trust in the supervisor played a mediating role between interactional justice and OCB.

Recently, Greenberg & Wiethoff (2001) suggested that justice researchers need to understand more about the relationships between trust and justice perceptions: "Further exploration of the link between trust-based expectations and justice perceptions promises to enhance our understanding of when and how people are willing to respond in accordance with their perceptions of justice or injustice" (p. 284). Thus, the role of trust as a mediator in the relationship between fairness perceptions and behavior is worthy of continued study; in this research, trust in the organization is utilized as a mediator and the focal outcome behavior is OCB (Karriker, 2005).

2.3.2 Organizational Commitment

Organizational commitment has been identified as a critical factor in understanding and explaining the work-related behavior of employees in organizations. Organizational commitment refers to an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and a desire to maintain membership (Porter et al., 1974 and 1976; and Bhat and Maheshwari, 2005). Employees with high levels of organizational commitment provide a secure and stable workforce (Steers, 1977), as highly committed employees willingly accept the organization's demand for better output (Etzioni, 1975), assuring high level of performance and task completion and best quality production (Mowdays et al., 1974; and Maanen, 1975). Literature indicates that highly committed employees are not only productive and satisfied (Mowdays et al., 1974), but also highly responsible with high civic virtue (Nico et al., 1999).

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. 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.

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

(1) Affective Commitment

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.

On the other hand, an employee with high continuance commitment (due to lack of alternatives), but poor affective commitment may harm the organization by criticizing it in his/her social circles. Affective commitment of an employee is directly proportional to positive work experience. Therefore, management policies and strategies that make proper strength and weakness assessments of employees and create situations and workflows where the maximum number of employees individually experience positive work experiences, help to build a successful organization. The great emphasis placed by recruiting managers upon person organization fit. Affective commitment is higher when the gap between individual values and organizational values is minimal.

(2) Normative Commitment

Normative commitment is the feeling of obligation to remain in the organization because it must be, so the action is the right thing to do.

Normative commitment builds upon duties and values, and the degree to which an employee stays in an organization out of a sense of obligation. There are

times in small companies, when payments are delayed, and the employees have to suffer pay cuts or deferred pay, but they stay on, because they do not want to leave an employer during bad times. Normative commitment comes from a sense of moral duty and the value system of an individual. It can be a result of affective commitment, or an outcome of socialization within the workplace and commitment to coworkers. Normative commitment is higher in organizations that value loyalty and systematically communicate the fact to employees with rewards, incentives, and other strategies. Normative commitment in employees is also high where employees regularly see visible examples of the employer being committed to employee well-being.

An employee with greater organizational commitment has a greater chance of contributing to organizational success and will also experience higher levels of job satisfaction. High levels of job satisfaction, in turn, reduces employee turnover and increases the organization's ability to recruit and retain talent.

(3) Continuance Commitment

Continuance commitment is the commitment based on losses related to discharge employees from the organization. When continuance commitment is not completely driven by affective commitment, it usually boils down to the costs that an employee associates with leaving the organization. Continuance commitment is also driven to a great extent by organizational culture, and when an employee finds an organization to be positive and supportive, he/she will have a higher degree of continuance commitment. Important organizational factors like employee loyalty and employee retention are components of continuance commitment.

Out of these three dimensions, affective comment has stronger relationship to predict in-role performance and organizational citizenship behaviors of employees (Wang, Liao, Xia, & Chang, 2010). Zeinabadi & Sakhi (2011) and Supriyanto (2013) found out the positive impact of organizational commitment on OCB in their study. As affective commitment the strong desire to keep up with the organization's goal and to maintain in the organization (Vandyne et al., 1995), it can lead the behaviors of employees with little expectation of rewards (Allen & Meyer, 1996).

2.3.3   Leader Member Exchange Relationship

Theories of leader member exchange relationship first appeared almost 30 years ago (Dansereau et al., 1973; Graen et al., 1982). The basis of leader member exchange relationship is that "dyadic relationships and work roles are developed and negotiated over time through a series of exchanges between leader and member" (Bauer & Green 1996, p. 1538). Graen et al., (1982) referred to the dynamic inherent in this dyadic relationship as leader-member exchange (LMX), ushering in a myriad of studies based on the tenet that either member of the dyad invests in the other and in their relationship in an effort to reap both tangible and social rewards. In the context of a positive dyadic exchange, the individual or entity from which justice emanates will be the focus, or beneficiary, of the resultant behaviors. Certainly, the organization as a whole benefits from both in-role and extra-role behaviors; the distinction here lies in the primary benefit provided to a specific individual, namely the partner in the LMX dyad. More specifically, LMX suggests that the supervisor cultivates his or her relationship with each of his or her employees, in a series of dyadic exchange relationships designed to enhance both the in-role performance of the employee, as well as to benefit the supervisor him- or herself.

Leader member exchange relationship is different from traditional leadership theories because it incorporates the relationship between the leader and the follower; and includes such factors as contribution, affect, loyalty, and respect (Liden, Sparrowe, & Wayne, 1997). Two types of leader-follower relationships are described - a low-quality relationship where contributions offered by both the leader and the follower only rise to the level that required in the job, and a high-quality relationship where leaders seek to offer followers influence and support beyond what is called for in the employment contract (Graen & Cashman, 1975).

2.4   Employee Behaviors

Behavior, as a variable, has caused widespread concerns in various disciplines. Based on different perspectives, different disciplines define it differently. Based on the different interpretations of behavior in various disciplines, this research defines the individual behavior of the employee as "a series of dynamic reactions of the employee, as a member of the organization, to the internal and the external environmental stimulates". The behavior of the employee, as the member of the organization, can be divided into two types, i.e. the in-role behavior and the extra-role

behavior. The extra-role behavior refers to the collection of a series of actions that are not included in the statement of work or related to the employee's position or the role in the organization.

2.4.1 The In-role Behaviors

The in-role behavior means the core-task behavior. This concept is first proposed by Katz & Kahn (1978) officially. They believed that the in-role behavior was such a kind of behavior that was described and defined as one part of employees' work and reflected in the official salary system in the organization. Williams & Anderson (1991) defined the in-role behavior (IRB) as the necessary or the expected behavior for the accomplishment of work; and reflected in the official salary system in the organization. The standards used to evaluate the employee performance of the in-role behaviors are usually divided into four categories, i.e. the rating, the quality evaluation, the quantity standard, and the document data record, such as the record on the work safety, the record of absence, and the record for the delay of work, etc.

2.4.2 Organizational Citizenship Behaviors (OCB)

Organizational citizenship behavior is essentially pro-social behavior that is discretionary and not role prescribed. Such behavior is typically not directly or explicitly recognized by the reward system, and taken together promotes effective functioning of the organization. Organizational citizenship behavior is also known as extra-role behavior that is performance beyond the stated job requirement (Vandyne, Cummings & Parks, 1995). Organizational Citizenship Behavior is widely used concept in the field of Organizational Behavior and over the past few years researchers have been paying more attention towards these mutual behaviors of employees.

Organ (1988) defined OCB as "Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Researchers define OCB in not very much different contexts and backgrounds, also there is much consistency found in their ways of interpreting OCB. OCB to be an extra-role behavior is any behavior not officially required by the organization; rather its practice depends solely on the consent of employee as a consequence of the organizational environment.

Katz's (1964) paid heed to the notion of employees' extra-role behaviors. Katz noted that employees willingly contribute extra efforts for the attainment of the organizational outcomes. A distinguishing feature is that supervisors cannot demand or force their subordinates to perform OCB. Similarly, the employees do not or cannot expect any kind of formal rewards for these discretionary behaviors. However, as Organ (1997) has noted, the supervisors do regularly take into account and reward OCB exhibited by the subordinates both directly and indirectly (e.g. preferential treatment, performance ratings, and promotions, etc.). Another important assertion, especially in Organ (1988) founding work on OCB, is that these behaviors are often internally motivated, arising from within and sustained by an individual's intrinsic need for a sense of achievement, competence, belonging or affiliation. OCB typically refers to behaviors that positively impact the organization or its members (Islam, Akter, & Afroz, 2015). OCB makes the impact on organization effectiveness; they claimed that organizational citizenship behavior leads to the improvement of effectiveness and efficiency of the organization operation (to which is not rewarded by the official systems of the organization). Workers who enjoy this feature, exhibit behaviors beyond their official roles, duties, and job details.

Organizational citizenship behavior was described by Organ and his colleagues (Smith, Organ, & Near, 1983) as having two dimensions- altruism and generalized compliance. Altruism is helping behavior directed at specific individuals. When individuals have specific problems, need assistance, or seek help, altruistic people go to the extra mile in assisting them. The other class of citizenship behavior is generalized compliance, which is a more impersonal conscientiousness: doing things "right and proper" for their own sake rather than for any specific person. Organizational participants' behavior far surpasses any enforceable minimum standards; workers willingly go far beyond stated expectations.

In attempting to further define organizational citizenship behavior, Organ (1988) highlighted five specific categories of discretionary behavior and explained how each helps to improve efficiency in the organization.

1. Altruism (e.g., helping new colleagues and freely giving time to others) is typically directed towards other individuals but contributes to group efficiency by enhancing individuals' performance.
2. Conscientiousness (e.g., efficient use of time and going beyond minimum expectations) enhances the efficiency of both an individual and the group.

3. Sportsmanship (e.g., avoids complaining and whining) improves the amount of the time spent on constructive endeavors in the organization.

4. Courtesy (e.g., advance notices, reminders, and communicating appropriate information) promotes and facilitates constructive use of time.

5. Civic Virtue (e.g., serving on committees and voluntarily attending functions) promotes the interests of the organization.

Empirical research on the dimensions of organizational citizenship behaviors (OCB) has generated somewhat conflicting results. A few researchers have been successful in identifying four categories of OCB (Moorman, Blakely & Niehoff, 1998), but the weight of the factor analytic evidence suggests a two-factor structure. Williams (1988) also found a two-dimensional definition of OCB:

(1) Benefits to the organization in general, such as volunteering to serve on committees (OCBO), and

(2) Benefits directed at individuals within the organization, such as altruism and interpersonal helping (OCBI).

More recently, Skarlicki and Latham (1995) examined OCB in a university setting; their data also supported a two-factor structure, (organizational and interpersonal) could be referred to as OCB. Perceptions of justice relate to the development of a social exchange relationship and the reciprocation of OCB in different ways. First, fair treatment could be considered a benefit to be reciprocated (Greenberg & Colquitt, 2013). Perceptions of fair treatment from an organization or supervisor could represent an accounting of benefits received. Fair treatment may then invoke an obligation to reciprocate. Second, perceptions of fairness, to the degree they reflect fair treatment, can offer employees evidence that it is appropriate to be in a social exchange relationship with the supervisor or organization.

2.5   Previous Research on Organizational Justice, Employee Attitudes and Behaviors

Over the years, researchers have devoted a great deal of time and attention to establishing and examining the linkage between organizational justices and employee behaviors in different industries. Based on the evidence and findings, it is becoming increasingly clear that organizational justice is an important component that can impact on organizational effectiveness leading to improved behaviors.

The Relationship between Organizational Justice and Employee Behaviors

There are many studies finding the relationship between justice and employee behaviors. In the study of (Wang et al., 2010) found that distributive justice and interactional justice have positive relationship with task performance of employees but not procedural justice. Among them, interactional justice was the best predictor of task performance in comparing with distributive and procedural justice. According to (Burton, Sablynski, & Sekiguchi, 2008), distributive justice is found to have positive relationship with performance of employees and interactional justice with OCB. Procedural justice has positive significant relationship with OCB according to (Supriyanto, 2013; Lee, Kim, & Kim, 2013). Karriker (2005) viewed dimensions of justice into two-system-referenced and agent-referenced justice and distributive justice, procedural justice and interactional justice were included in system-referenced justice and informational justice was further added under the category of agent-referenced justice. Among them, only system-referenced distributive justice and agent-referenced distributive justice have direct relationship with organizational citizenship behaviors towards organization and towards individuals respectively. Organizational justice as single construct comprising of items from four different dimensions was shown to have positive impact on OCB through organizational identification by Guangking (2011) and direct relationship by (Yassine, Hammouri, & Alijaradat, 2014). Justice literature, same like OCB also has a complicated history. Different authors discussed in different perspectives, viewing justice from one to two different dimensions, and then, four dimensions lately. In this study, organization justice as single construct comprising of items from four different dimensions is to have positive impact on employee behaviors.

The Relationship between Organizational Justice and Organizational Trust

Konovsky & Pugh (1994) proposed that trust serves as an important precondition for the emergence of a social exchange relationship and is essential for its continuation. They also suggested that perceptions of procedural justice serve as a source of trust because they "demonstrate an authority's respect for the rights and dignity of individual employees". Recently, Greenberg & Wiethoff (2001) suggested that justice researchers need to understand more about the relationships between trust and justice perceptions: "Further exploration of the link between trust-based

expectations and justice perceptions promises to enhance our understanding of when and how people are willing to respond in accordance with their perceptions of justice or injustice" (p. 284). DeConinck (2010) found that organizational trust increases if employees perceive that organizational justice is adequate. Procedural justice, one aspect of organizational justice, is vital for developing organizational trust (Adler & Kwon, 2010). Procedural justice was found to have significant positive effects on all dimensions of organizational trust (Moorman et al., 1993; Korsgaard et al., 1995). Other studies also have reported a positive relationship between trust and perceived fairness (justice) (Hui, Lee & Rousseau, 2004; Moorman, 1991). Chen et al., (2015) found out that when the organizational justice perceived by nursing staff is high, i.e., when they perceive that the hospital adequately values their contribution and supports their rights, their trust in the hospital and its managers increases. Therefore, organizational trust should be tested in the model.

The Relationship between Organizational Justice and Organizational Commitment

Justly treated employees are more committed to their employers (Cropanzano et al., 2007). Distributive and procedural have relationship with affective and normative commitment according to (Akanbi & Ofoegbu, 2013). Lee (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. Therefore, organizational commitment should be tested in the model.

The Relationship between Organizational Justice and Leader Member Exchange

Wayne et al., (2002) tested the distributive justice and procedural justice to have an effect on leader member exchange relationship. However, both of them failed to prove it. Manogran et al., (1994) and Masterson et al., (2000) found that interactional justice is positively related to leader member exchange relationship. Again, the latter also showed some support for the effect of distributive justice on LMX even though they did not include the path in their main study. Both of the studies tested the relationship from different dimensions of justice rather than treating the organizational justice as an overall construct. In this study, organizational justice

is an overall construct of higher order latent factor and it would be interesting to know how organizational justice as a whole in general affect LMX. And Lee (2007) did proved this exact path by treating organizational justice as an overall construct and it would be worth confirming the relationship in this study.

Antecedents of Employee Behaviors

When organizational citizenship behavior (OCB) literature was stable with its dimensions and construct, researchers started to explore the antecedents of OCBs first (Jha & Jha, 2010; Jahangir, Akbar, & Haq; 2004, Smith, Organ, & Near, 1983) and then, they start to explore the outcomes of OCBs recently (Lee, Kim, & Kim, 2013).

As the very first studies on antecedents of OCBs, Smith, et al., (1983) and Bateman and Organ (1983) initially found out that job satisfaction has positive impact on OCB. Williams and Anderson (1991) also supported that relationship and Zeinabadi & Salehi (2011) again proved that job satisfaction is a predictor of OCB, together with organizational trust, organizational commitment and procedural justice. From these literatures, job satisfaction stood as a precondition to OCB. However, researchers started thinking about the reverse causal effect of OCB to job satisfaction. They have assumed and proved that employees who enjoyed working voluntarily beyond their duty enjoyed their work and had intention to stay. In other words, employees who have OCB get their satisfaction from their job (Williams and Anderson, 1991; Ko, 2008; Chang and Chang, 2010). Lee et al., (2013) confirmed that job satisfaction is the outcome of OCB with strong relationship. Therefore, job satisfaction has a controversial role on OCB. Not only that, job satisfaction can be affected by so many factors according to the management literature. It is not worth testing to include job satisfaction in the model.

The Relationship between Organizational Trust and Employee Behaviors

Blau (1964) noted that "the establishment of exchange relations involves making investments that constitute commitment to the other party. Since social exchange requires trusting others to reciprocate, the initial problem is to prove oneself trustworthy". There have been empirical evidences linking trust and employee behaviors (Robinson and Morrison, 1995). Trust in supervisor has been shown to be related to the OCB towards supervisors (Podsakoff et al., 1990) and a global measure of citizenship behavior (Konovsky & Pugh, 1994). Aryee et al., (2002) also proved

that trust in supervisor is positively significant to have relationship with both OCB towards organization and OCB towards individuals.

The Relationship between Organizational Commitment and Employee Behaviors

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. Supriyanto (2013) confirmed the positive impact of organizational commitment on OCB. Therefore, organizational commitment can be thought of a strong predictor of organizational citizenship behavior and should be included in the model to be tested.

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The Relationship between Leader Member Exchange and Employee Behaviors

Leader member exchange theory as it derived from the social exchange theory (Blau, 1964) suggested that dyadic relationships and work roles are developed or negotiated over time through a series of exchanges (Dienesch & Liden, 1986) because of the perceived obligation on the part of subordinates to reciprocate high-quality relationships (Blau, 1964; Gouldner, 1960). In support of the theory, empirical research indeed has demonstrated that LMX has significant influences on task performance (Gerstner & Day, 1997). Subordinates in higher quality LMX relationships "payback" their leaders by engaging in citizenship (i.e., discretionary) behaviors that benefit the leader and others in the work setting (Liden et al., 1997; Settoon, Bennett & Liden, 1996). To reciprocate high LMX relationships, it is likely that subordinates will go beyond required in-role behavior and engage in citizenship behaviors in order to maintain a balanced or equitable social exchange (Wayne et al., 2002). Hackett et al., (2003) also posited that high-quality LMX should increase organizational citizenship behaviors on the part of subordinates. LMX was found related to in-role performance (Wayne et al., 2002).

Mediation Effects on the relationship between Organizational Justice and Employee Behaviors

The emergence of a social exchange relationship to complement an economic exchange relationship requires that employees appraise the quality and nature of their present relationship with the other party. Using the social exchange explanation, employees perform OCB to reciprocate fair treatment and believe such reciprocation will increase the likelihood that such fair treatment will continue. It can explain the relationship between fairness and OCB and helps explain how and why justice leads to OCB. Therefore, there is the relationship between justice perceptions and OCB in each side. However, there is another problem_ there is a black box which can transform fair treatment by one party into in-role behavior or organization citizenship behavior from the other. What is inside the black box is the possible mediators.

Konovsky and Pugh (1994) found support for a model where trust in the supervisor fully mediated the relationship between procedural justice and OCB. Pillai, Schriesheim, and Williams (1999) also examined trust as a mediator of the justice to OCB relationship. In their study assessing relationships among leadership behaviors, perceptions of justice, trust, and organizational citizenship behavior, they reported

significant paths between procedural justice and trust and between trust and organizational citizenship behavior. Aryee, Budhwar, and Chen (2002) assessed how trust in both supervisors and in the organization may mediate relationships between three dimensions of justice and both work attitudes and work performance. Their results suggest that only trust in the supervisor played a mediating role between interactional justice and OCB. Thus, the role of trust as a mediator in the relationship between fairness perceptions and behavior is worthy of continued study in this research, trust in the organization is utilized as a mediator and the focal outcome behavior is OCB (Karriker, 2005).

The mechanism employed by the social identity-based explanation suggests another possible mediator. Instead of reciprocity, the social identity model suggests that identification with the group and the subsequent motivation to work for the group's benefit explains why justice is related to OCB. One mediator previously recognized as an indicator of identification is organizational commitment. This study hypothesizes that the affective commitment as a mediator assuming that Tyler (1990) found support for the meditational role of legitimacy between justice judgments and outcomes.

Recently, researchers have argued that social exchange processes, such as LMX, might serve to be the linking mechanism through which fairness perceptions affect a variety of employee behavior and organizational outcomes (Wayne et al., 1997; Masterson et al., 2000; Cropanzano et al., (2002). Masterson et al., (2000) found that LMX mediated the relationship between interactional justice and OCB beneficial to the supervisor. Wayne et al., (1997) also assessed whether LMX would mediate the relation between perceptions of procedural and distributive justice and OCB. They found that both procedural and distributive justice were not related to LMX, nor does LMX relate to OCB. Cropanzano et al., (2002) have found support for the association between interactional justice and performance by way of the LMX, but pointed out that the relationships demand further attention.

Erdogan (2002) studied the antecedents and consequences of justice perceptions in performance appraisals, and proposed that organizational justice indirectly affects performance through the mediation of LMX and accountability. This is in accordance with the findings of Masterson et al., (2000) that employees perceive higher interactional justice to the contributions that enhance the quality of LMX, and the contributions in turn obligate the employees to reciprocate through voluntary

behaviors that benefit the parties who treated them fairly. Hence, the relationship between interactional justice and contextual performance is also suggested to be mediated by the LMX. Based on these literatures, there is a weak mediation effect of LMX on the relationship between distributive and procedural justice, and employee behavior. That is why that needs to be confirmed. Meanwhile, it is also worth to test the mediation effect of LMX on the effect of overall justice measures on employee behaviors. The differential effect of mediation of LMX on the different dimensions of justice on employee behaviors should also be investigated. Although Karrier (2005) already proved the mediation effect of LMX on dimensions of justice and OCB, it was tested for individual dimension of justice based on source of justice, namely agent-referent and system-reference justice. Extending to that model and following Lee (2007), current study tests the mediation effect of LMX on organizational justice as a single latent construct, a higher order factor of four dimensions of justice and two types of employee behaviors, IRB and OCB.

Reviews on the Conceptual Framework

The analytical model of this study stems from the two main models of previous researchers who developed their models based on justice theories and social exchange theories.

The first framework was developed by Karriker (2005) as in Figure (2.2). The source of justice is used in identifying the employees' perception of justice. Justice comes out from two different sources. Justice in one hand comes out from the structure of the organization and is named as system-referent perspective and on the other hand, it comes out from supervisor and is known as agent-referent perspectives. Under each option, there are different dimensions of justice. System-referent perspective of justice comprises of distributive, procedural, and informational justice while agent-referent perspective of justice consists of distributive, procedural, informational and interpersonal justice. System reference justice dimensions could result trust and commitment by employees and it can produce better OCB which are directed towards organization either directly or via organizational trust and commitment. The dimensions of justice that comes from supervisor/agent can shape leader-member exchange relationship; and again, can lead to OCB towards supervisor or IRB either directly or indirectly.

