Full Length Research Paper

Investigating the relationship between organizational justice, psychological empowerment, job satisfaction, organizational commitment and organizational citizenship behavior: An empirical model

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The aim of this study is to determine causal relations between organizational justice, psychological empowerment, organizational commitment, job satisfaction and OCB, by examining the mediating role of job satisfaction and organizational commitment. A sample of 378 universities' educational experts participated in the study. The data were collected by questioner and then analyzed by using path analysis model. The following findings were found: Organizational justice directly influences job satisfaction and psychological empowerment. Also psychological empowerment directly and positively influences job satisfaction and psychological empowerment. Job satisfaction positively influences organizational commitment and organizational citizenship behavior. Organizational commitment directly influences organizational citizenship behavior. Also organizational justice and psychological empowerment positively and indirectly influences organizational citizenship behavior. The fit indices showed the model had an appropriate fit (χ2/df= 2.74, RMSEA= 0.068, NFI=0.99, CFI=99, and AGFI= 0.96). In general, one can say if there exists mechanisms for organizational justice and psychological empowerment within an organization, employees' job satisfaction and organizational commitment will rise up and these will in turn improve organizational citizenship behavior.

Key words: Organizational justice, psychological empowerment, job satisfaction, organizational commitment and organizational citizenship behavior.

INTRODUCTION

Organizational citizenship behaviors (OCB) are behaviors of a discretionary nature that are not part of employees' formal role requirements; however these behaviors contribute to the effective functioning of an organization (Robbins, 2001; Athanasou and King, 2002). OCBs are useful for managing the dependency among employees, thereby increasing the collective outcomes achieved (Netemeyer et al., 1997). Good organizational citizens enable an organization to allocate scarce resources

efficiently by simplifying maintenance functions and freeing up resources for productivity (Borman and Motowidlo, 1993). Organ (1988) argued that OCB is held to be vital to the survival of an organization. Organ further discussed that organizational citizenship behavior can maximize the efficiency and productivity of both the employee and the organization that ultimately contribute to the effective functioning of an organization. Organizations that foster good citizenship behaviors are more interesting places to work and are able to employ and retain the best people (George and Bettenhausen, 1990). Given these important contributions to organizational success, it is necessary for organizations and

institutions to understand how and why employees engage in OCBs (Watt and Shaffer, 2005).

Researchers have examined relevant antecedents of employee OCB, such as job satisfaction (Netemeyer et al., 2000; Mackenzie et al., 1998; Bettencourt et al., 2001) and organizational commitment (Podsakoff et al., 1996; Mackenzie et al., 1998). Although many studies have re-emphasized the importance of psychological empowerment, job satisfaction, organizational justice and organizational commitment by bringing to light the relevance of managerial values that made a major breakthrough in employees' behavior and the importance of personal values in the pursuit of business excellence (Robertson et al., 2002). But very few studies have been conducted to examine systematically these variables in a causal model or structural equation model. Accordingly, the present research is providing a model of causal relations between organizational justice, psychological empowerment, commitment and job satisfaction due to clarify OCB variable.

Job satisfaction and organizational citizenship behavior

Job satisfaction is generally defined as an attitudinal variable that reflects the degree to which people like their jobs, and is positively related to employee health and job performance (Spector, 1997). Job satisfaction is defined as a pleasurable emotional state resulting from the valuation of his/her work (Locke, 1976). High employee satisfaction is important to managers who believe that an organization has a responsibility to provide employees with jobs that are challenging and intrinsically rewarding (Robbins, 2001). Smith et al. (1983) conducted a research about the antecedents of organizational citizenship behavior; they suggested that job satisfaction was the best predictor of OCB. Gonzalez and Garazo (2006) believe that greater employee satisfaction favors organizational commitment, which in turn motivates the employee to behave in a citizen-like manner.

Many studies have supported the associations between job satisfaction and organizational citizenship behavior. For example, studies by Bateman and Organ (1983), Organ and Konovsky (1989), Williams and Anderson (1991), have all found that job satisfaction and organizational citizenship behavior was positively related. In general, studies that analyzed this relationship empirically found that employee job satisfaction influences OCB (Bateman and Organ, 1983; Organ and Ryan, 1995; Netemeyer et al., 1997; Moorman, 1993; Gonzalez and Garazo, 2006; Nadiri and Tanova, 2010).