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Figure (2.2)   Sources of Justice and their Outcomes
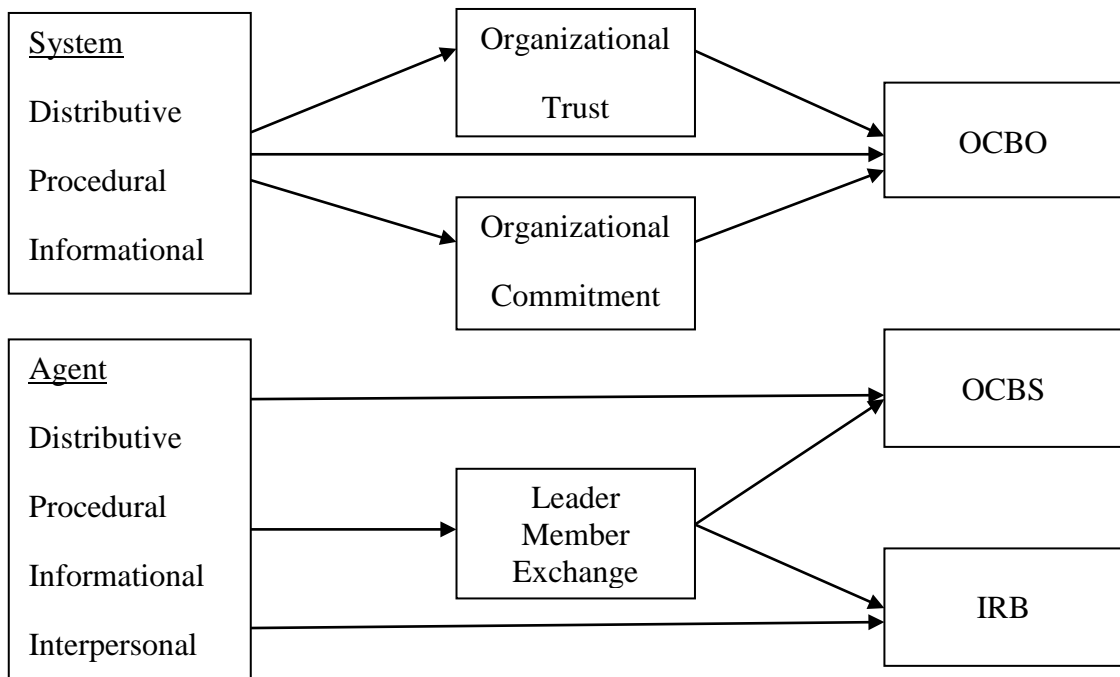
Source: Karriker (2005) Organizational Justice and Organizational Citizenship Behavior

The second framework on which this study based is Lee (2007). In this study, organizational justice was treated as a higher order latent factor comprising of four dimensions of justice. The researcher examined   the   relationship between organizational justice and work-related outcomes and determined whether employee well-being and social exchanges are mediators of this relationship. This model is depicted in Figure (2.3).

This is a mediated model of perceived stress and leader member exchange on organizational justice and organizational outcomes of job satisfaction and commitment. The findings of path analyses indicated that perceived stress fully mediated the relationship between organizational justice and the outcomes of job satisfaction and organizational commitment. However, leader member exchange fully mediated only the justice-organizational relationship. It was found that perceived stress was a more powerful mediator of the relationship between justice and job satisfaction, while leader member exchange was a more powerful mediator of the relationship between justice and organizational commitment.

Figure (2.3)   Justice as a Higher Order Latent Construct
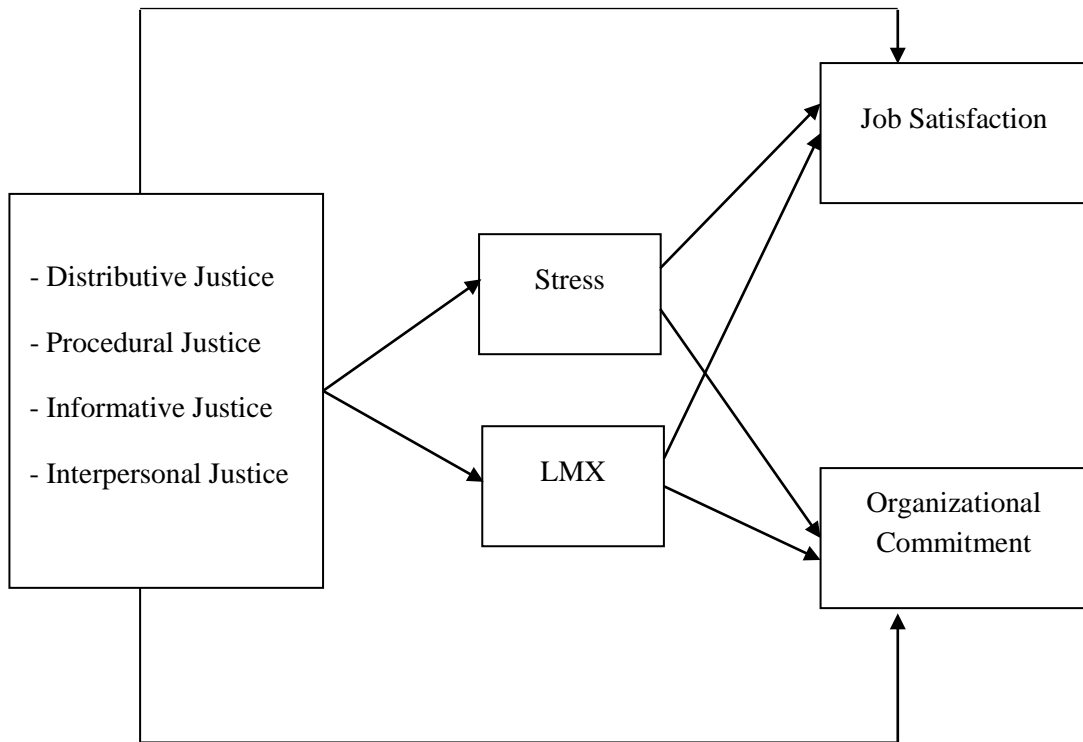
Source: Lee, A. J. (2007) Organizational Justice

The following Table (2.2) represents the extracted previous literatures related to organizational justice and its outcomes both in terms of behavioral and attitudinal ones.

Table (2.2)   A Brief Summary of Previous Related Studies

No.	Researchers (Year)	Journal/ Thesis	Title	Results and management findings
1.	Rupp & Cropanzano (2002)	Organizational Behavior and Human Decision Process	The Mediating effect of Social Exchange Relationship in Predicting Workplace Outcomes from Organizational Justice	The link between multifoci justice and multifoci outcomes (performance and OCB) is mediated by the information of multifoci social exchange relationship.
2.	Karriker (2005)	Doctoral Dissertation, Virginia Commonwealth University	Organizational Justice and Organizational Citizenship Behavior: Multi-foci Model	Multi-foci, multi-dimensional organizational justice perceptions impact organizational citizenship behaviors differentially.
3.	Lee (2007)	Doctoral Dissertation, Touro University International	Organizational Justice: A Mediated Model from Individual Well-being and Social Exchange Theory Perspectives	Overall justice measure conceptualized as a second-order latent construct of more specific jour justice factors such as distributive, procedural, interpersonal and informational justice. Perceived Stress fully mediate the relationship between OJ and job satisfaction and commitment. LMX fully mediated only the justice-organizational commitment relationship.
4.	Burton, Sablynski & Sekiguchi (2008)	Journal of Business Psychology	Linking Justice, Performance and Citizenship via LMX	LMX affects the relationship between employee perception of fairness and performance and organizational citizenship behaviors.
5.	Wang, Liao, Xia & Chang (2010)	International Journal of Manpower	The Impact of Organizational on Work Performance	Organizational Justice and work performance is mostly mediated by commitment and LMX. International Justice is the best predictor of performance.

No.	Researchers (Year)	Journal/ Thesis	Title	Results and management findings
6.	Butler, Andrea (2012)	Doctoral Dissertation, University of Windsor	The Effects of Organizational Justice on Employees' Organizational Citizenship and Withdrawal Behaviors: A Social Exchange Perspective	The relationship between perceptions of fairness and citizenship and withdrawal behaviors was mediated by perceived organizational support, organizational trust, and affective commitment.
7.	Achmad Sandi (2013)	International Journal of Business and Management	Role of Procedural Justice, Organizational commitment and Job Satisfaction on Job Performance	Both Procedural Justice and Organizational commitment positively affected organizational citizenship behaviors.
8.	Md. Nuruzzaman, Md. Humayun., Kabir Talukder (2015)	Bangladesh Journal of Bioethics	Organizational Justice and Employee's Service Behavior (ESB) in the Healthcare	Components of OJ and the components of ESB show how they affect each other positively or negatively. This relation leaves policy implications in order to strengthening justice framework at organization level.
9.	Pan, X., Chen, M., Hao, Z., & Bi, W. (2018).	Frontier in psychology	The Effect of Organizational Justice on Positive Organizational Behavior	The result showed that OJ has a significant effect on POB of employees, and procedural justice and distributive fairness had significant positive effects on all dimensions of POB of employees. In other words, OJ is a positive predictor of POB of employee.

Source: Own compilation

2.6   Conceptual Framework of the Study

The justice dimensions in this study, however, are based on the four dimensions without taking into account of the source they come out as it would be too much complicated and agent-referent justice is suspected to have multicollinearity issue with the mediator leader member exchange relationship. Following Lee (2007), the framework had been modified using the higher order single latent construct of organizational justice, combining all four dimensions to explore their outcomes using social exchange theory. The main objective of this study is to analyze the relationship between organizational justice and employee behaviors directly and indirectly through mediators (organizational trust, organizational commitment and leader member exchange relationship).

Figure (2.4)   Conceptual Framework of the Study
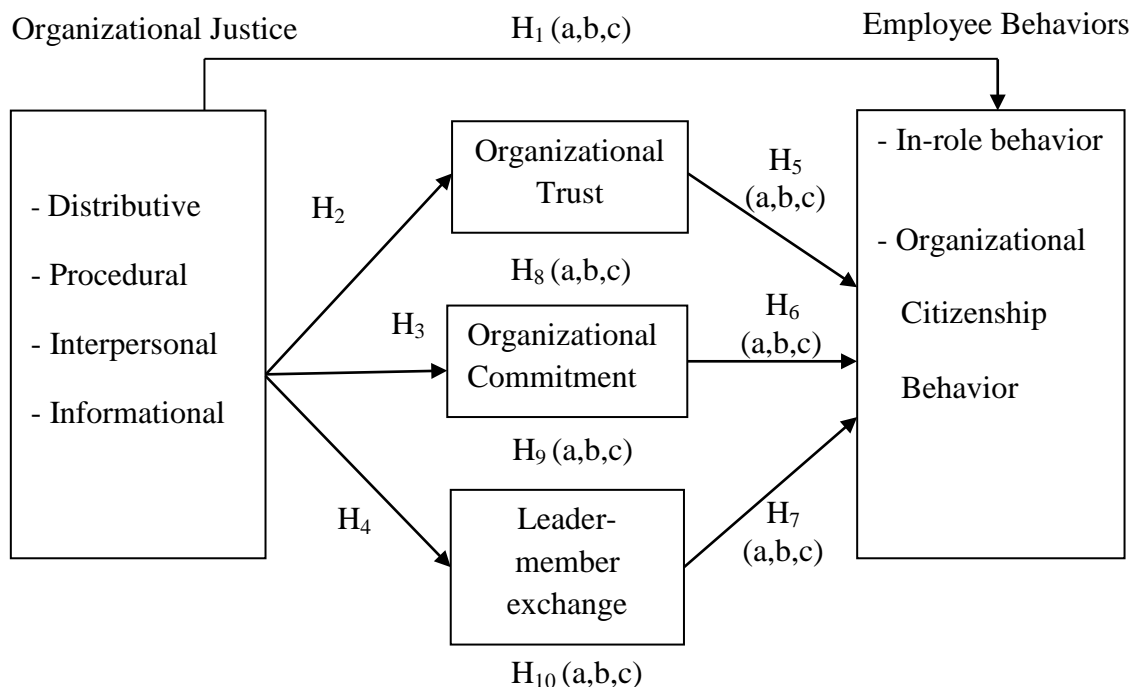
Source: Developed for this Study

According to proposed conceptual framework, this study was conducted to analyze the relationship between organizational justice and employee behaviors directly and indirectly through mediators (organizational trust, organizational commitment and leader member exchange) by using structural equation modelling (SEM) in SPSS and AMOS. Instead of running different models in regression analysis, SEM runs all the models under multiple regression analysis simultaneously

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and the mediation analysis was tested by using bootstrapping analysis. This study focuses on two particular behavioral variables: IRB and OCB of employees. The results are expected to provide the comprehensive picture of how organizational justice was turned into desired employee behaviors such as IRB and OCBs, thereby managers would understand ways and means to promote organizational performance of hotels in Myanmar.

2.7   Hypothesis Development of the Study

Based on the theoretical and review of the justice literature, certain hypothetical relationships between justice perception and its outcomes are proposed in this study. These hypotheses are as follows:

H1 (a)   Organizational justice has a positive relationship with in-role behaviors of employees.

H1 (b)   Organizational justice has a positive relationship with organizational citizenship behaviors towards individuals (OCBI).

H1 (c)   Organizational justice has a positive relationship with organizational citizenship behaviors towards organization (OCBO).

H2   Organizational justice has a positive relationship with the organizational trust of employees.

H3   Organizational justice has a positive relationship with the organizational commitment of employees.

H4   Organizational justice has a positive relationship with leader-member exchange relationship of employees.

H5 (a)   Organizational trust has positive relationship with IRB of employees.

H5 (b)   Organizational trust has positive relationship with OCBI of employees.

H5 (c)   Organizational trust has positive relationship with OCBO of employees.

H6 (a)   Organizational commitment of employees has positive relationship with IRB of employees.

H6 (b)	Organizational commitment of employees has positive relationship with OCBI of employees.
H6 (c)	Organizational commitment of employees has positive relationship with OCBO of employees
H7 (a)	LMX of employees has positive relationship with IRB of employees.
H7 (b)	LMX of employees has positive relationship with OCBI of employees.
H7 (c)	LMX of employees has positive relationship with OCBO of employees.
H8 (a)	Organizational trust mediates the relationship between OJ and IRB of employees.
H8 (b)	Organizational trust mediates the relationship between OJ and OCBI of employees.
H8 (c)	Organizational trust mediates the relationship between OJ and OCBO of employees.
H9 (a)	Organizational commitment mediates the relationship between OJ and IRB of employees.
H9 (b)	Organizational commitment mediates the relationship between OJ and OCBI of employees.
H9 (c)	Organizational commitment mediates the relationship between OJ and OCBO of employees.
H10 (a)	LMX mediates the relationship between OJ and IRB of employees.
H10 (b)	LMX mediates the relationship between OJ and OCBI of employees.
H10 (c)	LMX mediates the relationship between OJ and OCBO of employees.

2.8   Working Definitions of the Study

Based on the literature and previous studies, working definition of organizational justice and its attitudinal and behavioral outcomes of the hotel industry are defined. The following Table (2.4) presents working definition of the variables used in the study.

Table (2.4)   Working Definitions of Key Terms

Construct	Variables	Working Definitions
Organizational justice	Distributive justice	How the hotel staff think about fairness of the resource allocation, in such areas as rewards, recognition, pay selection and promotion decisions made by the hotel.
	Procedural justice	How the hotel staff think about fairness of the process by which outcomes are determined.
	Interpersonal justice	How the hotel staff think about the hotel's fairness in terms of respect and dignity.
	Informational Justice	How the hotel staff think about the fairness of information provided during the procedure and outcomes distribution.
Organizational Trust	Hotel trust	The degree to which the hotel staff trust the hotel, meaning the degree to which hotel staff, under the circumstances of trust and risk taking, are willing to trust the hotel after overall evaluation of the decisions/ actions made by the hotel.
Organizational commitment	Affective commitment	Degree that the hotel staff keep working at the hotel because they want to do so.
Leader-member exchange	Leader-member exchange	The dyadic relationships and work roles and developed and negotiated over time through a series of exchanges between managers/supervisors and employees at hotels.
Employee behaviors	In-role behavior	The core-task behaviors of hotel staff and reflected in the official salary system in the organization.
	OCB towards individuals	Benefits directed at individuals, here supervisors and managers within the hotel, such as altruism and interpersonal helping.
	OCB towards organization	Benefits to the hotel in general, such as volunteering to serve on committees.

Source: Own Compilation

CHAPTER III
RESEARCH METHODOLOGY

This chapter presents the research area, target population, sampling techniques, sources of data and data collection procedures used in obtaining the required data. This section also gives the profile of respondents.

3.1   Research Area

To determine the population and samples of hotels in Myanmar, the secondary data from the Ministry of Hotels and Tourism Statistics was used. According to the August 2017, data from Ministry of hotel and tourism, there are about 1540 hotels, motels, inns, and guest houses in Myanmar. Among them, 84 hotels, motels, and inns are in Bagan, 198 in Mandalay, 64 in Nay Pyi Taw, 78 in Nyaung Shwe, and 378 in Yangon. Among them, 292 in Yangon, 164 in Mandalay, 52 in Bagan and 64 in Nay Pyi Taw are the number of hotels licensed at Ministry of Hotels and Tourism excluding motels, guesthouses and inns.

Out of this total data, only those hotels that have 30 rooms and above were taken for data collection from Mandalay as representative of upper Myanmar and from Yangon as the representative of lower Myanmar. Small hotels were excluded from the sample to save time and budget. The reason why Yangon and Mandalay were chosen for selecting samples is that these two cities represent the major tourist attractions and also the hub of business, culture and transportation in the whole Myanmar, and they are the places where major hotels in Myanmar are concentrated. In Mandalay and Yangon, there are a total of 456 hotels (292 from Yangon and 164 from Mandalay) registered at the ministry of hotels and tourism, as of August 2017. Out of them, 180 from Yangon and 111 hotels from Mandalay have 30 rooms and above, having 63.8% of the total population.

3.2 Sampling and Data Collection

Two stage sampling method was used to collect data. Firstly, three different strata were classified into three different classes such as those which have rooms between 30 to 50; those which have 51 to 100 rooms, and those which have over 100 rooms. The following Table (3.1) shows the number of hotels in Yangon and Mandalay, which have over 30 rooms.

Table (3.1)   Hotels Having 30 Rooms and Above in Yangon and Mandalay

Rooms	Yangon	Mandalay
30-50	93	72
51-100	53	30
> 100	34	9
Total	**180**	**111**

Source: Ministry of Hotels and Tourism (August, 2017)

The primary data were collected from the employees in each of the three strata selected proportionately. As the total number of hotels which have 30 rooms and above is 291. Out of total 16, hotels from these two cities are targeted to be collected as the sample proportionately for each city and again in each city for each stratum. Therefore, 10 hotels from Yangon and 6 hotels from Mandalay are selected proportionately based on each stratum. The resultant list of samples of hotels collected for Yangon and Mandalay are shown in Table (3.2).

Table (3.2)   Numbers of Hotel Samples in Yangon and Mandalay

Rooms	Yangon		Mandalay	
	Proportion	Samples	Proportion	Samples
30-50	(93/180) x 10	5	(72/111) x 6	3
51-100	(53/180) x 10	3	(30/111) x 6	2
> 100	(34/180) x 10	2	(9/111) x 6	1
Total		**10**		**6**

Source: Survey data (2017-2018)

The required hotels are picked up randomly from the total population in each stratum from Yangon and Mandalay. It was shown in Table (3.3).

Table (3.3)   List of Sample Hotels from Yangon and Mandalay

Rooms	Yangon	Mandalay
30-50	1. The Strand Hotel 2. Platinum Hotel 3. The Hub Hotel 4. Summer Palace Hotel 5. My Hotel	1. 78th Hotel 2. Nobel Myanmar Hotel 3. Rupa Mandalar Hotel
51-100	6. Queen's Park Hotel 7. Hotel Sydney 8. Wyne Hotel	4. Hotel Shwe Pyi Tha 5. Hotel Mandalay
> 100	9. Hotel Yangon 10. Micasa Hotel	6.Mandalay Hill Resort

Source: Survey data (2017-2018)

Total numbers of employees are collected from HR departments of these selected hotels to calculate the required sample of employees. As this study focus on individual level, the data were collected from the employees of different ranks and different departments from those above hotels proportionately depending on their numbers of employees in each hotel. The total population of employees for all the hotels selected was 1807 (Appendix C1). Sample size was determined based on the formula of Taro Yamane (1967).

$$n = \frac{N}{(1 + Ne^2)}$$

N   = population size = 1807

e   = level of precision (95% level of confidence level or 5% level of precision, was assumed)

$$n = \frac{1807}{1 + (1807 \times 0.05^2)}$$

n   = 327.5033 = 328

In this study, the minimum required sample size is 328 respondents from 1807 employees. It is desirable to add some extra number of samples to cover the non-response rate. Therefore, extra 15 percent was added to the original sample size and a total of 377 questionnaires were distributed to the employees from the list of the hotels randomly selected from Yangon and Mandalay along with their proportionate samples of employees as shown in (Appendix C1).

Then, data were collected from 377 employees from assigned proportionately based on the total number of employees in each hotel from those of the above 16 hotels in Yangon and Mandalay. For the selection of hotels and employees, the simple random sampling method was used to collect the data. With the permission of the respective managers concerned, structured questionnaires were distributed to the employees ensuring the confidentiality, as the questions involve the information about their perception on the justice of their supervisors. Respondents were also explained that there is no right or wrong answer to each question, so that they could answer, free from bias.

3.3   Questionnaire Design

The questionnaire was divided into two parts. Part A seeks the respondents self-rated scales about their perception on the different dimensions of organizational justice, organizational trust, commitment, leader-member exchange relationship and the behaviors such as OCBO, OCBI and IRB. 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 A 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. For all the measures, only self-rated items were used believing that such kind of personal questions like OCBO, OCBI and perceptions on justice, trust, commitment and leader-member exchange relations are more likely to reflect the actual perception of the employees. Part B tried to investigate the demographic characteristics of the respondents such as gender, age, number of years in the current job, educational status, etc.

The questionnaires were distributed to the employees with the permission of their supervisor/mangers, ensuring the confidentiality, as the questions involve the information about their perception on the justice of their supervisors. Respondents were also explained that there is no right or wrong answer to each question, so that they could answer free from bias. Questionnaires were translated into Myanmar language from English which was used for measures originally developed by different authors. After rejecting some data because of the missing values and unresponsive questionnaires, finally the valid data are collected from 359 employees for all variables in the model such as the justice perception, organizational trust,

organizational commitment, leader member exchange relationship, in-role behavior and organizational citizenship behavior, reflecting their self-rated scales using five-point Likert Scales items.

3.4 Measurement of the Variables

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. A total number of 63 items were included to examine six main areas of subjects such as organizational justice, organizational trust, organizational commitment, leader member exchange relationship, and employee behaviors (IRB, OCBI, and OCBO).

(1) Organizational Justice Perceptions

Four dimensions of organizational justice developed and validated by Colquitt (2001) was used for this study; comprising of distributive justice (DJ), procedural justice (PJ), interpersonal justice (IPJ), and informational justice (IFJ). Justice judgments are subjective and what is fair or not is dependent on the individual's feelings and interpretation of the events they have encountered. Therefore, employees were asked about their perception on the above justice dimensions.

(a) Distributive Justice: Distributive justice was measured using the scales developed by Colquitt & Shaw (2005) with 4 items. A sample item is "Does your (outcome) reflect the effort you have put into your work?" Here, outcome was defined as pay, promotion, and other benefits.

(b) Procedural Justice: Procedural justice was measured using the scales developed by Colquitt & Shaw (2005) with 7 items. A sample item is "Have you been able to express your views and feelings during those procedures?"

(c) Interpersonal Justice: Interpersonal justice was measured using the scales developed by Colquitt & Shaw (2005) with 4 items. A sample item is "Has (he/she) treated you in a polite manner?"

(d) Informational Justice: Informational justice was measured using the scales developed by Colquitt & Shaw (2005) with 5 items. A sample item is "Has (he/she) been candid in (his/her) communications with you?"

(2) Organizational Trust

Organizational trust was measured using the scales developed by (Jacqueline & Coyle-Shapiro, 2002) with 6 items. A sample item is "In general, my employer's motives and intention are good."

(3) Organizational Commitment

Organizational commitment was measured using the effective commitment scales developed by (Meyer & Allen, 1997) with 8 items. A sample item is "I would be very happy to spend the rest of my career in this organization."

(4) Leader-member Exchange

Leader- member exchange relationship was measured using the scales developed by (Graen and Uhl-Bien, 1995) with 7 items. A sample item is "I can count on my supervisor/manager to support me."

(5) Employee Behaviors

A total of 22 items of employee behaviors were classified into in-role behaviors (IRB) and extra-role behaviors or organizational citizenship behaviors (OCB). Five IRB measures were taken from Williams and Anderson (1991) and a sample item is "I could adequately complete assigned duties." Twelve OCBO measures were also taken from Williams and Anderson (1991) and a sample item is "Defends the organization when other employees criticize it." 5 OCBI measures were taken from Malatesta (1995) and a sample item is "I normally accept added responsibility when my supervisor is absent."

3.5 Analytical Methods

According to Kothari (2004, p. 130), "Analysis, involves estimating the values of unknown parameters of the population and testing of hypotheses for drawing inferences". Therefore, this section presents statistical analysis that have been conducted in order to analyze the data.

3.5.1 Descriptive Statistics

Descriptive statistics are numbers that are used to summarize and describe data. For continuous type of variables, mean and standard deviation can be reported.

And for categorical type of variables, there can be used frequencies that helps to see how many people answered the questions (e.g. how many males and females).

3.5.2 Reliability Analysis

Reliability analysis checks the internal consistency among the indicators of a latent construct using Cronbach's Alpha (α). Reliability is the degree to which the observed variable measures the "true" value and is "error free" (Hair et al., 1998). Reliability is the consistency shown in tests repeatedly done; and even though the measures that are highly valid, they should have greater reliability measures to be used in empirical research. The standardized Cronbach's α formula can be written as follows. Normally, Cronbach's Alpha (α) value more than 0.7 is assumed to have high reliability of a latent variable.

$$\propto_{standardized} = \frac{K\,\bar{r}}{(1 + (K-1)\bar{r}}$$

where K= number of items,

r = average correlation.

3.5.3 Assessment of Normality

Multivariate normality of the sample data is assumed for the most SEM estimation methods including maximum likelihood (ML). Where there is a significant departure from the assumption of multivariate normality in the sample data the assumptions inherent in several ancillary fit measures may be undermined (Yuan, 2005). It should be noted that ML estimation might perform well with mild departure from multivariate normality (Chou et al., 1995). When conducting a SEM, researchers are advised to report on both univariate and multivariate normality (Jackson et al., 2009).

Multivariate normality implies that all the variables in the data set under consideration are univariate normally distributed, the distribution of any pair of variables is bivariate normal and all pairs of variables have linear and homoscedastic scatterplots. The overall distribution of the data should be normal. To determine the multivariate and univariate normality, IBM SPSS Statistics software 22 was used to determine the skewness and kurtosis of the data, as well as the Mardia co-efficient. Mardia's coefficient is determined by p (p+2) where p is the number of

observed variables. According to Bollen (1989), if Mardia's coefficient is lower than p (p+2), then the combined distribution of the variables is multivariate normal.

A multivariate value of 646.198 was obtained which is lower than the Mardia coefficient cut-off of 1104 obtained with p= 46 observed variables (Appendix C3). To test for univariate normality, the skewness and kurtosis for each variable in the data set was determined. There is no consensus regarding an acceptable degree of non-normality, but the suggested cut-off values are ±3.00 for univariate skewness and ±10.00 are univariate kurtosis have been suggested by Kline (2010, p.63). Both skewness and kurtosis value of all the variables in this study were within an acceptable level and no extreme deviation from normality was detected. Thus, it is concluded that the sample data is multivariate normal.

3.5.4 Structural Equation Modeling (SEM)

SEM, one of the multivariate techniques, has started its history more than 100 years ago with the discovery of factor analysis by Spearman in 1904. Then, in 1918, Wright developed the path analysis and these two methods combined to be SEM in the early 1970s with the widespread use of computer programs. SEM is suitable for models with latent variables which cannot be solved by Econometrics. In the modern economics where researches comprise of many soft and unobservable social variables, and thus, more and more sophisticated methods of analysis should be deployed and SEM becomes the widely used analytical method in many research papers. Consequently, different types of computer programs were developed for the ease of application of SEM, and LISREL would be the foremost one, followed by EQS, RAM, SYSTAT, and AMOS.

SEM is general statistical modeling technique used in behavioral sciences research and is an appropriate framework that could be used in statistical analysis and includes multivariate methods, for instance factor analysis, discriminant analysis, regression analysis and canonical correlation. The structural equation model could be imagined to be in the form of a graphical path diagram. A set of matrix equation are used to represent the statistical model.

This study intends to use structural equation modeling (SEM) for the analysis of data to test the hypotheses with the help of SPSS and AMOS software, version 22. Compared to other traditional multivariate procedures such as multiple regression, SEM has several strengths in testing proposed relationships among variables (Byrne,

2001). First, SEM can estimate a series of separate, but interdependent multiple regression equations simultaneously by specifying the structural model. Thus, when relationships are complex and multidimensional, SEM allows complete and simultaneous tests of all the relationships. Second, SEM can estimate measurement errors. Thus, when relationships among factors are examined, the relationships are free of measurement of errors and avoid possible mistakes made by other multivariate procedures. Third, SEM not only considers observed variables but also incorporates unobserved variables and thus can specify relations among the latent variables. Thus, SEM provides a useful technique for examining the proposed model.

Although SEM provides a number of facilities and advantages in testing a multiple regression model, it is important to understand that the model identified must be theory driven and based on research. Failing to do so could result in questioning the validity of the model. Furthermore, there are limitations that are attributed to interpreting outcomes derived using SEM. For instance, models identified using SEM could be incomplete as it is difficult to know whether a model is complete and whether or not additional variables could improve the model fit. One way to overcome is to rely upon established literature or research for guidance (Kunnan, 1998).

Another important limitation could be the dilemma created by SEM with respect to choosing the best model when two or more models come out with same number of parameters and have a good model fit because the model is purely mathematical in nature. This limitation could be overcome by evaluating equivalent models using alternative analytical procedures such as assessing the squared multiple correlations of the multiple regression equations pertaining to equivalent models and deduce a preferred model (Joreskog & Sorbom, 1989).

The present study followed the two-stage SEM approach recommended by Anderson and Gerbing (1988): a measurement model and a structural model. According to Anderson and Gerbing (1988), the measurement model defines relations between the observed and unobserved variables. Specifically, it specifies how unobserved latent variables depend upon or are indicated by the observed variables. The structural model defines relations among the unobserved latent variables. In other words, it specifies the causal relationships among the latent variables, describes the causal effects, and assigns the explained and unexplained variance.

At the first stage, a series of confirmatory factor analyses (CFAs) of all independent variables, mediators, and dependent variables were conducted to examine the reliability and the underlying factor structure of the measurement scales. At the second stage, the proposed model was estimated and all hypothesized relationships were tested. The primary task in this model-testing was to determine the goodness-of fit between the hypothesized model and the sample data. If the goodness-of-fit is adequate, the model supports the credible of the hypothesize relations among variables; if it is inadequate, the tenability of such relations is rejected.

(1) Confirmatory Factor Analysis Using Measurement Model

As the first-stage in SEM, measurement model is to be constructed with latent variables along with their respected manifest variables. One advantage of SEM is that it takes into account of measurement error for each observed variable and this reflects the real situation of social research where one can never get the exact indicator of each concept. Not only that, in the measurement model stage, each latent construct is allowed to have covariance with each other. After that, the measurement model was accessed with confirmatory factor analysis to test reliability, validity and model fitness in order to check the degree of measurement error.

Construct Validity: Validity is the degree to which a measures accurately represents what it is supposed to. This validity is achieved when the Fitness Indexes for a construct achieved the required level. The fitness indexes indicate how fit is the items in measuring their respective latent constructs.

Model Fitness: After assessing the construct validity, the overall fitness of the measurement model is to be determined by using some goodness of fit measures. Out of different measures comprising of absolute fit, relative fit and parsimony fit indices, the followings indices shown in Table (3.4) are the ones that are widely used by most researchers.

In SEM, there is several Fitness Indexes that reflect how fit is the model to the data at hand. However, there is no agreement among researchers which fitness indexes to use. Hair et al., (1998) and Holmes-Smith, Cunningham, & Coote (2006) recommend the use of at least one fitness index from each category of model fit. There are three model fit categories namely Absolute Fit, Incremental Fit, and Parsimonious Fit. The choice of index to choose from each category to report depends

on which literature is being referred. The information concerning the model fit category, their level of acceptance, and comments are presented in Table (3.4).

Table (3.4)   The Three Categories of Model Fit and Their Level of Acceptance

Name of category	Name of index	Level of acceptance
1. Absolute fit	Chi-square (χ2)	P-value > 0.05
	RMSEA	RMSEA < 0.08
	GFI	GFI > 0.90
2. Incremental fit	AFGI	AFGI > 0.90
	CFI	CFI > 0.90
	IFI	IFI > 0.90
	NFI	NFI > 0.90
3. Parsimonious fit	Relative Chi-square (χ2/d.f)	χ2/d.f < 0.3

Source: Hu & Bentler (1999)

(2) Structural Model

After confirming the validity and fitness of the measurement model, it is time to switch to the structural model with paths having dependence between exogenous and endogenous variables. The covariance two-headed arrows connecting each construct in the measurement model were now removed and one-headed arrows, this time, showing the dependence relationship among the variables. Clear distinction between exogenous and endogenous variables should be made by theory in order to develop the structural model. The error term should not be missed to be taken into account for endogenous variables. Again, after constructing the structural model, the overall fitness of the model should be checked with the above discussed indices. Since SEM is composed of a series of equations, the predictive accuracy cannot be confirmed by the use of R^2 for multiple regression. Instead, the fitness of the overall model can only be tested rather than a single relationship. If the model fitness is in the acceptable level, the hypothesized relationships between the variables would be interpreted to test the theory.

(3) Mediation Analysis

Traditionally, mediation analyses were conducted according to Baron and Kenny approach where they decide the effect of mediation 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). This is illustrated as follows in Figure (3.1).

Figure (3.1)   Three-variable Non-recursive Causal Model
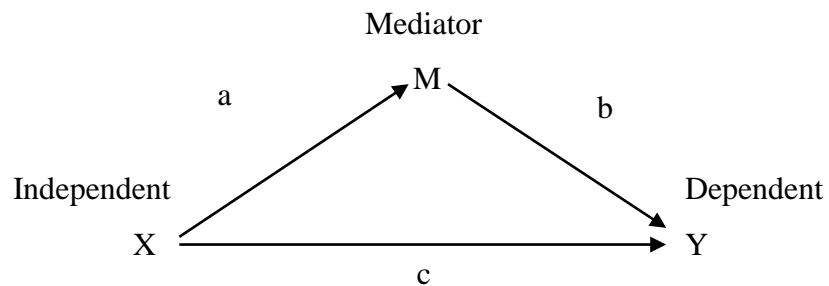
Source: (Zhao, Lynch Jr., & Chen, 2010)

Therefore, these paths would be tested as the first condition to be fulfilled as a mediation analysis, like in Figure (3.1). And then, for the next step, the analysis would be done like in Figure (3.2).

Figure (3.2)   Unmediated Model for Estimating Direct Path c

57
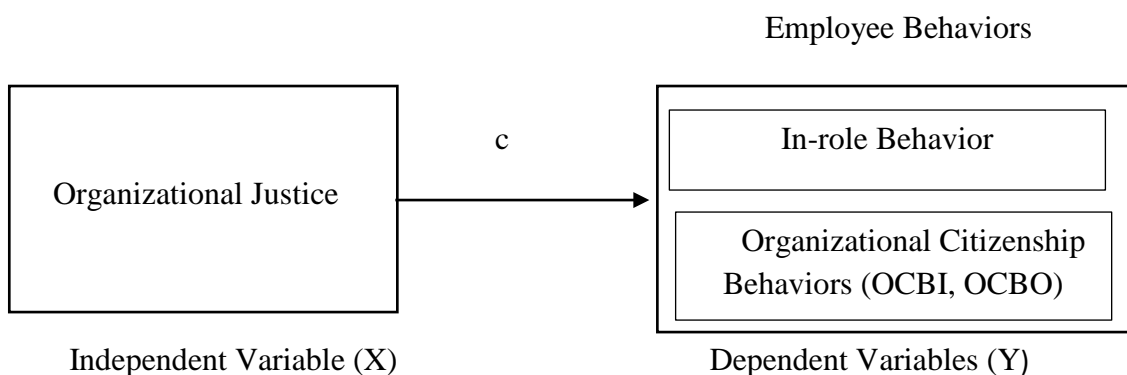
Figure (3.3) Mediated Model for Estimating and Testing Mediation Conditions

```
                    ┌─────────────────────────┐
                    │  Organizational Trust   │
                    ├─────────────────────────┤
                    │    Organizational       │
                    │     Commitment          │
                    ├─────────────────────────┤
                    │    Leader-member        │
                    │     Exchange            │
                    └─────────────────────────┘
                      Mediated Variables (Z)
          a                                      b

┌─────────────────────┐                ┌──────────────────────────────┐
│                     │        c´      │   In role Behaviors          │
│                     │ ─────────────► ├──────────────────────────────┤
│ Organizational      │                │ Organizational Citizenship   │
│     Justice         │                │ Behaviors (OCBI, OCBO)       │
│                     │                │                              │
└─────────────────────┘                └──────────────────────────────┘
 Independent Variables (X)              Dependent Variables (Y)
```

Independent Variables (X)

Dependent Variables (Y)
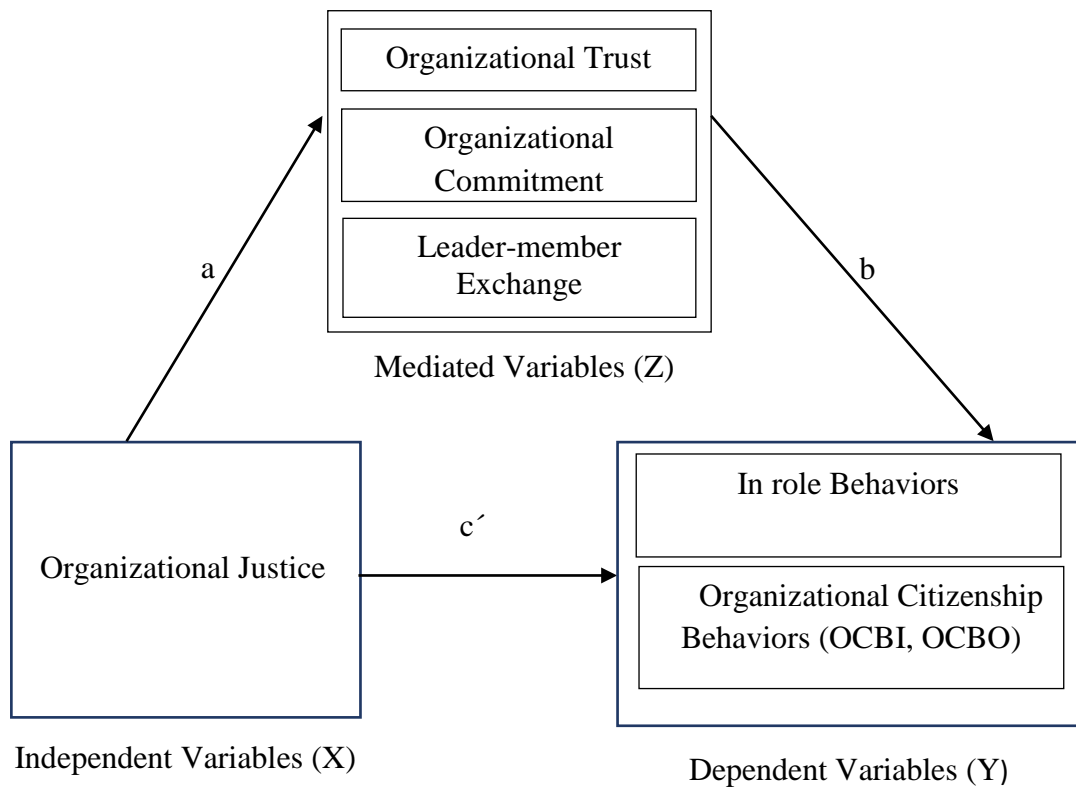
┌──┐
│   Step 1. Test for path c´: Y= c´X + ϵ_1 │
│   │
└──┘

┌──┐
│   Step 2. Test for path a: Z= aX + ϵ_2.   │
│   │
└──┘

┌──┐
│   Step 3. Test for path b: Y= bZ + ϵ_3.   │
│   │
└──┘

┌──┐
│   Step 4. Test for path c´: Y= c´X + bZ+ ϵ_4. │
│   │
└──┘

Source: Own Compilation

Full mediation occurs when path c´ is zero and path b is significantly greater than zero. If path c´ is not zero, then partial mediation is indicated.

Bootstrapping Analysis for Mediation

Preacher and Hayes (2004) proposed bootstrapping the sampling distribution of a x b to derive a confidence interval with the empirically derived bootstrapped sampling distribution. Bootstrapping is a nonparametric method that allows the researcher to compute estimated standard errors, confidence intervals and hypothesis testing that makes no assumptions about the shape of the distribution of the variables or the sampling distribution of the statistics. Bootstrapping is accomplished by creating many resamples by repeatedly sampling with replacement from the data, with each resample being the same size as the original sample size. As a result, each case can be selected as part of a bootstrap resample more than once or not at all. The indirect effect a x b is then computed in each resample. For the present study, 2000 bootstrap resamples have been requested. The overall a x b indirect effect is simply the mean a x b computed over the 2000 resamples, and the estimated standard error is the standard deviation of the 2000 a x b estimates, at 95% confidence interval.

In this study, multiple mediators and multiple outcomes were tested simultaneously. Within this context, the specific indirect effect of any one mediator (Organizational Trust, Organizational Commitment or Leader Member Exchange) is not the same as the indirect effect through that mediator alone. It can only generate the total indirect effect from organizational justice to employee behaviors through all the mediators. To determine the significant of each mediator, the specific indirect effects of organizational trust, organizational commitment and leader member exchange relationship were determined using the specific estimand in AMOS graphic.

To analyze the relationship between organizational justice, organizational trust, organizational commitment, leader member exchange relationship, in-role behavior and organizational citizenship behavior, a survey was conducted with selected employees from hotels having 30 rooms and above. The questionnaire survey method was used to collect data from employees in these randomly selected hotels. Analysis of the data consisted of descriptive statistics, reliability analysis, confirmatory factor analysis and hypothesis testing using SEM.

3.6 Profile of the Respondents

The following section shows the descriptive statistics of the respondents in the sample. Frequency distribution of gender, age, education, tenure and departments where employees belong were shown separately.

Table (3.5)   Gender of the Respondents

Gender	No. of Respondents	Percent
Male	193	53.8
Female	166	46.2
Total	**359**	**100.0**

Source: Survey data (2017-2018)

Out of the 359 remaining respondents, 193 were male participants, accounting for 53.8% of the whole sample; while 166 were females, representing 46.2% of the sample, proving that gender ratio is quite equal among the participants. The frequency distribution of the gender of the respondents is shown in Table (3.5).

Table (3.6)   Age of the Respondents

Age Group	No. of Respondents	Percent
18-25 years	148	41.2
26-30	95	26.5
31-35	46	12.8
36-40	31	8.6
≥ 41	39	10.9
Total	**359**	**100.0**

Source: Survey data (2017- 2018)

The age of the respondents ranged from 18 to above 41 years. Respondents were classified into different age groups, with the interval of 5 years in each group. From this table, the majority of the respondents were from 18 to 25 age group comprising 41.2% of the whole sample, followed by 26 to 30 age group, with the number of 95 respondents, which means 26.5% of the whole sample group, while 31-35 group falls about 12.8%, 36-40 group accounts for 8.6% and respondents over 41 occupied 10.9% of the sample.

Table (3.7)   Tenure of the Respondents

Working Experience	No. of Respondents	Percent
Less than one year	74	20.6
1-3 years	129	35.9
3-5 years	78	21.7
5-8 years	31	8.6
≥ 8 years	47	13.1
Total	**359**	**100.0**

Source: Survey data (2017-2018)

According to Table (3.7), the respondents had different range of the service in their current hotel. About 20.6% of the respondents had less than one years of service; 35.9% had 1 to 3 years of experience in their current organization; 21.7% of them had 3 to 5 years, 8.6% had 5 to 8 years and 13.1% had over 8 years of service in their current occupation.

Table (3.8)   Departments of the Respondents

Departments	No. of Respondents	Percent
Admin	33	9.1
F & B	45	12.5
Finance	20	5.6
Front Office	60	16.7
Housekeeping	56	15.6
HR	19	5.3
Reservation	18	5.2
Sales & Marketing	27	7.5
Kitchen	31	8.6
Engineering	21	5.8
Security	29	8.1
Total	**359**	**100.0**

Source: Survey data (2017-2018)

In checking the area of work respondents belong to, it was found that respondents have diverse distribution of the field from hotel service, as shown in

Table (3.8). It is good news since different sets of employees could give different information for the study.

Table (3.9) Educational Qualifications of the Respondents

Educational Status	No. of Respondents	Percent
Primary School	3	0.83
Middle School	24	6.69
High School	139	38.72
Graduate	147	40.95
Others	46	12.81
Total	**359**	**100.0**

Source: Survey data (2017-2018)

Table (3.9) shows the information about the educational status of the respondents. Majority of them were graduates (40.95% of the sample); high school graduates comprises of 38.72% of the sample and other diploma holders or students at University of Distance Education represents 12.81% of all the samples.

CHAPTER IV
ANALYSIS ON ORGANIZATIONAL JUSTICE AND EMPLOYEE BEHAVIORS

This chapter presents the results of the statistical analyses of the data and the testing of the proposed hypotheses. Confirmatory factor analysis was completed to assess the data fit of a second-order overall justice construct. The measurement model of each variable under study was examined to link the observed variables to the underlying construct by means of CFA. Next, structural models of the proposed relationships between independent variable, dependent variables and mediator variables were tested. The significant of the specific indirect effects for each of the mediator variables (organizational trust, organizational commitment and leader member exchange) was further analyzed using bootstrapping analysis. Results of the hypotheses were presented in separate table.

4.1 Testing of Reliability for Construct Variables

Reliability refers to the degree to which scales are consistent and free from random measurement errors. The reliability of each of the scales was assessed by Cronbach's alpha. Cronbach's alpha values near to zero indicate low reliability while the values close to one indicate high reliability. A Cronbach's alpha of .70 or above is considered acceptable. Table (4.1) presents the results of reliability test for construct variables in the study.