Organizational commitment, job satisfaction and organizational citizenship behavior

Organizational commitment refers to an employee's belief in the organization's goals and values, desire to remain a member of the organization and faithfulness to the organization (Mowday et al., 1982; Hackett et al., 2001). Organizational commitment is an affective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. The construct of commitment has been viewed in the main as a composite of three main components representing affective, normative and continuance aspects of commitment (Coyle-Shapiro et al., 2006). In fact affective, continuance and normative commitment represent psychological states that have implications on whether an employee remains with an organization (Jain et al., 2009). Organizational commitment not only increases the success in a certain role, but also encourages the individual to achieve many voluntary actions necessary for organizational life and to reduce the absenteeism rate, turnover ratio and enhances the organization productivity (Jernigan et al., 2002).

Job satisfaction and organizational commitment are both reflecting a positive evaluation of the job (Udo et al., 1997). The relationship between job satisfaction and organizational commitment has been researched in management. It was suggested that satisfaction and organizational commitment were related but distinguishable attitudes, in that commitment is an effective response to the entire organization, whereas job satisfaction represents an affective response to specific aspects of the job (Udo et al., 1997; Lum et al., 1998). Researchers have shown that job satisfaction is a determinant of organizational commitment (Yang and Chang, 2007). Mowday et al. (1982) also pointed out that job satisfaction is an antecedent variable for organizational commitment. Further studies showed that job satisfaction and organizational commitment are the primary factors for the emergence of OCB, in other words, organizational citizenship behaviors are affected by organizational commitment perception and job satisfaction (Schappe, 1998; Williams and Anderson, 1991).

The results of other studies showed that job satisfaction and organizational commitment have positive influence on employees' OCB (Podsakoff et al., 2000; Organ and Ryan, 1995).

Psychological empowerment, organizational commitment, job satisfaction and organizational citizenship behavior

Psychological empowerment refers to how employees view themselves in the work environment and the extent to which they feel capable for shaping their role in the work (Spreitzer, 1995). Spreitzer (1995) defined psychological empowerment as a set of psychological states that focuses on how real employees actually think about and experience their work. They believe about their own roles and influence in an organization that makes employees feel confident and enthusiastic to prosperity.

Psychological empowerment consists of four dimensions. Spreitzer (1995) explained the elements of Psychological empowerment as follows:

Meaning

It depends on the requirements of job, beliefs, values, and behaviors of people. In its ideal case, the personnel understand the importance of their job for the organization and themselves, therefore, they pay more attention to what they do.

As a result, this is possible that they work better and are proud of what they do.

Competence

This is the self-confidence of individuals in their abilities to perform their work. In other words, the employee believes that he is able and skilled enough to do the assigned duty and promote his/her performance. The personnel also believe that they can use the resources provided by the organization to perform their responsibilities.

Self-determination

This means the understood control of personnel over their works. In this case, personnel feel that they are sufficiently free and empowered to make any decision and act in various situations.

Impact

Spreitzer (1995) defines factor of impact as the feeling of an individual of his/her abilities to have control over the important results and consequences within the organization. On the other hand, if the personnel do not know their important role in the organization, they feel that they have no power or authority (Thomas and Velthouse, 1990; Lee and Koh, 2001). Some researchers indicated that the Job satisfaction is one of the most important consequences of psychological empowerment (Seibert et al., 2004). The researches conducted in this field indicate that there is a relation between empowerment and job satisfaction (Holdsworth and Cartwright, 2003).

Liden et al. (2000) claimed that empowerment is accompanied with commitment, and personnel, who are more empowered, are more loyal. Moreover, Louie et al. (2007), Liden et al. (2000) and Vacharakiat (2008) indicated the positive relationship between empowerment and organizational commitment in their studies.

Organizational justice, job satisfaction, organizational commitment and organizational citizenship behavior

Organizational justice was defined by Greenberg (1996) as a concept that expressed employees' perceptions about the extent to which they were treated fairly in organizations and how such perceptions influenced organizational outcomes such as commitment and satisfaction. When the relevant literature is examined, it is found that the perception of organizational justice comprises the sub-dimensions of 'distributive justice', 'procedural justice' and 'interactive justice', and the perception of overall organizational justice emerges from a combination of these three sub-dimensions (Colquitt, 2001; Cohen-Charash and Spector, 2001). Distributive Justice refers to the perceived fairness of the outcomes that an employee receives from organizations (Folger and Cropanzano, 1998). Procedural Justice refers to the perceived fairness of the policies and procedures used to make decisions (Greenberg, 1990) and Interactive justice concerns perceptions of employees about the treatment they have received during the application of organizational procedures (Bies and Moag, 1986; Eskew, 1993).