Table (4.1)   Reliability Test for Construct Variables

Construct Variables	No. of Items	Cronbach's alpha
Distributive Justice	4	0.932
Procedural Justice	7	0.857
Interpersonal Justice	4	0.849
Informational Justice	5	0.810
Organizational Justice	20	0.906
Organizational Trust	6	0.822
Organizational Commitment	8	0.648
Leader Member Exchange Relationship	7	0.838
In-role Behavior	5	0.883
Organizational Citizenship Behavior towards Individual	5	0.827
Organizational Citizenship Behavior towards Organization	12	0.725

Source: Survey data (2017-2018)

According to Table (4.1), 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 et al., 2009). The Cronbach's Alpha for organizational commitment (OC) was a little bit low (0.648). But, Field (2005) said that psychological variable can be accepted even if they are above 0.5. Therefore, all of the variables are consistent and reliable in this study.

4.2   Analysis of Employees' Perception on Organizational Justice

This section describes analysis of employees' perception on each dimension of organizational justice (DJ, PJ, IPJ, and IFJ) and overall justice under the single construct as a higher order factor. Measurement of perception level is conducted by mean value. According to the Best (1997), the mean values of Five- point Likert scale items were interpreted as follows:

The score among 1.00 - 1.80 means strongly disagree.

The score among 1.81 - 2.60 means disagree.

The score among 2.61 - 3.40 means neither disagree nor agree.

The score among 3.41 - 4.20 means agree.

The score among 4.21 - 5.00 means strongly agree. The mean score for each statement is calculated and discussed.

Firstly, employees' perception on four dimensions of justice (DJ, PJ, IPJ, and IFJ) are tested and then overall justice is explored. There are 4 items to analyze employees' perception in terms of distributive justice. The mean value for each statement and the overall mean value are presented in Table (4.2).

Table (4.2)   Employees' Perception on Distributive Justice

Sr No.	Items	Mean Values
1.	Reflecting outcomes (rewards, recognition, pay rise, etc.) the effort put into work	2.96
2.	Being appropriate outcomes (rewards, recognition, pay rise, etc.) for the work completed	3.00
3.	Reflecting outcomes (rewards, recognition, pay rise, etc.) what was contributed to the organization	2.86
4.	Justifying outcomes (rewards, recognition, pay rise, etc.) for performance	2.97
	Overall Mean	**2.94**

Source: Survey Data (2017-18)

As shown in Table (4.2), employees' perception on distributive justice for all four statements are at neither disagree or agree level. According to overall mean value of distributive justice (2.94), it can be observed that fairness of resources allocation in such areas as reward, pay and promotion decisions are not much appropriateness for hotel industry in Myanmar. Hotel employees in the current study seemed to compare their outcomes with other employees working in similar hotels. Thus, employees may feel unfairly rewarded if they are under-rewarded in comparison to other employees and also create tension within employees. Therefore, their perception on distributive justice is low.

There are 7 items to analyze employees' perception in terms of procedural justice. These items are related to the employees' voice in the decision making procedure, receptivity and appeal process. The mean value for each statement and the overall mean value are presented in Table (4.3).

Table (4.3) Employees' Perception on Procedural Justice

Sr No.	Items	Mean Values
1.	Ability to express one's views and feelings during those procedures	2.85
2.	Having influence over the outcomes arrived at by those procedures	2.82
3.	Applying consistent procedures	2.68
4.	Free of bias procedures	2.97
5.	Having been based on accurate information	3.20
6.	Able to appeal the outcomes arrived at by those procedures	3.00
7.	Having upheld ethical and moral standards by procedures	3.30
	Overall Mean	**2.97**

Source: Survey Data (2017-18)

According to Table (4.3), employees' perception on procedural justice is low. Among the items, the highest mean value is (3.30) showing the procedures have upheld ethical and moral standards and the procedures applied consistently shows lowest mean value of (2.60). It appears that mean value of all the items are ranged from (2.60) to (3.30). Thus, overall mean value of procedural justice (2.97) also showed at neither disagree or agree level. It can be observed that fairness procedure of resources allocation are not much appropriateness. Although employees may have sufficient knowledge and information about organization procedures and policies, empowered employees can express their view on what they do and how and when they do it. Therefore, the opportunity to appeal a decision and the consideration and participation given by an organization to one's appeal may foster an employee's perception of procedural justice.

There are 4 items to analyze employee's perception in terms of interpersonal justice. Employees are sensitive to the quality of interpersonal treatment they receive during the enactment of organization procedure. The mean value for each statement and the overall mean value are presented in Table (4.4).

Table (4.4)   Employees' Perception on Interpersonal Justice

Sr No.	Items	Mean Values
1.	Treating with a polite manner by supervisor/ manager	4.03
2.	Treating with dignity by supervisor/ manager	3.04
3.	Treating with respect by supervisor/ manager	3.87
4.	Refraining from improper remarks or comments by supervisor/ manager	3.55
	Overall Mean	**3.84**

Source: Survey Data (2017-18)

According to Table (4.4), the highest mean value of (4.03) shows that employees are treated with a polite manner by their supervisor and treated with dignity by their supervisor shows the lowest mean value of (3.04). It appears that mean value of all the items are ranged from (3.04) to (4.03). Overall mean value of interpersonal justice (3.84) also shows at agree level. It can be assumed that employees at the hotels have interpersonal justice as their expectation are being valued, respected and protected. Results from this study confirm that interpersonal justice perceptions reflect how employees have been treated by their superiors.

Employees' perception on informational justice is tested with 5 items. The mean value for each statement and the overall mean value are presented in Table (4.5).

Table (4.5)   Employees' Perception on Informational Justice

Sr No.	Items	Mean Values
1.	Being candid in communications	3.77
2.	Having explained the procedures thoroughly	4.03
3.	Having explanations regarding the procedures reasonable	3.88
4.	Having communicated details in a timely manner.	3.73
5.	Having seemed to tailor communications to individuals' specific needs.	3.44
	Overall Mean	**3.77**

Source: Survey Data (2017-18)

According to Table (4.5), employees' perception on explaining the procedures thoroughly by their supervisors shows the highest mean value of (4.03) and communicating details in a timely manner of their supervisors shows the lowest mean value of (3.73). It appears that mean value of all the items are ranged from (3.73) to (4.03). Overall mean value of interpersonal justice (3.77) also shows at agree level. It can be concluded that employees at those hotels seem that their hotels have informational justice.

Summary of Employees' Perception on Organizational Justice

Employees' perception on organizational justice and its dimensions is presented in Table (4.6).

Table (4.6)   Employees' Perception on Organizational Justice and its Dimensions

Construct variables	Mean Value
Distributive Justice	2.94
Procedural Justice	2.97
Interpersonal Justice	3.84
Informational Justice	3.77
Overall Organizational Justice	**3.60**

Source: Survey data (2017-2018)

According to Table (4.6), distribute justice and procedural justice are at neither disagree or agree level. Employees have no specific feeling or perception on distributive and procedural justice. It was also coincidence with the personal interview results with the hotel employees at the preliminary stage of finding problems for this research. Most of the hotels in Myanmar, wages and compensation are based on skill and experience. Hotels provide rewards to their employees in the form of money (salary, bonus), recognition (formal acknowledgement, praise) and benefits. Promotion opportunities are on the basis of performance. If internal employees are not qualified, hotels recruit employees from external sources. Hotels are also found not to practice transparent techniques in decision making for outcome distribution procedures that their justice perception level is quite low. Hotel employees in the current study seemed to compare their outcomes with other employees working in

similar organizations. Thus, employees may feel unfairly rewarded if they are under-rewarded in comparison to other employees and also create tension within employees. Employee will attempt to resolve this tension by changing his ratio of input to outcomes. In responses to unjust working condition, employees are likely to raise or lower their level of behavior.

Employee perception on interpersonal and informational justice are at agree level that employees at hotels assume that their hotels have interpersonal and informational justice. Interpersonal and informational commination is the major emphasis for hotels industry. Employees at the hotels in Myanmar feel that they have interpersonal justice as their expectation are being valued, respected and protected. They also feel that they are properly informed of their rights and responsibilities. Communication and explanation as a source of justice perception are extended beyond initial managerial explanation of decision making process. Informational justice criteria of accurate explanation and justification and timely information are found at hotels in Myanmar. Besides, overall organizational justice perception is also at agreed level. The perception on distributive and procedural injustice can be mitigated because interpersonal and informational justice are maintained. Thus, maintaining the four dimensions of justice as a single factor is a worthwhile task.

4.3   Analysis on Organizational Justice as a Higher Order Factor

To analyze organizational justice as a higher order factor, the adequacy of the measurement properties of the variables of interest was tested using confirmatory factor analysis (CFA) in SEM. Results on how well observed indicators represented latent variables are reported below.

(1) CFA for Four Factor Model of Organizational Justice

Firstly, four first order latent constructs were run to test CFA independently and CFA confirmed Colquitt's (2001) proposed four dimensions of justice (distributive, procedural, interpersonal, and informational). The fit indexes of the first-order, four factor measurement model which was shown as in Figure (4.1), ($\chi2/df$ = 1.938, CFI = 0.964, IFI = 0.964, RMSEA = 0.051, PCLOSE= 0.399) indicate that the hypothesized factor structure fits the sample data quite well.

Figure (4.1)   Four Factor Measurement Model for Organizational Justice Dimensions
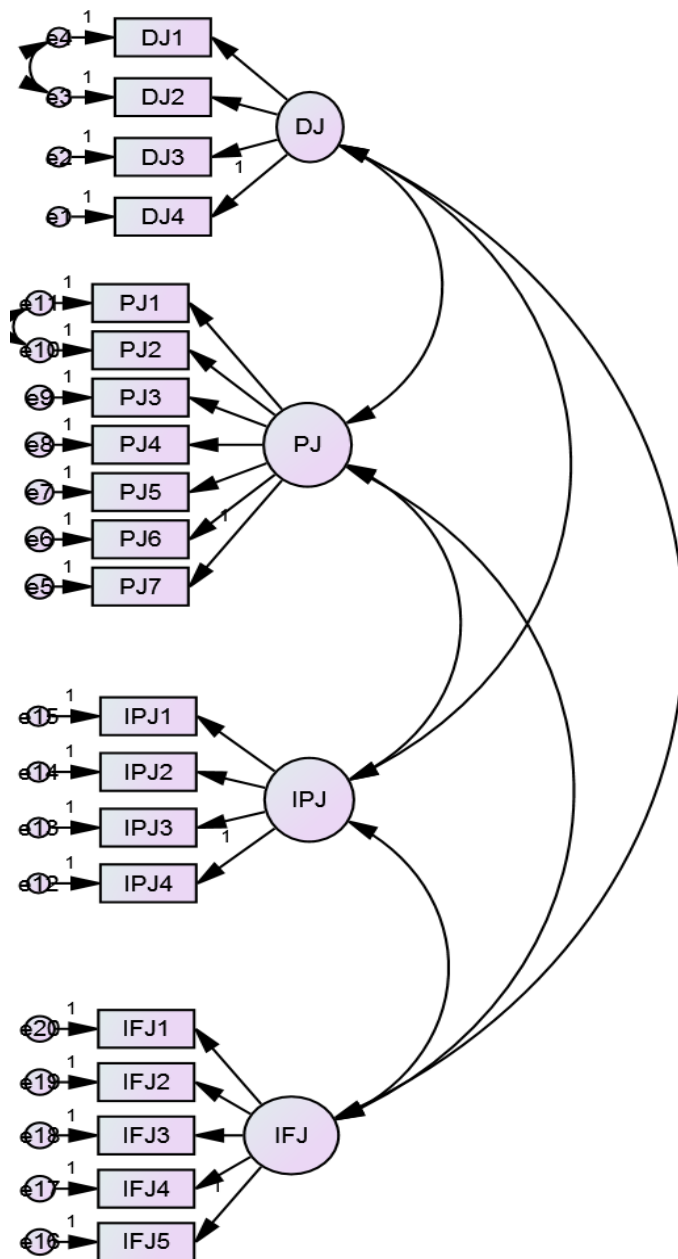
Model Fit:
χ^2/d.f = 1.938, CFI = 0.964, IFI = 0.964, RMSEA = 0.051, PCLOSE = 0.399

Source: AMOS graphic, version 22

*The oval represents latent factors and the rectangular represents the measured variables. e = error term (for measured variable).DJ = Distributive Justice, PJ = Procedural Justice, IPJ = Interpersonal Justice, IFJ = Informational Justice.

(2) CFA for Second Order Factor of Organizational Justice

A second-order justice factor model was tested to determine whether an overall justice measure exists as a higher order latent construct of the proposed four dimensions of justice. Figure (4.2) shows the proposed second-order overall justice model. The fit indexes (χ2/df = 1.936, CFI = 0.964, IFI = 0.964, RMSEA = 0.051, PCLOSE = 0.401) indicate that this second-order of overall justice adequately fits the data.

Figure (4.2)   Measurement Model for Second Order Factor
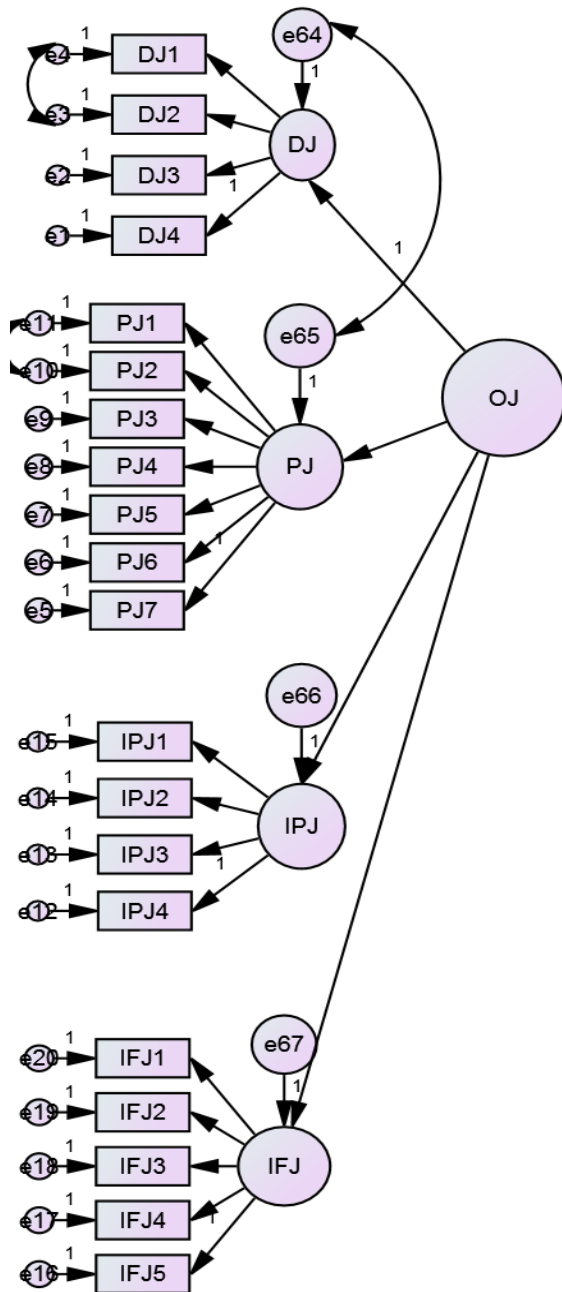
Model Fit:

χ^2/d.f = 1.936, CFI = 0.964, IFI = 0.964, RMSEA = 0.051, PCLOSE= 0.401

Source: AMOS graphic, version 22

DJ = Distributive Justice, PJ = Procedural Justice, IPJ = Interpersonal Justice, IFJ = Informational Justice, OJ = organizational justice.

Table (4.7)   Fit Indices for the CFA Models of Organizational Justice

Model	χ^2/df	CFI	IFI	RSMEA	P-Close
Second order model	1.936	0.964	0.964	0.051	0.401
First order model	1.938	0.964	0.964	0.051	0.399

Source: AMOS graphic, version 22

Table (4.7) reports the CFA results of the four factors model of organizational justice and organizational justice as second-order model. Results of these model fit suggest that it is possible to conceptualize overall organizational justice as a second-order latent construct of the more specific four justice factors of distributive, procedural, interpersonal, and informational justice. This further confirms the findings and suggestions of Lee (2007) to use organizational justice as higher order factor rather seeing justice from four different dimensions. Therefore, it validates the treatments of organizational justice as second order factor in line with literature in subsequent analysis.

4.4   Analysis on the Relationship between Organizational Justice and Employee Behaviors

Before analyzing the relationship between organization justice and employee behaviors, employees' perception on organizational justice, organizational trust, organizational commitment, leader member exchange, in-role behavior and organizational citizenship behaviors, are tested. Employees' perception on attitudinal outcomes and behaviors of organizational justices is analyzed by mean value.

4.4.1   Employees' Perception on Attitudinal Outcomes of Organizational Justice

In this study, the attitudinal outcomes of organizational justices as organizational trust, organizational commitment and leader member exchange relationship are tested. There are 6 items to analyze employees' perception in terms of organizational trust. The mean value for each statement and the overall mean value are presented in Table (4.8).

Table (4.8)   Employees' Perception on Organizational Trust

Sr No.	Items	Mean Values
1.	Employer's motives and intention being good	3.74
2.	Employer being open and upfront	3.65
3.	Having confident that employer will always try to treat one fairly	3.59
4.	Employer being trusted to make sensible decisions for the future of this organization	3.59
5.	Employer being prepared to gain advantage by deceiving employees	3.97
6.	Employer being sincere in its attempts to meet the employees' points of view	3.53
	Overall Mean	**3.67**

Source: Survey Data (2017-2018)

According to Table (4.8), the highest mean value of (3.97) shows employees' perception that their employers would be quite prepared to gain advantage by deceiving them and sincerely meeting the employees' point of view by their supervisor shows lowest mean value of (3.53). It appears that mean value of all the items are ranged from (3.53) to (3.97). Overall mean value of organizational trust (3.67) also shows at agree level. It can be observed that employees trust their hotels and trust has been associated with justice. There is an open and participatory environment at hotels in Myanmar which encourages the increment of employees' trust. One of the key qualities of hotels in Myanmar relate to organizational trust can be fairness.

There are 8 items to analyze employees' perception in terms of organizational commitment. The mean value for each statement and the overall mean value are presented in Table (4.9).

Table (4.9)   Employees' Perception on Organizational Commitment

Sr No.	Items	Mean Values
1.	Wishing to spend the rest of career only in this organization	2.53
2.	Enjoying to discuss the organization with outsiders	3.08
3.	Considering the problems of organization as his /her own one	3.70
4.	Easily becoming attached to another organization	3.13
5.	Feeling "emotionally attached" to this organization	3.93
6.	Having a great deal of personal meaning working in this organization	3.73
7.	Not having a strong sense of belonging to organization (R)	3.77
8.	Not feeling like "part of the family" at organization (R)	3.85
	Overall Mean	**3.43**

Source: Survey Data (2017-18)

According to Table (4.9), the highest mean value of (3.93) shows employees feel emotionally attached to their organization. The lowest mean value of (2.53) shows they would be very happy to spend the rest of their career in those hotels. It appears that mean value of all the items are ranged from (2.53) to (3.93). Overall mean value of organizational commitment (3.43) also shows at agree level. It can be observed that employees at those hotels commit to their hotels in some way although they don't have strongly agree level. They have strong positive feelings about one particular aspect of their job, such as their colleges, their manager, or their particular work they do.

Employees' perception on leader member exchange relationship is tested with 7 items. The mean value for each statement and the overall mean value are presented in Table (4.10).

Table (4.10) Employees' Perception on Leader Member Exchange Relationship

Sr No.	Items	Mean Values
1.	Having an open communication with my supervisor/ manager at work	3.82
2.	Being aware of possible work/life issues, which may have precluded one from contributing the best at work	3.18
3.	Recognizing of supervisor/manager on one's potential for advancement	3.57
4.	Receiving assistance from my supervisor/manager in solving any work related problems or issues	3.93
5.	Being counted on to support from supervisor/ manager	3.81
6.	Having confidence in supervisor/manager that defending and justifying his/her decisions if he/she were not present to do so	3.66
7.	Having a positive working relationship with supervisor/ manager	3.93
	Overall Mean	**3.70**

Source: Survey Data (2017- 18)

According to Table (4.10), the highest mean value of (3.93) shows employees' perception on their supervisors who give assistance with related problems or issues and getting with positive relationship with them. The lowest mean value of (3.18) shows their perception of being aware possible work/ life balance issues which may have precluded them from contributing their best work by their supervisors. It appears that mean value of all the items are ranged from (3.18) to (3.93). Overall mean value of leader member exchange relationship (3.70) also shows at agree level. It can be assumed that employees and their related supervisors have a good relationship at those hotels. This positive relationship can then motivate an employee to work and enhance his or her behaviors at work.

4.4.2 Employees' Perception on In-role and Organizational Citizenship Behavior

Employees exhibit two types of behaviors: core task behaviors and arbitrary behaviors. Core task behaviors mean in-role behaviors and arbitrary behaviors/ extra-role behaviors mean organizational citizenship behaviors. In this study, employees'

perception of in-role (IRB), organizational citizenship behaviors towards individual (OCBI) and organizational citizenship behaviors towards organization (OCBO) are tested and results are shown in Table (4.11), (4.12) and (4.13).

Table (4.11)   Employees' Perception on In-role Behavior

Sr No.	Items	Mean Values
1.	Adequately completes assigned duties	4.21
2.	Fulfill responsibilities specified in the job description	4.21
3.	Perform tasks that are expected	4.07
4.	Meet formal performance requirements of the job	4.08
5.	Engage in activities that will directly affect the performance evaluation	3.90
	Overall Mean	**4.09**

Source: Survey Data (2017-18)

According to Table (4.11), the highest mean value of (4.21) shows employees' adequately complete assigned duties and take full responsibilities specified in the job description. The lowest mean value of 3.90 shows employee engage in activities that will directly affect their performance evaluation. It appears that mean value of all the items are ranged from (3.90) to (4.21). Overall mean value of in-role behavior (4.09) also shows at agree level. It can be seen that employees in those hotels perform their duties completely and take their responsibilities.

Employees' perception on organizational citizenship behaviors toward the individual/ supervisors is shown in Table (4.12).

Table (4.12)   Employees' Perception on Organizational Citizenship Behavior towards Individual

Sr No.	Items	Mean Values
1.	Accept added responsibility when supervisor is absent	3.81
2.	Help supervisor/others when having heavy work load	4.13
3.	Assist supervisor/ others without asking	3.84
4.	Take a personal interest in supervisor	3.84
5.	Pass along work-related information to supervisor	4.09
	Overall Mean	**3.90**

Source: Survey Data (2017-18)

According to Table (4.12), the highest mean value of (4.13) shows employees help when someone has heavy workload and the lowest mean value of 3.81 shows employees accept added responsibility when someone or their supervisors are absent. It appears that mean value of all the items are ranged from (3.81) to (4.13). Overall mean value of interpersonal justice (3.90) also shows at agree level. It can be seen that employees at those hotels have a good citizenship behaviors between individuals. Hotel employees are greatly willing to accept extra roles such as taking added responsibility, providing personal assistance and passing along work-related information to supervisor.

Employees' perception on organizational citizenship behaviors toward the organization is shown in Table (4.13).

Table (4.13) Employees' Perception on Organizational Citizenship Behavior towards Organization

Sr No.	Items	Mean Values
1.	Attendance at work is above the norm	3.48
2.	Give advance notice when unable to come to work	4.29
3.	Takes underserved work breaks	4.14
4.	Great deal of time spent with personal phone conversations	3.56
5.	Great deal of time spent with personal interest searches and communications	3.80
6.	Complain about trivial things at work	3.90
7.	Neglect aspects of the job he/she is obligated to perform	3.81
8.	Fail to perform essentials duties	4.08
9.	Conserve and protect organizational property	3.95
10.	Adhere to informal rules devised to maintain order	4.09
11.	Defend the organization when other employees criticize it	3.70
12.	Defend the organization when outsiders criticize it	3.97
	Overall Mean	**3.89**

Source: Survey Data (2017-18)

According to Table (4.13), the highest mean value of (4.29) shows employees at hotels give advance notice when they are unable to come to work. The lowest mean value of 3.48 shows employees' attendance at work are above norm. It appears that mean value of all the items are ranged from (3.48) to (4.29). Although the highest mean value shows at strongly agree level, overall mean value is (3.89) which shows at agree level. It can be seen that employees at those hotels have a good citizenship behaviors towards their hotels. Employees accept extra roles that may be either concerned with their job responsibilities such as saving and protecting organization property, attending at work above norm, etc. or not.

4.4.4   Relationship between Organizational Justices and Employee Behaviors

To analyze the relationship between organizational justice and its outcomes, the present study followed the two-stage SEM approach: a measurement model and a structural model. The measurement model and structural model were estimated by the

maximum likelihood method using SPSS and AMOS 22. Before reporting the results of the model estimation, descriptive statistics, reliabilities, and normality tests for all variables have been presented above.

(1)   CFA for Measurement Model

Due to certain problems discovered when the researcher analyzes the Confirmatory Factor Analysis (CFA) procedure for every measurement model separately, researchers are suggested to employ the Pooled-CFA for all constructs. In the Pooled-CFA, all constructs are combined as shown in Figure 4.3, and the CFA procedure is executed at once (Zainudin Awang, 2012).

Figure (4.3) illustrates the output for Pooled CFA. The model consists of six First-Order constructs namely:

1. Organizational Trust (measure using 6 items)
2. Organizational Commitment (measure using 8 items)
3. Leader-member Exchange Relationship (measure using 7 items)
4. In-role Behaviors (measure using 5 items)
5. Organizational Citizenship Behaviors towards supervisor (measure using 5 items)
6. Organizational Citizenship Behaviors towards organization (measure using 12 items)

One Second-Order construct namely Organizational Justice, measured using four sub-constructs namely:

1. Distributive Justice (measure using 4 items)
2. Procedural Justice (measure using 7 items)
3. Interpersonal Justice (measure using 4 items)
4. Informational Justice (measure using 5 items)

Therefore, a total of 63 items were used for the pooled measurement model to test CFA. Then, CFA for the pooled measurement model was run as shown in the Figure (4.3-a). The original model fitness was a little bit weak having: χ^2/d.f (Relative Chi-square) = 1.914, CFI (Comparative Fit Index) = 0.855, IFI (Incremental Fix Index) = 0.857, RMSEA (Root Mean Square Error of Approximation) = 0.051, PCLOSE = 0.360.

Figure (4.3: a)   Measurement Model for CFAs (Full measurement)
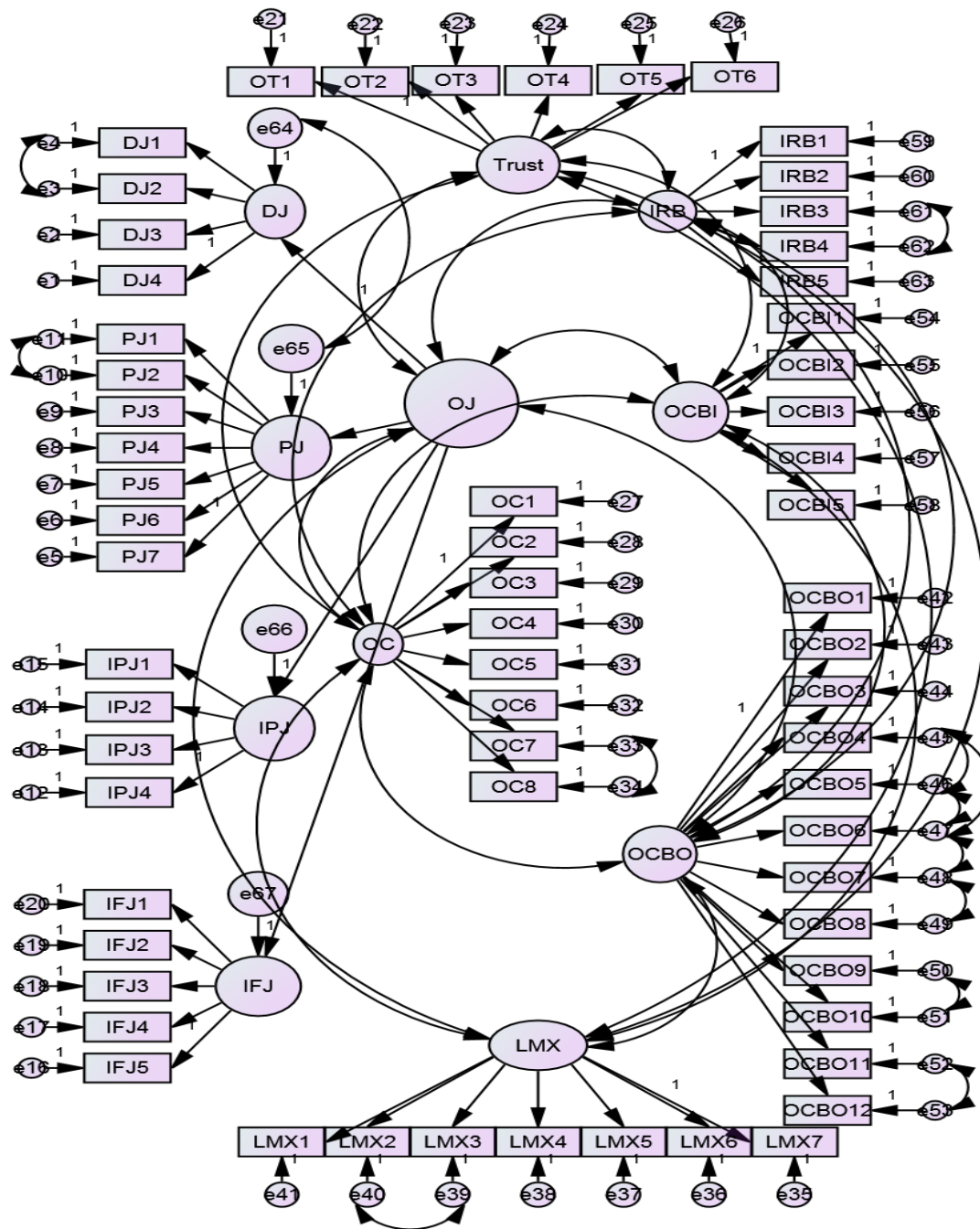
Model Fit:
χ^2/d.f = 1.914, CFI = 0.855, IFI = 0.857, RMSEA = 0.051, PCLOSE = 0.360

Source: AMOS graphics, Version 22.

*The oval represents latent factors and the rectangular represents the measured variables. e = error term (for measured variable). DJ = Distributive Justice, PJ = Procedural Justice, IPJ = Interpersonal Justice, IFJ = Informational Justice, OJ = organizational justice, OC = Organizational Commitment, OT = Organizational Trust, LMX = Leader-member exchange, IRB = In-role Behavior, OCBI = Organizational Citizenship Behavior towards Individuals, OCBO = Organizational Citizenship Behavior towards Organization.

Figure (4.3: b)   Measurement Model for CFAs
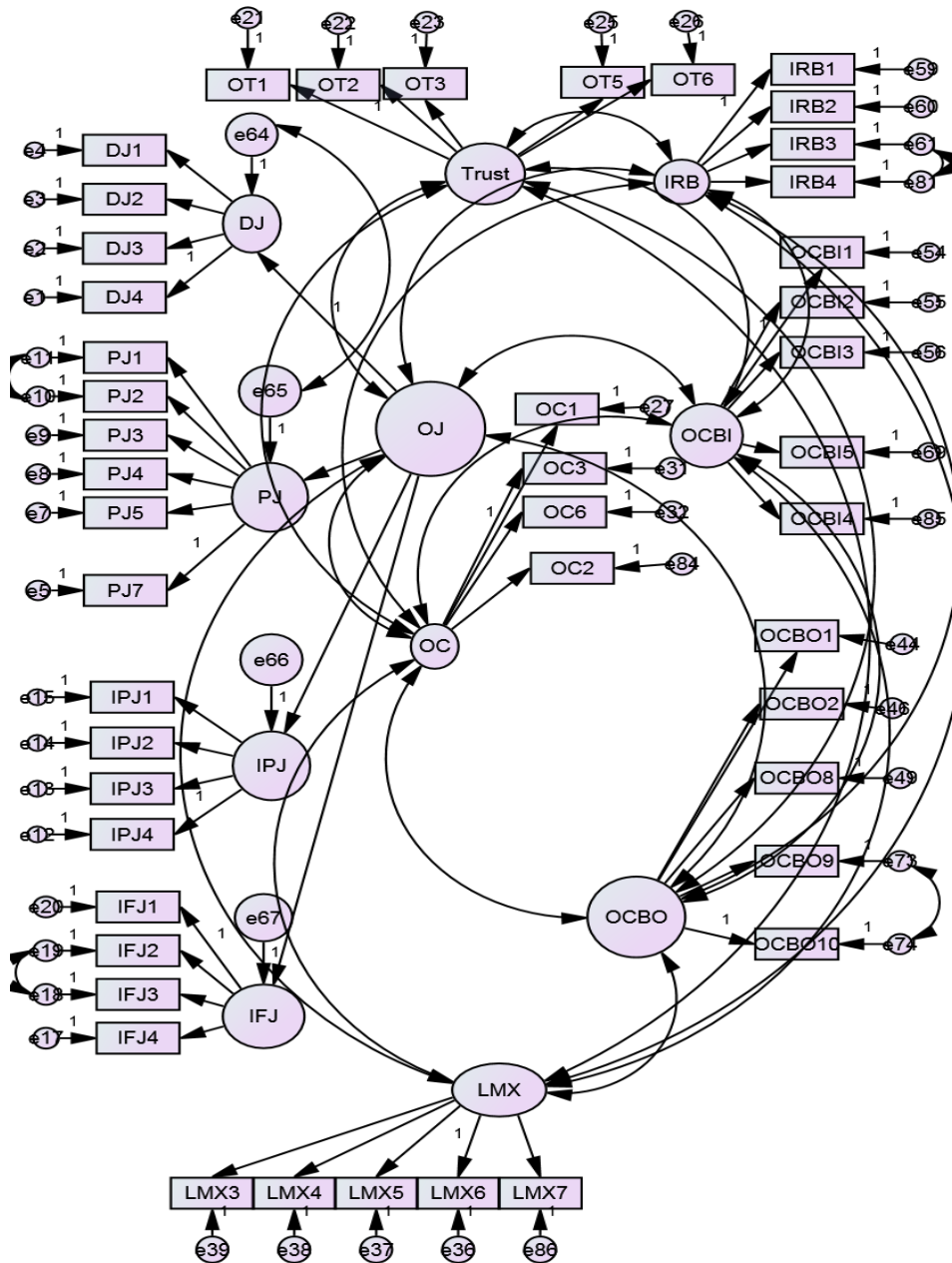
Model Fit:
χ^2/d.f = 1.922, CFI = 0.903, IFI = 0.904, RMSEA = 0.051, PCLOSE = 0.356
Source: AMOS graphics, Version 22.

*The oval represents latent factors and the rectangular represents the measured variables. e = error term (for measured variable). DJ = Distributive Justice, PJ = Procedural Justice, IPJ = Interpersonal Justice, IFJ = Informational Justice, OJ = organizational justice, OC = Organizational Commitment, OT= Organizational Trust, LMX = Leader-member exchange, IRB = In-role Behavior, OCBI = Organizational Citizenship Behavior towards Individuals, OCBO = Organizational Citizenship Behavior towards Organization.

In order to get better model fitness, some items were deleted, especially those which are high value of modification indices (shown in the Figure 4.3-b). After all, the measurement model showed a good fit with values (χ^2/d.f = 1.922, CFI = 0.903, IFI = 0.904, RMSEA = 0.051, PCLOSE = 0.356) falling within acceptable criteria.

(2)   Hypotheses Testing with Structural Model

After confirming the measurement models for the latent variables, the structural model representing associations among the constructs in the proposed model was assessed. Considering an adequate fit does not necessarily mean a given model is the best explanation of the relationships among the constructs, alternative competing models were tested against the benchmark revised hypothesized model. Rather than running different models as in regression analysis, SEM runs all models which would be run in regression analysis in the same equation simultaneously in the graphical model as shown in Figure (4.4).

$$IRB_i = b_0 + b_1 OJ_i + b_2 OT_i + b_3 OC_i + b_4 LMX_i + \epsilon_i$$
$$OCBI_i = b_0 + b_1 OJ_i + b_2 OT_i + b_3 OC_i + b_4 LMX_i + \epsilon_i$$
$$OCBO_i = b_0 + b_1 OJ_i + b_2 OT_i + b_3 OC_i + b_4 LMX_i + \epsilon_i$$

Where,

OJ	=	Organizational Justice
OC	=	Organizational Commitment
LMX	=	Leader-member exchange
OT	=	Organizational Trust
IRB	=	In-role Behavior
OCBI	=	Organizational Citizenship Behavior towards Individuals
OCBO	=	Organizational Citizenship Behavior towards Organization

In order to perform the structural model, two headed arrows representing the covariance among the construct variables were removed and replaced with the one headed arrow showing the causal relationships. The structural model showed a good fit with the measures: $\chi2$/d.f = 1.948, CFI = 0.901, IFI = 0.900, RMSEA = 0.051, PCLOSE= 0.240. The structural latent model was shown as follow in Figure (4.4).

Figure (4.4)   Structural Model for CFAs
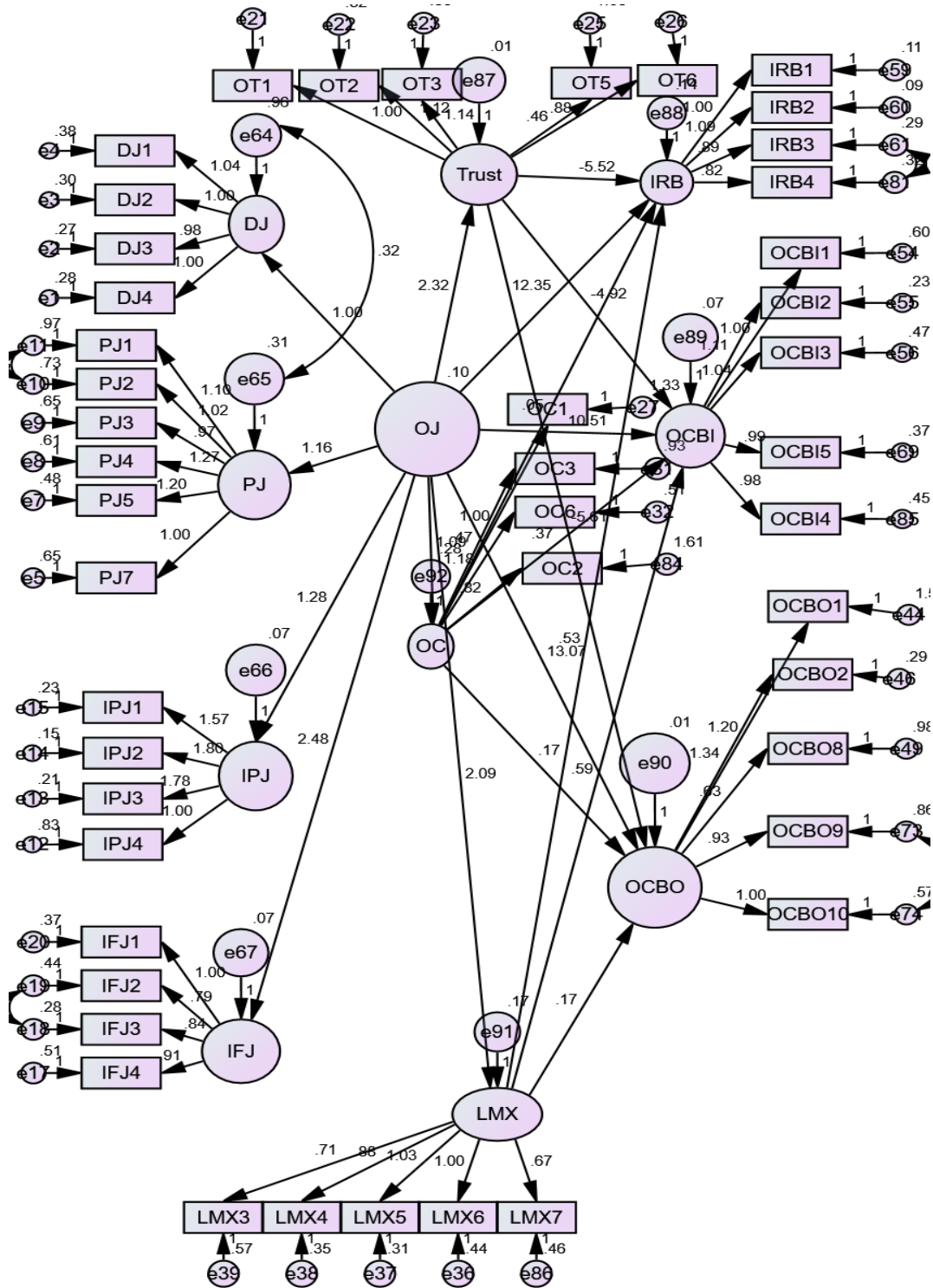
Model Fit:
χ2/d.f = 1.948, CFI = 0.901, IFI = 0.900, RMSEA = 0.051, PCLOSE = 0.240
Source: AMOS graphics, Version 22.
*The oval represents latent factors and the rectangular represents the measured variables. e = error term
(for measured variable). DJ = Distributive Justice, PJ = Procedural Justice, IPJ = Interpersonal Justice,
IFJ = Informational Justice, OJ = organizational justice, OC = Organizational Commitment,
LMX = Leader-member exchange, IRB = In-role Behavior, OCBI = Organizational Citizenship
Behavior towards Individuals, OCBO = Organizational Citizenship Behavior towards Organization.

The results of analysizing the relationship between organization justice and in role and extra role behaviors (both of OCBI and OCBO) of hotels in Myanmar are shown in Table (4.14).

Table (4.14)   The Regression Path Coefficient of the Hypothesized Model

Construct Variables			Unstandardized Estimates	S.E.	P value	Results
OJ	--->	IRB	12.352***	4.825	0.010	Significant
OJ	--->	OCBI	10.512**	4.260	0.014	Significant
OJ	--->	OCBO	13.071**	5.120	0.011	Significant
OJ	--->	Trust	2.323***	0.483	0.001	Significant
OJ	--->	OC	1.085***	0.271	0.001	Significant
OJ	--->	LMX	2.088***	0.403	0.001	Significant
Trust	--->	IRB	-5.517***	1.863	0.003	Significant
Trust	--->	OCBI	-4.922***	1.663	0.003	Significant
Trust	--->	OCBO	-5.610***	1.980	0.005	Significant
OC	--->	IRB	0.048	0.086	0.582	Not significant
OC	--->	OCBI	0.366***	0.098	0.001	Significant
OC	--->	OCBO	0.173**	0.083	0.038	Significant
LMX	--->	IRB	0.533***	0.117	0.001	Significant
LMX	--->	OCBI	0.593***	0.117	0.001	Significant
LMX	--->	OCBO	0.168	0.103	0.104	Not significant

Note: Unstandardized parameter estimates.

*** Significant at 1 percent level

** Significant at 5 percent level

* Significant at 10 percent level

DJ = Distributive Justice, PJ = Procedural Justice, IPJ = Interpersonal Justice, IFJ = Informational Justice, OJ = organizational justice, OC = Organizational Commitment, LMX = Leader-member exchange, IRB = In-role Behavior, OCBI = Organizational Citizenship Behavior towards Individuals, OCBO = Organizational Citizenship Behavior towards Organization.

Hypothesis 1 tried to test the relationship between organizational justice and employee behaviors. From the Table (4.14), it can be seen that the relationship between OJ and IRB is positive and significant (b = 12.352, p < 0.01). OJ and OCBI relationship was also positively significant (b =10.512, p < 0.05) and OJ and OCBO

with (b = 13.071, p < 0.05). Thus, **hypothesis 1: organizational justice has a positive relationship with (a) IRB, (b) OCBI and (c) OCBO were supported**. Apparently, perceived organizational justice is positively related to employee behaviors of hotel in Myanmar. The results indicated that hotel employees tend to show positive feelings towards organizational justice and are likely to report high levels of behaviors.

Hypothesis 2 proposed that organizational justice has a positive relationship with organizational trust. As indicated in Table (4.14), organizational justice has a positive significant relationship with organizational trust (b = 2.323, p < 0.001), and **hypothesis 2 was strongly supported** by the data. As hotel employees perceived that their hotels are fair, their trust in hotels and managers increases. It suggests that increased perceptions of organizational justice are associated with increased perceptions of organizational trust.

Hypothesis 3 proposed that organizational justice has a positive relationship with organizational commitment. As indicated in Table (4.14), organizational justice has a positive significant relationship with organizational commitment (b = 1.085, p < 0.001). Thus, **hypothesis 3 was strongly supported**. As hotel employees in Myanmar have strong positive feelings on organizational justice, they emotionally attach to and involve their hotels. The results showed that favorable justice perceptions were associated with the organizational commitment of employees.

Hypothesis 4 predicted that organizational justice has a positive relationship with leader member exchange relationship. As indicated in Table (4.14), organizational justice has a positive significant relationship with leader member exchange relationship (b = 2.088, p < 0.001). Thus, **hypothesis 4 was strongly supported** by the data suggesting increased perceptions of organizational justice were associated with increased perceptions of quality of social exchange relations.

According to hypothesis 5, organizational trust was expected to have positive relationship with (a) IRB, (b) OCBI and (c) OCBO of employees. But, the results showed that there were negative relationships with IRB (b= -5.517, p < 0.01), with OCBI (b = -4.922, p < 0.01), and with OCBO (b = -5.610, p < 0.01) respectively and hence, **the hypothesis 5 (a), (b) and (c) were all rejected**. Because employees trust fairness of their hotels, they should be more likely to reciprocate this fair treatment by engaging in positive behaviors. But, they have less intention to show their positive behaviors believing their hotels will not ignore them completely. Thus, authorities

should constantly assess their interactions and develop the way their relationships with employees.

Hypothesis 6 proposed that organizational commitment of employees has positive relationship with (a) IRB, (b) OCBI and (c) OCBO of employees. The relationship was not significant with IRB (b = 0.048, p = 0.582). Therefore, **hypothesis 6 (a) was not supported**. As in-role behavior is the core-task behavior and reflected in the official salary system, it may not be significant positive relationship with organizational commitment as it is employee's sense of loyalty with the organization. However, organizational commitment generates positive significant relationships with OCBI (b = 0.366, p < 0.001) and with OCBO (b= 0.173, p < 0.05). Therefore, **hypothesis 6(b) and (c) were supported.** It can be seen that committed employees have strong positive feelings about one particular aspect of their job, such as their colleagues, their managers or the particular work they do and also show positive behaviors to the organization. Thus, the results indicated that committed hotel employees in Myanmar showed their high level of organizational citizenship behaviors towards individuals/ supervisors and towards their hotels.

Hypothesis 7 proposed that leader member exchange of hotel employees has positive relationship with (a) IRB, (b) OCBI and (c) OCBO of employees. LMX showed all the positive significant paths with IRB (b = 0.533, p < 0.001), and with OCBI (b = 0.593, p < 0.001). Therefore, **hypotheses 7 (a) and (b) were supported.** Collectivistic cultures which value concern for others place emphasis on interpersonal treatment and social sensitivity. It may be that social behavior of organization authorities' affects workers more strongly than hard-core decisions. These findings indicated that employees in higher quality LMX relationship payback their supervisors / co-workers by engaging core task behaviors and citizenship behaviors. Thus, hotels in Myanmar should constantly assess their interactions and develop the way they manage their relationships with employees. However, OCBO showed insignificant with LMX (b = 0.168, p = 0.104). Therefore, **hypothesis 7 (c) was not supported.** Although hotel employees in Myanmar have positive significant relationship with individuals and with their related supervisors, this relationship does not affect the employees' citizenship behavior towards their hotels.

Overall findings indicated that hotel employees in Myanmar tend to show their positive feelings towards the organizational justice and which in turn higher level of employee attitudes and behaviors. However, organizational trust associates negatively

with all employee behaviors. Moreover, the relationship between organizational commitment and in-role behavior (OC- IRB) and the relationship between leader member exchange relationship and organization citizenship behavior towards organization (LMX- OCBO) are not significant. The next step is to determine the presence or absence of the mediation effects (the mediation hypotheses).

4.5 Analysis on the Mediation Role of Organizational Trust, Organizational Commitment and Leader Member Exchange Relationship

According to the conceptual framework, the predictor independent variable of organizational justice was hypothesized to affect the dependent variables of IRB, OCBI and OCBO indirectly through the mediator variables of organizational trust, organizational commitment and leader member exchange relationship. The traditional multiple regression determines the magnitude of the direct and indirect influences that each variable was hypothesized to have on the other variables that follow it in the presumed causal order (as indicated by the directional arrows). However, utilizing a series of regression analyses to determine the statistical significance of the indirect paths posited in the model offers no formal test of significance of the hypothesized indirect effects. Performing a formal significance test of the indirect effects (test of the mediation hypothesis) is required. To illustrate this, the organizational justice's total effect (say, path c) can be apportioned into its indirect effect through the mediators of organizational trust, organizational commitment and leader member exchange relationship; and its direct effect on the dependent variables of IRB, OCBI and OCBO (path c´). Then, the specific indirect effect of organizational justice on employee behaviors via the mediator of organizational trust is defined as the product of the two unstandardized paths linking organizational justice to employee behaviors via organizational trust. That is, the specific indirect effect of organizational justice on employee behaviors through organizational trust is quantified as $a_1 \times b_1$.

Then, the specific indirect effect of organizational justice on employee behaviors through organizational commitment can be denoted as $a_2 \times b_2$; and the specific indirect effect of organizational justice on employee behaviors through leader member exchange relationship as $a_3 \times b_3$. The total indirect effect of organizational justice on employee behaviors is the sum of the specific indirect effects, that is $\{(a_1 \times b_1) + (a_2 \times b_2) + (a_3 \times b_3)\}$. The total effect of organizational justice on employee behaviors is the sum of the direct effect and all the specific indirect effects,

that is, $c = c' + \{(a_1 \times b_1) + (a_2 \times b_2) + (a_3 \times b_3)\}$. According to Preacher & Hayes (2008), a significance test associated with the indirect effect (axb) addresses mediation more directly than a series of separate significance test not directly involving (axb), where the mediation analysis focuses only on the statistical significance of the a and b paths. With the focus squarely on the indirect effect (axb) rather than on the separate a and b paths, emphasis is placed almost entirely on the direction and size of the indirect effects.

All types of mediation need to be explicit with good theoretical reasons and logic hypothesized before testing them. If indirect effect is not significant ($p > 0.05$), there is no mediation effect. Full mediation occurs when direct is not significant ($p>0.05$) and indirect effect is significant ($p <0.05$). If direct and indirect paths are significant ($p<0.05$) then check the total effect. If the total effect is significant, partial mediation is indicated. It is a complementary partial mediation when direct and indirect effects are both significant with same signs. When direct and indirect effects are significant with opposite signs, it is a competitive partial mediation (Zaho et al., 2010). The direct effect and indirect effect and total effects of organizational justice on employee behaviors are presented in Table (4.15).

Table (4.15)   Direct, Indirect and Total Effects of Organizational Justice on Employee Behavior

Variables	Specific Indirect	Total indirect	Direct	Total Effect
IRB	_	-11.651**	12.352***	0.701***
OT	-12.816*			
OC	0.052			
LMX	1.114**			
OCBI	_	-9.798**	10.512**	0.714**
OT	-11.434*			
OC	0.397*			
LMX	1.239**			
OCBO	_	-12.493**	13.071**	0.578***
OT	-13.030***			
OC	0.187			
LMX	0.350			

Source: AMOS graphics, Version 22.

Note: Unstandardized parameter estimates.

*** Significant at 1 percent level, ** Significant at 5 percent level,* Significant at 10 percent level

OJ = organizational justice, OT= organizational trust, OC = Organizational Commitment,

LMX = Leader-member exchange, IRB = In-role Behavior, OCBI = Organizational Citizenship Behavior towards Individuals, OCBO = Organizational Citizenship Behavior towards Organization

In testing the mediating role of organizational trust on the relationship between organization justice and employee behaviors, it was assumed that organizational trust has the complementary mediating role. From the Table (4.15), the direct path of OJ-IRB relationship is significant (b= 12.352, $p < 0.01$) and the bootstrapping result of specific indirect effect from organizational justice to in-role behavior through organizational trust is also significant ($p < 0.05$). Again, the total effect is also significant ($p < 0.05$). Thus, organizational trust has a partial mediation role in the relationship between organizational justice and in-role behavior (OJ-IRB). The direct path of OJ and OCBI is significant (b = 10.512, $p < 0.05$). The specific indirect path and total effect are also significant ($p < 0.05$). Organizational trust has a partial mediating effect on OJ-OCBI relationship as well. Again, organizational trust

also has the partial mediation effect on OJ-OCBO relationship as the direct path (b = 13.071, p < 0.05), the specific indirect path and total effect (p < 0.05) were also significant (p<0.05) respectively. Although the coefficients were negative and surprisingly opposite of what was expected, nonetheless, all **the hypotheses 8: organizational trust mediates the relationship between organization justice (a) IRB, (b) OCBI and (c) OCBO were supported** because organizational trust serve as a partial mediation role although it is competitive but not complementary mediation.

In testing the mediating role of organizational commitment on the relationship between organization justice and employee behaviors, it was assumed that organizational commitment has the complementary partial mediating role. From the Table (4.15), the specific indirect effect was not significant both in organizational justice and in-role behavior (OJ- IRB) and organizational justice and organizational citizenship behavior towards organization (OJ-OCBO) relationships. Therefore, organizational commitment was not a mediator to have impact from OJ to IRB and OCBO. Thus, **hypotheses 9: organization commitment mediates the relationship between organizational justices and (a) IRB and (c) OCBO were not supported**. However, the direct path of OJ-OCBI relationship is significant (b= 10.512, p < 0.05) and the bootstrapping result of specific indirect effect from organizational justice to organizational citizenship behavior towards individual through organizational commitment is also significant (p < 0.05). Again the total effect is also significant (p < 0.05). Thus, organizational commitment has a partial mediation role in the relationship between organizational justice and organizational citizenship behavior towards individual (OJ-OCBI). Therefore, **hypothesis 9 (b) organization commitment mediates the relationship between organizational justice and OCBI was supported.**

In testing the mediating role of leader member exchange in the relationship between organizational justice and employee behavior, it was found to have significant indirect impact on OJ-IRB (b= 1.114, p < 0.05) and OJ-OCBI (b =1.239, p < 0.05).The direct effect and the total effect are also significant (p< 0.05). Therefore, LMX is a partial mediator on the relationship between OJ and IRB and OCBI relationships, **supporting hypotheses 10: LMX mediates the relationship between organization justice and (a) IRB and (b) OCBI.** As specific indirect effect from organizational justice to citizenship behavior towards organization through leader member exchange relationship was not significant, LMX did not serve

as the mediator on OJ-OCBO relationship. Thus, **hypothesis 10 (c) LMX mediates the relationship between organization justice and OCBO was not supported.**

From the mediators' perspective, organizational trust and leader member exchange relationship were supported as the mediating mechanisms in the organizational justice's effect on employee behaviors. Organizational commitment is a weak mediation role in the relationship between organizational justice and employees behaviors at hotels in Myanmar. The following Figure (4.5) and Table (4.16) show the summary of the results that derived from the analysis of organizational justice and employee behaviors at hotels in Myanmar.

Figure (4.5)   Results on the Effect of Organizational Justice on Employee Behaviors
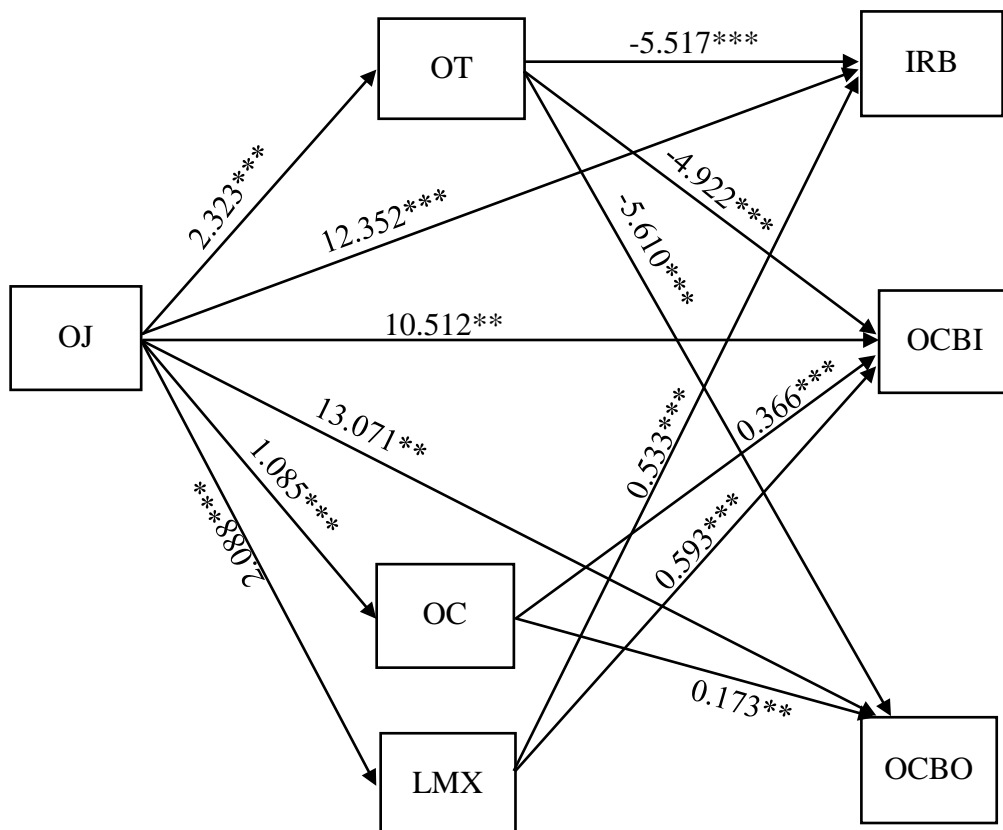
Source: Survey Data (2017-2018)

OJ= organizational justice, OC = Organizational Commitment, OT= Organizational Trust, LMX = Leader-member exchange, IRB = In-role Behavior, OCBI = Organizational Citizenship Behavior towards Individuals, OCBO = Organizational Citizenship Behavior towards Organization.

In this study, the outcomes variables of organizational justice are attitudinal outcomes such as organizational trust, organizational commitment and leader member exchange relationship and behavioral outcomes such as in-role and extra-role behaviors. According to the results of analysis, organizational justice was strongly related to all attitude and behaviors of hotel employees in Myanmar. From the mediator perspective, organizational trust is a partial mediator to all employee behaviors. However, organizational commitment is a weak mediation role as it is only significant with the relationship between organizational justice and citizenship behaviors towards individuals. Leader member exchange is also a partial mediator in the relationship between organizational justice and in-role behavior and organizational citizenship behaviors towards individuals. It is not a mediator in the relationship between organizational justice and citizenship behavior towards organization. In terms of the outcome variables, in-role behavior and organizational citizenship behavior towards organization were mainly predicted by organizational justice, both directly and indirectly mediated by organizational trust, organizational commitment and leader member exchange relationship.

Table (4.16)   Summary of Hypothesis Testing

Hypothesis		Results
Hypothesis 1	Organizational justice has a positive relationship with	
	(a) in-role behaviors of employees	Accepted
	(b) organizational citizenship behaviors towards	Accepted
	individuals (OCBI) and	Accepted
	(c) Organizational citizenship behaviors towards	
	organization (OCBO).	
Hypothesis 2	Organizational justice has a positive relationship with the organizational trust of employees.	Accepted
Hypothesis 3	Organizational justice has a positive relationship with the organizational commitment of employees.	Accepted
Hypothesis 4	Organizational justice has a positive relationship with leader-member exchange relationship of employees.	Accepted
Hypothesis 5	Organizational trust has positive relationship with	
	(a) IRB and	Rejected
	(b) OCBI and	Rejected
	(c) OCBO of employees.	Rejected

Hypothesis		Results
Hypothesis 6	Organizational commitment of employees has positive relationship with	
	(a) IRB	Rejected
	(b) OCBI and	Accepted
	(c) OCBO of employees.	Accepted
Hypothesis 7	LMX of employees has positive relationship with	
	(a) IRB	Accepted
	(b) OCBI and	Accepted
	(c) OCBO of employees.	Rejected
Hypothesis 8	Organizational trust mediates the relationship between OJ and	
	(a) IRB	Accepted
	(b) OCBI and	Accepted
	(c) OCBO of employees.	Accepted
Hypothesis 9	Organizational commitment mediates the relationship between OJ and	
	(a) IRB	Rejected
	(b) OCBI and	Accepted
	(c) OCBO of employees.	Rejected
Hypothesis 10	LMX mediates the relationship between OJ and	
	(a) IRB	Accepted
	(b) OCBI and	Accepted
	(c) OCBO of employees.	Rejected

As shown in Table (4.16), out of ten hypotheses, only some were rejected. [H5 (a, b, c), H6 (a), H7(c), H9 (a, c), and H10(c)]. Surprisingly, hypotheses 5 (a, b, c) were significant but all were negative. These were opposite of the expected results in hypotheses. Also, these were not in line with one of the model assessment criteria and other research findings. These were relatively very new findings needed to emphasize. Therefore, these hypotheses were rejected and all the rest of hypotheses were accepted.

CHAPTER V
CONCLUSION

This chapter presents a discussion on findings from the study of organizational justice and employee behavior at hotels in Myanmar and suggestions and recommendations that emerge from these findings. It also assesses the contributions made by the research and offers recommendations for further research.

5.1 Findings and Discussions

The present study investigated the relationship between organizational justice and employee behaviors considering the concept of organizational justice as a single construct and the mediating effects of organizational trust, organizational commitment and leader member exchange relationship in generating the outcomes of employee performance and behaviors in the context of hotel business in Myanmar. Results revealed that employee behaviors were predicted by organizational justice. These findings add to the understanding of perceptions of organizational justice and behaviors of employees in a number of ways.

Objective one of this study aims to find out employees' perception on organization justice using four different dimensions such as distributive, procedural, interpersonal and informational justice and to treat the organizational justice as a higher order factor or a single latent construct comprising of these four distinct dimensions. Employees' perception on distributive, procedural, interpersonal and informational justice are measured by using five-point Likert scale. According to the analysis, the employees' perception on distributive and procedural justices are weak. Hotel employees in Myanmar face big gaps in comparing expatriates and repatriates. They feel that they don't have fairness rewards and allocation procedures. The findings of the present investigation are not confirmed the criteria of procedural justice including participation in decision making, appealing managerial decisions, equal treatment, consistency and bias suppression. It may lead to the perception of justice unfavorable to the organization as well as to the top management. Employees'

perception on interpersonal and informational justice are at agree level. It can be assumed that hotel employees are treated with dignity and respect and get more information and explanation from their supervisors. These two dimensions have strong influences on the social aspects of justice perception of fair treatment in the work place.

Although overall justice perception is not too high, it can be said that it is at the moderate level. Maintaining the four dimensions of justice simultaneously is a worthwhile task. The ill effect of injustice can be mitigated or at least partially mitigated if at least one component of justice is maintained. Therefore, the use of overall fairness measure has a number of potential benefit. Confirmatory Factor Analysis (CFA) was run separately for four first order factors themselves and with organizational justice as second order factor and examined the model fitness for each model. The fit indexes of the second-order overall justice model indicates that this model fit the data sample well indexes. These results strongly suggest the feasibility of overall, justice as a higher latent construct comprising of four specific justice dimensions. Thus, this overall justice construct was used in the subsequent analyses of the structural models.

The use of overall justice construct could fill the literature gap and another proof after Lee (2007) that organizational justice would rather be treated as a single latent construct. It could resolve the following issues in the justice literature. Colquitt (2001) suggested four factors model of justice but there were still controversies that whether interactional justice should be considered a subset of procedural justice (Tyler & Bies, 1990). Multicollinearity issues could arise by treating the dimensions separately. An overall justice measure would account for the multicollinearity of justice dimensions and allow the effects of all four justice dimensions to be tested simultaneously (Lee, 2007).

It can be assumed that breaking down of justice dimensions might be able to lead to find differential effects. However, 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. The fairness heuristic theory argues that during times of uncertainty or change, justice-relevant information is used to create general justice judgments (Greenberg & Colquitt, 2013). Once such judgments are formed, they are used to guide subsequent decisions and process

incoming information. Thus, any heavy cognitive processing needs only to be performed once to support future judgments. Given the high demands of the typical workplace, individuals may lack the cognitive resources available to accurately process all four justice judgments and focusing on the distinct dimensions may not accurately capture justice perceptions (Abmrose & Schminke, 2009). Believing that general justice judgments are assumed to be relatively stable and exert and enduring influence on cognitions, attitudes, and behaviors, this general perception will then serve as subsequent lens to frame experience, impact attitudes, and drive behaviors.

Moreover, previous studies empirically analyzed the different justice dimensions and their impact on outcome variables and they produced different results and making inconsistency across studies. Akanbi & Ofoegbu (2013) analyzed the impact of distributive justice and procedural justice on commitment, but not all dimensions of justice, and they found that both distributive justice and procedural justice has positive significant impact on commitment. In contrast, Zeinabadi & Salehi (2011) found that procedural justice did not have effect on commitment. However, all of them failed to consider all the dimensions of justice or to see the overview of justice as a general concept. This can overemphasize the influence of one type of justice over the other and would fail to capture the overall impact of fairness on outcomes. Again, in determining the mediating effect of leader member exchange on the relationship between different dimensions of justice and employee behaviors, for example, Buston et al., (2008) found that only leader member exchange relationship mediates on the relationship between interactional justice, distributive justice and procedural justice and organizational citizenship behaviors and job performance of employees. The result was not significant for the distributive justice and procedural justice on performance of employees via leader member exchange relationship.

In the study of Wang et al., (2010), the mediation of leader member exchange relationship has no indirect effect from interactional justice on task performance. Besides, Karriker (2005) also found that distributive justice did not have indirect impact through leader member exchange relationship on in-role behavior and organizational citizenship behaviors towards supervisor. But that study found that leader member exchange relationship mediated the paths from procedural justice, interpersonal justice and informational justice to in-role behavior. Those kinds of inconsistent results from different studies might be because they overemphasized the

influence of one type of justice over the other and would fail to capture the overall impact of fairness on outcomes. Based on this discussion, the use of a higher-order latent justice construct to determine the influence of overall fairness in organizations is highly recommended. Therefore, this study became another important contribution in the justice literature.

In this study, the outcome variables of organizational justice are in-role and extra-role behaviors. Organizational justice was found to have positive significant and very huge impact on each of the employee behaviors having a very big coefficient of the regression for in-role, for organizational citizenship behavior towards individuals and for organizational citizenship behavior towards organization. Employees react very strongly to the perceptions of organizational justice and it would be very important for the managers to take charge of every aspects of organizational justice in the organization in order to have better employee outcomes. It is highlighting the organizations the importance of organizational justice in creating better employee behaviors. The results were in line with the social exchange theory that employees do reciprocate the favorable treatment of their organization, believing that those reciprocation will help generate the future favorable treatment from the organization.

It can also be found in the hypotheses that organizational justice influences attitudinal outcomes such as organizational trust, organizational commitment and leader member exchange relationship as well. In comparing the effect size of the regression weights on these three variables, organizational justice has greatest influence on organizational trust, followed by leader member exchange relationship and then organizational commitment. This can be a kind of reflection of the environmental and social influences in Myanmar, probably. As an economically late comer and relatively less developed country, young people in Myanmar inevitably have faced difficulty in job finding and employment. They also often face tough times such as unfair distribution and procedures. When they are treated with fair and equitable manner, they are likely to reciprocate in huge amount than one can imagine, and thereby also creating a great amount of trust in their organization. Organizational justice has a less predicted power on organizational commitment. One possibility for the weak relation between organizational justice and organizational commitment at hotels in Myanmar is that employees' perception of injustice may occur when economic exchanges are violated. It is possible that when hotel employees are more concerned about the fairness of their hotels, they may neglect emotional attachment to

the organization. Leader member exchange relationship also has greater portion of the explanation from organizational justice than organizational commitment. This can be thought on the explanation that people of Myanmar are highly collectivistic and have close long-term organizational commitment to group members, which can be family, extended family, or extended relationships (Hofstede, 2001), as is the case in Sri Lanka and Thailand. Since these cultures are assumed to have a highly feminine society, people tend to be more relationship oriented.

However, this stagnant and slow economy and its resultant difficulty of employment might be the reason that organizational trust has negative impact on all the employee behaviors. It would be so surprising to note that organizational trust having negative relationship with employee behaviors but this could be due to the influences of other possible mediators or even moderators on that relationship. When employees believe blindly that their organization care them and can be trusted unconditionally, this might be a reason that they may have less intention to show their positive behaviors. Organizational commitment was not found to significantly influence in-role behaviors of employees, and it was consistent with the findings of (Akanbi & Ofoegbu, 2013) and (Zeinabadi & Salehi, 2011). But, it does generates extra-role behaviors, in consistent with the previous literature. Therefore, it should be noted that attitude does not always predict the behaviors.

Three attitudinal variables were selected to be mediators to elicit behavioral outcomes from organizational justice. They are organizational trust, organizational commitment and leader member exchange relationship. Bootstrapping analysis was done in AMOS to check the significance of the indirect paths. It can be seen that organizational trust (OT) serves as a mediator on all the paths from organizational justice to in-role behavior, organizational citizenship behavior towards individuals and organizational citizenship behavior towards organization. However, the indirect path is negative and it is opposite of what was expected before. As organizational justice has positive impact on organizational trust and organizational trust is expected to have positive impact on all the employee behaviors, organizational trust was expected to have complementary mediation role in all the paths from organizational justice to employee behaviors, according to Zhao et al., (2010). As the indirect paths which is the product of two direct paths from organizational justice to organizational trust (OJ-OT) and organizational trust to employee behaviors (IRB, OCBI, OCBO), are all negative, organizational trust serves as a competitive but not complementary

mediation role in all paths. It can be suggested that organizational justice decrease employees behaviors only if there is employees trust to their hotels. Hotel employees enjoy their working life in hotels as they are used to and comfort on their career. They also get nice relationships with their organizations and their supervisors and safe environment. They feel very sure that their hotels care for employees' interest. When employees believe blindly that their organization care them and can be trusted unconditionally, this might be a reason that they may have less intention to show their positive behaviors at work. It does not mean that organizations should ignore organizational trust to turn employee behaviors. From the very high regression coefficient of indirect paths through organizational trust, this is a very important yet could be misleading if managed improperly from the organization. The direct effect from organizational justice to all employee behaviors were even slightly smaller than the indirect effects, showing greater importance organizational trust in shaping employee behaviors at hotels in Myanmar.

As discussed earlier, there are negative indirect effect of organizational justice through organizational trust to all employee behaviors at hotel in Myanmar because of not having career development opportunities, environmental influences such as, unemployment conditions, mindset of the employee, and other possible mediators or moderators. It is another interesting black box for the future researchers to explore. However, managers should try to find the ways to change the behaviors and mindset of the employees. They need to develop some context where employees want to exhibit more favorable behaviors. From all the three cases, seeing from the positive total effect, it could be conclude that the negative indirect effect was overwhelmed by the total effect when it combined with direct effect and other indirect effects from other mediators. Therefore, organizational justice has positive total impact on employee behaviors, both directly and indirectly. Organizations should inevitably try to promote organizational justice if they want to improve employee behaviors while they are trying to build the organizational trust in proper manner.

Organizational commitment (OC) shows only significant mediation effect on the relationship between organizational justice and organizational citizenship behavior towards individual (OJ-OCBI). The specific indirect effect of organizational justice on organizational citizenship behavior towards individual through organizational commitment (OJ-OC-OCBI) is far large extent in comparing with the direct effect. Organizational commitment plays a less important role in comparing with other

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mediators as the total effect which is the combination of direct and total indirect effect was still much larger than the specific indirect effect through organizational commitment. However, it still has positive significant effect that its role should not be ignored in employee behaviors. For in-role behavior and organizational citizenship behavior towards organization, organizational commitment did not serve as a mediator from organizational justice as indirect paths from both were not significant. Indeed, organizational commitment also has a very less amount of mediating role in comparing with the very huge direct impact; it seems that organizational commitment has virtually overwhelmed by the total effects and organizational justice seems to have direct only or almost no indirect impact through organizational commitment to employee behaviors.

Leader member exchange relationship (LMX), however, is another important mediator of organizational justice to form employee behaviors, especially for in-role behavior and organizational citizenship behavior towards individual. It did not mediate organizational justice and organizational citizenship behavior towards organization relationship as the indirect path was not significant. It seems logical that leader-member exchange relationship is more related to the behavior towards person, especially towards supervisor according to reciprocity of social exchange relationship. In comparing with the total effect, the indirect effects were much bigger. Again with the national cultural dimensions of Hofstede, Myanmar is assumed to be a more collective, feminine society where relationship oriented management is more prevailing and effective, leader member exchange relationship accordingly could be seen as a crucial mediator of organizational justice on employee behaviors. Managers and supervisors were seen as proxy to organization and the justice or injustice of the organization highly affects the relationship with supervisors for employees.

5.2 Suggestions and Recommendations

Organizational justice is very important factor to show positive attitudes of the employees at their workplace, which in turn increased employee behaviors. Social exchange theory states that people tend to reciprocate the favorable treatment from outside, in anticipation that the treatment would last longer in return of their reciprocation. Employees, in this context are assumed to exhibit in-role and extra-role behaviors in return of the organizational justice that they perceived from their employers. In these days, it is important for firms to attract, retain, and develop

employees to establish citizenship behaviors. According to the results of the study, employees' perception of organizational justice was found to be effective to produce attitudinal outcomes such as organizational trust, organizational commitment and leader-member exchange relationship and then these again create better employee behaviors of both in-role and extra-role. With the mediation effect of organizational trust, organizational commitment and leader member exchange relationship, in other words, organizational justice influence on employee behaviors directly and indirectly through those mediators. Hotels in Myanmar should try to develop a good perception of organizational justice in employees in order to create better in-role and organizational citizenship behavior through stronger organizational trust, organizational commitment and leader member exchange relationship.

From the results, it was seen that the direct path between organizational justice and all of in-role behavior, organizational citizenship behavior towards individual and organizational citizenship behavior towards organization of employees were positively related. It is recommended that the policy maker and top management of hotels in Myanmar 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.

When promoting distributive fairness, managers may need to take actions that positively influence employees' evaluations of reward, resource and responsibility allocations and should be aware of and align their distributions of rewards and responsibilities with accepted norms in the local context. Performance, seniority and personal need serve as legitimate criteria for evaluating outcomes in the hotel context. Also, managers may need to be aware that employees are sensitive to social comparison with referent others and that social comparisons of reward affect perceptions of distributive justice. Also, organizations should be aware that employees evaluate fairness of their outcomes and rewards allocations in terms of the consistency and morality of the outcomes and rewards they receive from their organization. As managerial implications for 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 and different rewards should be provided in accordance with different rules to enhance the perception of fairness by the employees. Hotel management should be aware that

distribution is critical not only because of its organizational and personal consequences, but also because of the way in which distribution is applied will affect people perception of fairness.

When engaged in procedural fairness, managers need to apply procedures in a consistent, unbiased, accurate and transparent manner, and try to encourage employees to participate in the decision making process more; however, they also need to be aware that perceptions of procedural unfairness in the hotel context may occur as a result of strictly consistent procedures that do not take into account individuals and specific situations. Also, it might be possible for organizations working in Myanmar to build justice into their design by centralizing power at the managerial level only. However, managers should know the conditions that lead subordinates to react favorably to the centralization of decision making authority. If managers want to benefit from employees' views and allow them to become part of the decision-making process, they could provide their subordinates with reasonable discretion over decision processes and outcomes. By doing so, managers will gain support for their decisions from subordinates and positively enhance subordinates' assessment of procedural fairness. Hotel managers need to understand that challenging decisions and sharing power does not mean losing respect. They may need to put more trust in employees' work, share more information, and give employees more control over their work. The participants of the present study highlighted that there is no effective appeal process when an employee believes an unfair decision has been made. Hence, Hotels in Myanmar need to make carefully the choice of distribution values, rules and procedures of justice implementation as it influences individuals' judgments of fairness and consequently important personal and organizational attitudes and behaviors.

When engaged in interpersonal fairness, managers need to be aware of employees' feelings and emotions. Their efforts to promote interpersonal justice should also reflect their attempts to respond to values that are deeply rooted in employees' cultures. In order to have the interpersonal justice, hotels should give awareness to the managers to create a sound leader-member exchange relationship. If organizations want to improve relationship with employees and promote interpersonal fairness, they need to assess employees' attitudes. Because interpersonal justice refers to how one person treats to another, managers should treat employees with dignity,

courtesy and respect. If necessary, coaching and training may be needed for the managers to train them.

Informational justice criteria of accurate explanations and justifications and timely information emerged in the present study. The participants of this study stressed that managers and supervisors need to explain and justify reasons for various decisions and actions and it is essential for the explanation to answer the employee's question(s). The respondents also highlighted that communications between supervisors and employees must be open and sincere; thus, it might be plausible to infer that open and sincere communication develops mutual understanding between supervisors and employees leading to the individual's positive attitudes and behaviors. This research contributes to the literature by identifying information availability and accessibility as a determinant of informational fairness in hotels in Myanmar. For informational fairness, there should be a good information system so that proper information is passed through the organization. Because interpersonal and informational justice emphasize one-on-one transactions, employees often seek it from their managers or supervisors. This presents an opportunity for hotels in Myanmar and they should train managers to behave more justly. Overall, when justice is exposed as a core value of an organization's management philosophy and enacted through a set of internally consistent management practices, it can build a culture of justice and a system-wide commitment, trust and strong relationship. And that can translate into the improving employee behaviors and the making of sustainable competitive advantage.

Through the results, it was seen that organizational trust serves as a competitive or negative mediation role but with a very significant huge amount of influence on employee behaviors. It pointed out managers that organizational trust alone cannot lead to behavioral outcomes. Other possible mediators or moderators would involve in it and they should uncover those hidden black box to tune the better employee behaviors. As organizational commitment serves as the mediator on the relationship between organizational justice and organization citizenship behavior towards individual, 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. Thau, Bennett, Stahlberg, & Werner(2004) found that having difficult employment opportunity creates a sowing ground for organization citizenship behavior to grow. They found that employees who

evaluate alternatives as attractive perform less organization citizenship behavior if they also perceive it as easy to obtain a new job.

In hotel business, employees are specialized and trained within industry specific skills and job hopping is a common culture among hotel employees. From the results and this situation, it can be assumed that when employees are too sure that they would be taken care of by their organization unconditionally, it would rather lead to negative mediation impact through trust, probably. Instead, organizations should carefully plan their justice procedures to have positive impacts on employees. One solution might be career development plan within the organization in order to reduce job hopping. In addition, current incentive systems need to be reviewed and should be based on tenure. In order to reduce the scarcity of labor resources, hotels can accept internships and part-time workers from the university. Ang, Dyne, & Begley (2003) picked up one moderator called task interdependence through organizational obligations and organization citizenship behavior of employees. Changes in the organizational culture and job characteristics might be another solution for the organizations.

For the long-run, hotels should have specific and detailed plan to change a different perspectives of organizational justice and behaviors of employees. For creating a better sense of distributive, procedural, interpersonal and informational and interactional justice, top management should arrange corporate retreat programs for the employees to be ready for the organizational change. Gradually, the organization culture should be changed so that employees have better in-role and extra-role behaviors. Leader member exchange relationship also plays a very strong mediating role in organization justice and employee behaviors. Hotels should exploit these opportunities and trains managers to be able to coach their subordinates not only through carrot and stick approach of motivating employees. Also with the relationship oriented approach in the highly collective society, they could utilize the group dynamics in the management of better organizational citizenship behaviors among employees. Deckop, Cirka, & Andersson (2003) pointed out that organizational citizenship behaviors of employees can be improved as they see their coworkers with organizational citizenship behaviors in the workplace. Coyle-shapiro (2002) also approved that supervisors and coworkers' organizational citizenship behaviors can infect the behaviors of the rest of employees with better organizational citizenship behaviors.

5.3   Contributions of the Study

This research contributes to the existing knowledge, particularly in the area of organizational justice, by focusing on the hotel industry based organizational setting. Many of the findings in the present study were consistent with the findings of past research. Treating organizational justice as a general justice concept was the main contribution of this study. It also contributes the literature of organizational justice, by employing the social exchange and identity theories with mediation effect of organizational trust, organizational commitment and leader member exchange relationship to have an impact on employee behaviors. The instrumental perspective of the organizational justice was seen as the direct path between organizational justice and employee behaviors. The social perspective was added to the model by using organizational trust, organizational commitment and leader member exchange relationship as the mediators and this study finally could give a contribution to the justice literature, especially in the context of hotel business in Myanmar.

The empirical findings of this study contribute some practical implications in terms of employees' perceptions of organizational justice and some guidelines for managing employees' attitudes and behaviors resulting from their perceptions of fairness. In general, employees pay close attention to organizational justice violations at their workplace and managers and organizations' failure to cope with it can produce serious problems. Promoting justice describes the effort organizations and managers make to treat employees as fairly as possible. Organizations and managers focus their fairness efforts on fostering policy, distributive, procedural, informational and interpersonal justice. In doing so, they communicate to their employees that they are valued and will be protected from being treated unfairly.

For hotel industry in Myanmar, the results clearly show that organizational justice has been linked to healthy, energized work environments and to the capacity to make the changes necessary to adapt to changing conditions and ensure organizational continuity. In a highly competitive marketplace, hotels in Myanmar must work to protect and advance their long term, distinctive role as essential organization or firms in the mosaic of postsecondary organizations. Overall, the results provide considerable insight into perceptions of organizational justice and suggest guidelines for managers on how to promote employees' perceptions of organizational justice and employee behaviors at hotels in Myanmar.

As it is found that there is a relation between organizational justice and employee behaviors, not only the hotel industry in Myanmar but also other (both private and public) sectors become aware of the ways to promote employee behaviors. It enables them to participate more in changing environment and do better organizational change. Therefore, this study indirectly contributes to promote economy of Myanmar because it expresses the potentials to change and promote the attitudes and behaviors of human resources.

5.4   Needs for Further Study

In order to overcome the limitations of the study, the researchers in the future should consider the following suggestions. While justice perception is taken from employees, perception on their behaviors can be collected from supervisors to avoid single-source bias. For more generalizable data, researchers can collect data from various industries. A more comprehensive idea of organizational justice and employee behaviors, future researchers can deploy other mediators and moderators, as they have a relationship with both of the dependent and independent variables according to literature.

There are also some suggestions for further research based on current conceptual framework. First, the research findings revealed several organizational outcomes of organizational justice (organizational trust, organizational commitment, leader member exchange relationship, in-role and organizational citizenship behaviors). In order to develop a more complete nomological network of organizational justice perceptions, other potential antecedents should be explored. Second, Myanmar employees within a high power distance culture have been found to react less strongly to organizational justice compared to those within a low power distance culture. There may also be some moderators such as individualism that may affect relationships between organizational justice perceptions, and organizational outcomes need further research. Comparative research based on samples from different cultures should be promising in revealing the moderating role of cultural differences.

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Appendix A

Invitation to Participate in the Study

Dear respondent:

This is an academic survey to investigate the Organizational Justice and Employee Behaviors of Private Hotels in Myanmar. This survey questionnaire items contain demographic profile of the employee, his/ her perception on different different dimensions of organizational justice, organizational trust, organizational commitment, leader-member exchange relationship, in-role behaviours and organizational citizenship behaviours.

Therefore, I sincerely request you to kindly spend a few minutes to complete the questionnaire. This questionnaire will be used for the academic purpose only. Your name, and personal data will be kept confidential and anonymous. Please be sure that your answers will be kept in strict confidence and take the time to fill out this questionnaire as accurately as possible. Your response would be a great help for my research for the completion of the PhD degree. I deeply appreciate your kind cooperation.

Yours faithfully,

Mya Thett Oo

Ph.D Candidate

Yangon University of Economics

Appendix B

Questionnaire

Part (A)

These questions reflect your own perception of your organization and your supervisor. Please kindly note that your answers will be kept confidential and will not be exposed to your organization or your supervisor. Only necessary recommendation reflecting your idea will be given at the completion of this thesis.

Please answer all the questions by circling the number which best represent your choice.

1. Strongly disagree   2. Disagree   3. Neutral   4. Agree   5. Strongly Agree

1. Distributive Justice					
1.1 My outcomes (rewards, recognition, pay rise, etc.) reflect the effort I have put into my work.	1	2	3	4	5
1.2 My outcomes (rewards, recognition, pay rise, etc.) appropriate for the work I have completed.	1	2	3	4	5
1.3 My rewards reflect what I have contributed to the organization.	1	2	3	4	5
1.4 My rewards are justified, given my performance.	1	2	3	4	5
2. Procedural Justice					
2.1 I have been able to express my views and feelings during those procedures.	1	2	3	4	5
2.2 I have had influence over the outcomes arrived at by those procedures.	1	2	3	4	5
2.3 Those procedures have been applied consistently.	1	2	3	4	5
2.4 Those procedures have been free of bias.	1	2	3	4	5
2.5 Those procedures have been based on accurate information.	1	2	3	4	5
2.6 I have been able to appeal the outcomes arrived at by those procedures.	1	2	3	4	5
2.7 Those procedures have upheld ethical and moral standards.	1	2	3	4	5

3. Interpersonal Justice					
3.1 My supervisor has treated me in a polite manner.	1	2	3	4	5
3.2 My supervisor has treated me with dignity.	1	2	3	4	5
3.3 My supervisor has treated me with respect.	1	2	3	4	5
3.4 My supervisor has refrained from improper remarks or comments.	1	2	3	4	5
4. Informational Justice					
4.1 My supervisor has been candid in his communications with me.	1	2	3	4	5
4.2 My supervisor has explained the procedures thoroughly.	1	2	3	4	5
4.3 My supervisor has explanations regarding the procedures reasonable.	1	2	3	4	5
4.4 My supervisor has communicated details in a timely manner.	1	2	3	4	5
4.5 My supervisor has seemed to tailor his communications to individuals' specific needs.	1	2	3	4	5
5. Organizational Trust					
5.1 In general, my employer's motives and intention are good.	1	2	3	4	5
5.2 My employer is open and upfront with me.	1	2	3	4	5
5.3 I am quite confident that my employer will always try to treat me fairly.	1	2	3	4	5
5.4 My employer can be trusted to make sensible decisions for the future of this organization.	1	2	3	4	5
5.5 My employer would be quite prepared to gain advantage by deceiving employees.	1	2	3	4	5
5.6 My employer is sincere in its attempts to meet the employees' points of view.	1	2	3	4	5

6. Organizational Commitment					
6.1 I would be very happy to spend the rest of my career in this organization.	1	2	3	4	5
6.2 I enjoy discussing my organization with people outside of it.	1	2	3	4	5
6.3 I really feel as if this organization's problems are my own.	1	2	3	4	5
6.4 I think that I could easily become attached to another organization just like this one.	1	2	3	4	5
6.5 I feel "emotionally attached" to this organization.	1	2	3	4	5
6.6 This organization has a great deal of personal meaning for me.	1	2	3	4	5
6.7 I do not feel a strong sense of belonging to my organization. (R)	1	2	3	4	5
6.8 I do not feel like "part of the family" at my organization. (R)	1	2	3	4	5
7. Leader-member Exchange Relationship					
7.1 There is an open communication with my supervisor/manager at work.	1	2	3	4	5
7.2 My supervisor/manager is aware of possible work/life issues, which may have precluded me from contributing my best work.	1	2	3	4	5
7.3 My supervisor/manager recognizes my potential for advancement.	1	2	3	4	5
7.4 I receive assistance from my supervisor/manager in solving any work related problems or issues.	1	2	3	4	5
7.5 I can count on my supervisor/manager to support me.	1	2	3	4	5
7.6 I have the confidence in my supervisor/manager that I would defend and justify his/her decisions if he/she were not present to do so.	1	2	3	4	5
7.7 I have a positive working relationship with my supervisor/manager.	1	2	3	4	5

8. Please rate yourself whether you (IRB)					
8.1 Adequately completes assigned duties.	1	2	3	4	5
8.2 Fulfill responsibilities specified in the job description.	1	2	3	4	5
8.3 Perform tasks that are expected of him/her.	1	2	3	4	5
8.4 Meet formal performance requirements of the job.	1	2	3	4	5
8.5 Engage in activities that will directly affect his/her performance evaluation.	1	2	3	4	5
9. Considering your supervisor and organization, you (OCB)					
9.1 Accept added responsibility when your supervisor/ others are absent.	1	2	3	4	5
9.2 Help your supervisor/ others when they have a heavy work load.	1	2	3	4	5
9.3 Assist your supervisor/ others work (when not asked.)	1	2	3	4	5
9.4 Take a personal interest in your supervisors.	1	2	3	4	5
9.5 Pass along work-related information to others.	1	2	3	4	5
9.6 Attendance at work is above the norm.	1	2	3	4	5
9.7 Give advance notice when you are unable to come to work.	1	2	3	4	5
9.8 Takes underserved work breaks.	1	2	3	4	5
9.9 Great deal of time spent with personal phone conversations.	1	2	3	4	5
9.10 Great deal of time spent with personal interest searches and communications.	1	2	3	4	5
9.11 Complain about trivial things at work.	1	2	3	4	5
9.12 Neglect aspects of the job he/she is obligated to perform.	1	2	3	4	5
9.13 Fail to perform essentials duties.	1	2	3	4	5

9.14 Conserve and protect organizational property.	1	2	3	4	5
9.15 Adhere to informal rules devised to maintain	1	2	3	4	5
9.16 Defend the organization when other employees criticize it.	1	2	3	4	5
9.17 Defend the organization when outsiders criticize it.	1	2	3	4	5

Part (B)

The following questions were asked for data entry purpose and will not be exposed to public.

1. Name	
2. Gender	☐ Female ☐ Male
3. Age (completed age)	
4. Years of service in this job	---------- years ----------- months
5. Educational Qualification	☐ Middle school level
	☐ High school level
	☐ University level
	☐ Graduate
	☐ Others, please specify
6. Current Position	
7. Department	
8. Your Institution/ Hotel	

Thank you for your cooperation!

Appendix C

Appendix C1: Lists of Sample Employees Selected from the Hotels

Strata	Hotel	Total Employees	Sample Size
30-50	The Strand Hotel	130	27
	Platinum Hotel	45	9
	The Hub Hotel	87	18
	Summer Palace Hotel	70	15
	My Hotel	40	9
	78th Hotel	47	10
	Nobel Myanmar Hotel	72	15
	Rupa Mandalar Hotel	100	20
51-100	Queen's Park Hotel	40	8
	Hotel Sydney	55	12
	Wyne Hotel	75	16
	Hotel Shwe Pyi Tha	145	30
	Hotel Mandalay	250	52
>100	Hotel Yangon	235	49
	Micasa Hotel	110	23
	Mandalay Hill Resort	306	64
	Total	1807	377

Source: Survey data (2017-2018)

Appendix C 2: Reliability Test

Distributive Justice

	N of Items
.932	4

Procedural Justice

Cronbach's Alpha	N of Items
.857	7

Interpersonal Justice

Cronbach's Alpha	N of Items
.849	4

Informational Justice

Cronbach's Alpha	N of Items
.810	5

Organizational Justice

Cronbach's Alpha	N of Items
.906	20

Organizational Trust

Cronbach's Alpha	N of Items
.822	6

Organizational Commitment

Cronbach's Alpha	N of Items
.648	8

LMX

Cronbach's Alpha	N of Items
.838	7

IRB

Cronbach's Alpha	N of Items
.883	5

OCBI

Cronbach's Alpha	N of Items
.827	5

OCBO

Cronbach's Alpha	N of Items
.725	12

Appendix C3:   Assessment of Normality

Variable	Min	max	Skew	c.r.	kurtosis	c.r.
IRB4	1.000	5.000	-1.174	-9.081	2.474	9.569
IRB3	1.000	5.000	-1.187	-9.180	2.465	9.532
IRB2	1.000	5.000	-1.037	-8.024	1.411	5.458
IRB1	1.000	5.000	-.421	-3.260	-1.010	-3.905
OCBI5	1.000	5.000	-.596	-4.607	-.936	-3.619
OCBI4	1.000	5.000	-.985	-7.621	1.096	4.240
OCBI3	1.000	5.000	-1.056	-8.170	1.079	4.172
OCBI2	1.000	5.000	-1.197	-9.258	1.303	5.039
OCBI1	1.000	5.000	-.971	-7.514	.618	2.391
OCBO10	1.000	5.000	-.768	-5.942	-.008	-.031
OCBO9	1.000	5.000	-1.393	-10.777	1.623	6.275
OCBO8	1.000	5.000	-1.047	-8.096	.038	.147
OCBO2	1.000	5.000	-1.051	-8.127	.310	1.200
OCBO1	1.000	5.000	-.648	-5.013	-.945	-3.653
LMX3	1.000	5.000	-.343	-2.652	.158	.610
LMX4	1.000	5.000	-.956	-7.395	1.042	4.030
LMX5	1.000	5.000	-1.050	-8.121	1.090	4.214
LMX6	1.000	5.000	-.829	-6.414	.394	1.525
LMX7	1.000	5.000	-1.061	-8.209	1.066	4.125
OC6	1.000	5.000	-.981	-7.585	.598	2.314
OC3	1.000	5.000	-1.006	-7.782	.588	2.275
OC2	1.000	5.000	-.190	-1.470	-1.293	-5.000
OC1	1.000	5.000	.385	2.980	-.970	-3.752
OT6	1.000	5.000	-.701	-5.426	.020	.077

Variable	Min	max	Skew	c.r.	kurtosis	c.r.
OT5	1.000	5.000	-.624	-4.829	-.854	-3.304
OT3	1.000	5.000	-.672	-5.199	.081	.313
OT2	1.000	5.000	-.869	-6.726	.546	2.113
OT1	1.000	5.000	-.941	-7.281	.868	3.358
IFJ1	1.000	5.000	-.942	-7.284	.657	2.542
IFJ2	1.000	5.000	-1.258	-9.729	1.682	6.506
IFJ3	1.000	5.000	-1.131	-8.752	1.653	6.393
IFJ4	1.000	5.000	-1.124	-8.698	.797	3.081
IPJ1	1.000	5.000	-1.349	-10.436	2.378	9.198
IPJ2	1.000	5.000	-1.317	-10.186	2.006	7.759
IPJ3	1.000	5.000	-1.161	-8.983	1.435	5.549
IPJ4	1.000	5.000	-.740	-5.725	.076	.295
PJ1	1.000	5.000	-.099	-.768	-1.163	-4.498
PJ2	1.000	5.000	-.146	-1.128	-.806	-3.119
PJ3	1.000	5.000	-.015	-.117	-.718	-2.777
PJ4	1.000	5.000	-.237	-1.832	-.700	-2.707
PJ5	1.000	5.000	-.350	-2.705	-.530	-2.048
PJ7	1.000	5.000	-.515	-3.983	-.310	-1.198
DJ1	1.000	5.000	-.191	-1.474	-1.242	-4.805
DJ2	1.000	5.000	-.219	-1.698	-1.132	-4.380
DJ3	1.000	5.000	-.061	-.473	-1.064	-4.113
DJ4	1.000	5.000	-.195	-1.506	-1.080	-4.176
Multivariate					646.198	90.547

Source: Amos output

Appendix C4: Four Factors Model (Model Fit Summary)

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	48	313.885	162	.000	1.938
Saturated model	210	.000	0		
Independence model	20	4370.866	190	.000	23.005

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.044	.921	.898	.711
Saturated model	.000	1.000		
Independence model	.391	.282	.206	.255

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.928	.916	.964	.957	.964
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.853	.791	.822
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	151.885	105.538	206.033
Saturated model	.000	.000	.000
Independence model	4180.866	3969.303	4399.700

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.877	.424	.295	.576
Saturated model	.000	.000	.000	.000
Independence model	12.209	11.678	11.087	12.290

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.051	.043	.060	.399
Independence model	.248	.242	.254	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	409.885	415.868	596.285	644.285
Saturated model	420.000	446.172	1235.498	1445.498
Independence model	4410.866	4413.359	4488.533	4508.533

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.145	1.015	1.296	1.162
Saturated model	1.173	1.173	1.173	1.246
Independence model	12.321	11.730	12.932	12.328

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	220	236
Independence model	19	20

Minimization: .022
Miscellaneous: .429
Bootstrap: .000
Total: .451

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
DJ4	<---	DJ	1.000				
DJ3	<---	DJ	.981	.039	25.362	***	
DJ2	<---	DJ	.940	.043	22.052	***	
DJ1	<---	DJ	.979	.046	21.094	***	
PJ7	<---	PJ	1.000				
PJ6	<---	PJ	1.070	.100	10.739	***	
PJ5	<---	PJ	1.188	.100	11.828	***	
PJ4	<---	PJ	1.176	.107	11.004	***	
PJ3	<---	PJ	.950	.094	10.097	***	

			Estimate	S.E.	C.R.	P	Label
PJ2	<---	PJ	1.020	.100	10.208	***	
PJ1	<---	PJ	1.135	.112	10.138	***	
IPJ4	<---	IPJ	1.000				
IPJ3	<---	IPJ	1.760	.191	9.215	***	
IPJ2	<---	IPJ	1.800	.193	9.323	***	
IPJ1	<---	IPJ	1.555	.172	9.065	***	
IFJ5	<---	IFJ	1.000				
IFJ4	<---	IFJ	1.999	.317	6.311	***	
IFJ3	<---	IFJ	1.919	.296	6.483	***	
IFJ2	<---	IFJ	1.885	.296	6.375	***	
IFJ1	<---	IFJ	2.082	.326	6.380	***	

Appendix C6: Second Order Model Fit

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	47	315.583	163	.000	1.936
Saturated model	210	.000	0		
Independence model	20	4370.866	190	.000	23.005

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.045	.921	.898	.715
Saturated model	.000	1.000		
Independence model	.391	.282	.206	.255

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.928	.916	.964	.957	.964
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.858	.796	.827
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	152.583	106.108	206.860
Saturated model	.000	.000	.000
Independence model	4180.866	3969.303	4399.700

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.882	.426	.296	.578
Saturated model	.000	.000	.000	.000
Independence model	12.209	11.678	11.087	12.290

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.051	.043	.060	.401
Independence model	.248	.242	.254	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	409.583	415.441	592.099	639.099
Saturated model	420.000	446.172	1235.498	1445.498
Independence model	4410.866	4413.359	4488.533	4508.533

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.144	1.014	1.296	1.160
Saturated model	1.173	1.173	1.173	1.246
Independence model	12.321	11.730	12.932	12.328

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	220	236
Independence model	19	20

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Dj	<---	OJ	1.000				
PJ	<---	OJ	1.301	.265	4.902	***	
IPJ	<---	OJ	1.541	.393	3.916	***	
IFJ	<---	OJ	1.420	.400	3.550	***	
DJ4	<---	Dj	1.000				
DJ3	<---	Dj	.980	.039	25.338	***	
DJ2	<---	Dj	.940	.043	22.051	***	
DJ1	<---	Dj	.980	.046	21.131	***	
PJ7	<---	PJ	1.000				
PJ6	<---	PJ	1.072	.100	10.732	***	
PJ5	<---	PJ	1.190	.101	11.819	***	
PJ4	<---	PJ	1.176	.107	10.984	***	
PJ3	<---	PJ	.952	.094	10.100	***	
PJ2	<---	PJ	1.021	.100	10.199	***	
PJ1	<---	PJ	1.135	.112	10.125	***	
IPJ4	<---	IPJ	1.000				
IPJ3	<---	IPJ	1.760	.191	9.215	***	
IPJ2	<---	IPJ	1.799	.193	9.322	***	
IPJ1	<---	IPJ	1.555	.172	9.066	***	
IFJ5	<---	IFJ	1.000				
IFJ4	<---	IFJ	2.002	.318	6.304	***	
IFJ3	<---	IFJ	1.921	.297	6.475	***	
IFJ2	<---	IFJ	1.890	.297	6.370	***	
IFJ1	<---	IFJ	2.081	.327	6.370	***	

Appendix C6 :Measurement Model Fitness

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	122	1843.459	959	.000	1.922
Saturated model	1081	.000	0		
Independence model	46	10162.819	1035	.000	9.819

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.066	.820	.798	.728
Saturated model	.000	1.000		
Independence model	.269	.219	.184	.210

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.819	.804	.904	.895	.903
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.927	.758	.837
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	884.459	766.815	1009.874
Saturated model	.000	.000	.000
Independence model	9127.819	8807.996	9454.147

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	5.149	2.471	2.142	2.821
Saturated model	.000	.000	.000	.000
Independence model	28.388	25.497	24.603	26.408

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.051	.047	.054	.356
Independence model	.157	.154	.160	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	2087.459	2124.334	2561.224	2683.224
Saturated model	2162.000	2488.733	6359.872	7440.872
Independence model	10254.819	10268.722	10433.451	10479.451

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	5.831	5.502	6.181	5.934
Saturated model	6.039	6.039	6.039	6.952
Independence model	28.645	27.751	29.556	28.684

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	201	207
Independence model	40	41

Minimization:	.310
Miscellaneous:	4.625
Bootstrap:	.000
Total:	4.935

Estimates for Measurement Model

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
DJ	<---	OJ	1.000				
PJ	<---	OJ	1.267	.239	5.309	***	
IPJ	<---	OJ	1.475	.342	4.310	***	
IFJ	<---	OJ	2.858	.599	4.776	***	
DJ4	<---	DJ	1.000				
DJ2	<---	DJ	.996	.042	23.753	***	

			Estimate	S.E.	C.R.	P	Label
DJ1	<---	DJ	1.043	.045	22.973	***	
PJ7	<---	PJ	1.000				
PJ5	<---	PJ	1.193	.106	11.259	***	
PJ4	<---	PJ	1.264	.114	11.060	***	
PJ3	<---	PJ	.971	.099	9.830	***	
PJ2	<---	PJ	1.021	.105	9.762	***	
PJ1	<---	PJ	1.100	.116	9.447	***	
IPJ4	<---	IPJ	1.000				
IPJ3	<---	IPJ	1.768	.192	9.227	***	
IPJ1	<---	IPJ	1.560	.172	9.074	***	
IFJ4	<---	IFJ	.918	.063	14.509	***	
IFJ3	<---	IFJ	.836	.052	15.985	***	
IFJ2	<---	IFJ	.792	.058	13.699	***	
IFJ1	<---	IFJ	1.000				
OT1	<---	Trust	1.000				
OT2	<---	Trust	1.131	.065	17.352	***	
OT3	<---	Trust	1.130	.068	16.664	***	
OT5	<---	Trust	.433	.079	5.505	***	
OT6	<---	Trust	.869	.073	11.860	***	
OC1	<---	OC	1.000				
OC3	<---	OC	.501	.120	4.178	***	
OC6	<---	OC	1.227	.195	6.298	***	
LMX6	<---	LMX	1.000				
LMX5	<---	LMX	1.037	.067	15.532	***	
LMX4	<---	LMX	.882	.062	14.202	***	
LMX3	<---	LMX	.715	.066	10.874	***	
OCBO1	<---	OCBO	1.206	.182	6.622	***	
OCBO2	<---	OCBO	1.349	.142	9.532	***	
OCBO8	<---	OCBO	.626	.128	4.873	***	
OCBI1	<---	OCBI	1.000				

			Estimate	S.E.	C.R.	P	Label
OCBI2	<---	OCBI	1.114	.093	11.946	***	
OCBI3	<---	OCBI	1.045	.099	10.534	***	
IRB1	<---	IRB	1.000				
IRB2	<---	IRB	1.088	.044	24.965	***	
IRB3	<---	IRB	.893	.053	17.009	***	
DJ3	<---	DJ	.980	.040	24.239	***	
IPJ2	<---	IPJ	1.792	.192	9.314	***	
OCBI5	<---	OCBI	.991	.092	10.793	***	
OCBO9	<---	OCBO	.929	.092	10.045	***	
OCBO10	<---	OCBO	1.000				
IRB4	<---	IRB	.816	.053	15.276	***	
OC2	<---	OC	.833	.172	4.848	***	
OCBI4	<---	OCBI	.985	.095	10.396	***	
LMX7	<---	LMX	.668	.060	11.152	***	

Appendix C7 :Structural Model Fitness

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	116	1880.002	965	.000	1.948
Saturated model	1081	.000	0		
Independence model	46	10162.819	1035	.000	9.819

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.065	.818	.796	.730
Saturated model	.000	1.000		
Independence model	.269	.219	.184	.210

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.815	.802	.901	.892	.900
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.932	.760	.839
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	915.002	795.871	1041.899
Saturated model	.000	.000	.000
Independence model	9127.819	8807.996	9454.147

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	5.251	2.556	2.223	2.910
Saturated model	.000	.000	.000	.000
Independence model	28.388	25.497	24.603	26.408

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.051	.048	.055	.240
Independence model	.157	.154	.160	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	2112.002	2147.064	2562.468	2678.468
Saturated model	2162.000	2488.733	6359.872	7440.872
Independence model	10254.819	10268.722	10433.451	10479.451

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	5.899	5.567	6.254	5.997
Saturated model	6.039	6.039	6.039	6.952
Independence model	28.645	27.751	29.556	28.684

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	198	204
Independence model	40	41

Minimization: .157
Miscellaneous: 3.494
Bootstrap: 228.479
Total: 232.130

Estimates for Structural Model

Estimates (Group number 1 - Default model)
Scalar Estimates (Group number 1 - Default model)
Maximum Likelihood Estimates
Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Trust	<---	OJ	2.323	.438	5.308	***	
LMX	<---	OJ	2.088	.403	5.184	***	A
OC	<---	OJ	1.085	.271	4.011	***	
DJ	<---	OJ	1.000				
PJ	<---	OJ	1.164	.201	5.802	***	
IPJ	<---	OJ	1.276	.273	4.669	***	
IFJ	<---	OJ	2.476	.467	5.301	***	
IRB	<---	OJ	12.352	4.825	2.560	.010	
OCBI	<---	OJ	10.512	4.260	2.467	.014	
OCBO	<---	OJ	13.071	5.120	2.553	.011	
IRB	<---	Trust	-5.517	1.863	-2.961	.003	
OCBI	<---	Trust	-4.922	1.663	-2.959	.003	
OCBO	<---	Trust	-5.610	1.980	-2.834	.005	
OCBO	<---	LMX	.168	.103	1.628	.104	
OCBI	<---	LMX	.593	.117	5.064	***	
IRB	<---	LMX	.533	.117	4.570	***	B
OCBO	<---	OC	.173	.083	2.073	.038	
OCBI	<---	OC	.366	.098	3.754	***	
IRB	<---	OC	.048	.086	.550	.582	
DJ4	<---	DJ	1.000				
DJ2	<---	DJ	.996	.042	23.755	***	
DJ1	<---	DJ	1.043	.045	22.981	***	
PJ7	<---	PJ	1.000				
PJ5	<---	PJ	1.199	.107	11.255	***	
PJ4	<---	PJ	1.273	.115	11.074	***	

			Estimate	S.E.	C.R.	P	Label
PJ3	<---	PJ	.973	.099	9.809	***	
PJ2	<---	PJ	1.015	.105	9.688	***	
PJ1	<---	PJ	1.096	.117	9.386	***	
IPJ4	<---	IPJ	1.000				
IPJ3	<---	IPJ	1.777	.194	9.150	***	
IPJ1	<---	IPJ	1.572	.175	9.008	***	
IFJ4	<---	IFJ	.908	.063	14.308	***	
IFJ3	<---	IFJ	.835	.052	15.921	***	
IFJ2	<---	IFJ	.789	.058	13.600	***	
IFJ1	<---	IFJ	1.000				
OT1	<---	Trust	1.000				
OT2	<---	Trust	1.124	.068	16.541	***	
OT3	<---	Trust	1.139	.070	16.175	***	
OT5	<---	Trust	.456	.080	5.707	***	
OT6	<---	Trust	.876	.075	11.636	***	
OC1	<---	OC	1.000				
OC3	<---	OC	.474	.116	4.083	***	
OC6	<---	OC	1.183	.187	6.323	***	
LMX6	<---	LMX	1.000				
LMX5	<---	LMX	1.034	.066	15.587	***	
LMX4	<---	LMX	.878	.062	14.225	***	
LMX3	<---	LMX	.706	.065	10.794	***	
OCBO1	<---	OCBO	1.202	.182	6.602	***	
OCBO2	<---	OCBO	1.344	.141	9.514	***	
OCBO8	<---	OCBO	.626	.129	4.872	***	
OCBI1	<---	OCBI	1.000				
OCBI2	<---	OCBI	1.114	.094	11.818	***	
OCBI3	<---	OCBI	1.044	.100	10.416	***	
IRB1	<---	IRB	1.000				
IRB2	<---	IRB	1.089	.044	24.959	***	
IRB3	<---	IRB	.893	.053	16.996	***	
DJ3	<---	DJ	.980	.040	24.250	***	
IPJ2	<---	IPJ	1.803	.195	9.237	***	
OCBI5	<---	OCBI	.991	.093	10.684	***	
OCBO9	<---	OCBO	.929	.093	10.038	***	
OCBO10	<---	OCBO	1.000				
IRB4	<---	IRB	.816	.053	15.267	***	
OC2	<---	OC	.823	.168	4.906	***	
OCBI4	<---	OCBI	.984	.096	10.279	***	
LMX7	<---	LMX	.668	.060	11.204	***	

Appendix C8 : Total, Direct, and Indirect Effects

Total Effects (Group number 1 - Default model)

	OJ	LMX	OC	Trust	IRB	OCBI	OCBO	IFJ	IPJ	PJ	DJ
LMX	2.088	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
OC	1.085	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Trust	2.323	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
IRB	.701	.533	.048	-5.517	.000	.000	.000	.000	.000	.000	.000
OCBI	.714	.593	.366	-4.922	.000	.000	.000	.000	.000	.000	.000
OCBO	.578	.168	.173	-5.610	.000	.000	.000	.000	.000	.000	.000
IFJ	2.476	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
IPJ	1.276	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
PJ	1.164	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
DJ	1.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

Direct Effects (Group number 1 - Default model)

	OJ	LMX	OC	Trust	IRB	OCBI	OCBO	IFJ	IPJ	PJ	DJ
LMX	2.088	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
OC	1.085	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Trust	2.323	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
IRB	12.352	.533	.048	-5.517	.000	.000	.000	.000	.000	.000	.000
OCBI	10.512	.593	.366	-4.922	.000	.000	.000	.000	.000	.000	.000
OCBO	13.071	.168	.173	-5.610	.000	.000	.000	.000	.000	.000	.000
IFJ	2.476	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
IPJ	1.276	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
PJ	1.164	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
DJ	1.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

Indirect Effects (Group number 1 - Default model)

	OJ	LMX	OC	Trust	IRB	OCBI	OCBO	IFJ	IPJ	PJ	DJ
LMX	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
OC	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
Trust	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
IRB	-11.651	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
OCBI	-9.798	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
OCBO	-12.493	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
IFJ	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
IPJ	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
PJ	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
DJ	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

Bootstrapping Significance Result of Direct Effect

Direct Effects - Two Tailed Significance (BC) (Group number 1 - Default model)

	OJ	LMX	OC	Trust	IRB	OCBI	OCBO	IFJ	IPJ	PJ	DJ
LMX	.001	...	...	...	...	...	...	...	...	...	...
OC	.001	...	...	...	...	...	...	...	...	...	...
Trust	.001	...	...	...	...	...	...	...	...	...	...
IRB	.008	.011	.790	.000	...	...	...	...	...	...	...
OCBI	.029	.005	.041	.001	...	...	...	...	...	...	...
OCBO	.007	.261	.147	.000	...	...	...	...	...	...	...
IFJ	.001	...	...	...	...	...	...	...	...	...	...
IPJ	.001	...	...	...	...	...	...	...	...	...	...
PJ	.001	...	...	...	...	...	...	...	...	...	...

Bootstrapping Significance Result of Indirect Effect

Indirect Effects - Two Tailed Significance (BC) (Group number 1 - Default model)

	OJ	LMX	OC	Trust	IRB	OCBI	OCBO	IFJ	IPJ	PJ	DJ
LMX	...	...	...	...	...	...	...	...	...	...	...
OC	...	...	...	...	...	...	...	...	...	...	...
Trust	...	...	...	...	...	...	...	...	...	...	...
IRB	.015	...	...	...	...	...	...	...	...	...	...
OCBI	.029	...	...	...	...	...	...	...	...	...	...
OCBO	.011	...	...	...	...	...	...	...	...	...	...
IFJ	...	...	...	...	...	...	...	...	...	...	...
IPJ	...	...	...	...	...	...	...	...	...	...	...
PJ	...	...	...	...	...	...	...	...	...	...	...
DJ	...	...	...	...	...	...	...	...	...	...	...

Bootstrapping Significance Result of Total Effect

Total Effects - Two Tailed Significance (BC) (Group number 1 - Default model)

	OJ	LMX	OC	Trust	IRB	OCBI	OCBO	IFJ	IPJ	PJ	DJ
LMX	.001	...	...	...	...	...	...	...	...	...	...
OC	.001	...	...	...	...	...	...	...	...	...	...
Trust	.001	...	...	...	...	...	...	...	...	...	...
IRB	.010	.011	.790	.000	...	...	...	...	...	...	...
OCBI	.032	.005	.041	.001	...	...	...	...	...	...	...
OCBO	.001	.261	.147	.000	...	...	...	...	...	...	...
IFJ	.001	...	...	...	...	...	...	...	...	...	...
IPJ	.001	...	...	...	...	...	...	...	...	...	...
PJ	.001	...	...	...	...	...	...	...	...	...	...

Specific Indirect Effects

OJ to IRB through Trust

MyIndirectEffect	-12.816

OJ to OCBI through Trust

MyIndirectEffect	-11.434

OJ to OCBI through Trust

MyIndirectEffect	-13.030

OJ to IRB through Commitment

MyIndirectEffect	.052

OJ to OCBI through Commitment

MyIndirectEffect	.397

OJ to OCBO through Commitment

MyIndirectEffect	.187

OJ to IRB through LMX

MyIndirectEffect	1.114

OJ to OCBI through LMX

MyIndirectEffect	1.239

OJ to OCBO through LMX

MyIndirectEffect	.350