Tang and Sarsfield-Baldwin (1996) indicated that "distributive justice" has a direct positive influence on job satisfaction and "procedural justice" has a direct positive influence on job satisfaction. Also they found that distributive justice was significantly related to satisfaction with pay, promotion, the performance appraisal, and organizational commitment while procedural justice were related to satisfaction with supervision, self reported performance appraisal rating, performance appraisal, commitment, and job involvement. According to the Yavuz (2010) organizational justice affect teachers' affective commitment, continuance commitment and normative commitment in the organization. On the other hand, Fatt et al. (2010) reported that the higher level of employee's perception towards procedural justice and distributive justice tended to increase the level of employees' job satisfaction and organizational commitment. Therefore, organizations that take a proactive approach to understand employee's perceptions of distributive and procedural justice, and provide appropriate working environment can potentially reap benefits including cost associated to employee retentions.

On the other hand according to some studies, one of the predictors of organizational citizenship behavior is the perception of organizational justice (Organ and Paine, 1999; Colquitt et al., 2001; Cohen-Charash and Spector, 2001). Moreover, the results of the study of Foote and Tang (2008) showed that relations between job satisfaction and OCB, and between team commitment and OCB, were significant and positive. Also the relationship between job satisfaction and organizational citizenship behavior was moderated by team commitment,
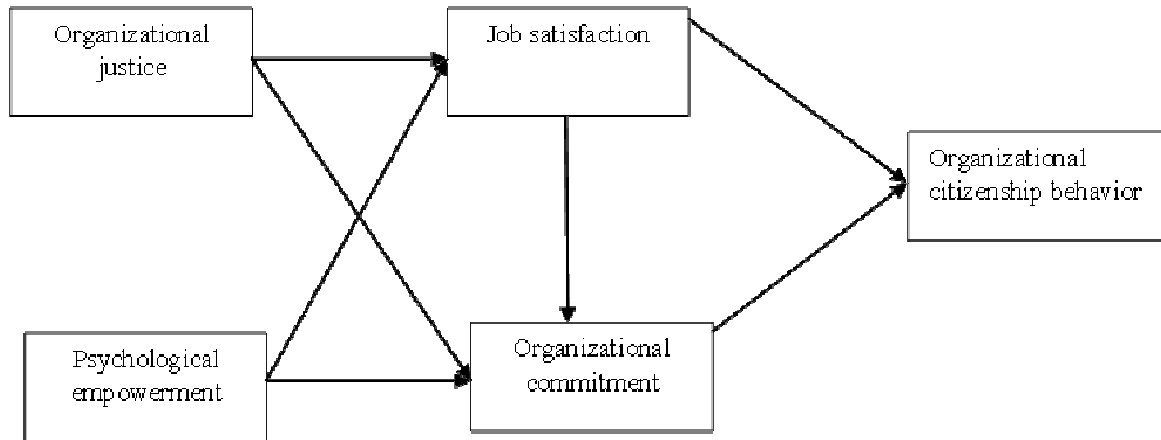
Figure 1. Conceptual model for organizational justice, psychological empowerment, and Organizational citizenship behavior mediated by job satisfaction and organizational commitment.

such that the relationship was stronger when team commitment was higher.

Conceptual model and research hypotheses

The model tested in this study integrated psychological empowerment and organizational justice to analyze the mediating role of job satisfaction and organizational commitment. The hypotheses were as follows:

(1) Job satisfaction mediates the positive relationship between organizational justice and psychological empower-ment with organizational citizenship behavior; (2) Organizational commitment mediates the positive relationship between organizational justice and psychological empowerment with organizational citizenship behavior; (3) Organizational commitment mediates relationship between job satisfaction and organizational citizenship behavior; (4) Job satisfaction mediates the positive relationship between psychological empowerment and organizational commitment; (5) Job satisfaction mediates the positive relationship between organizational justice and organizational commitment (Figure 1).

METHODS

Sample and procedure

Population of this research includes educational experts, working in the Universities. Stratified sampling method was used for selecting the samples. As it is observable, the sample is consisted of 378 persons (172 male and 206 female employees) were sampled using the statistical universe to participate in this research. We formed connections with universities and used contacts to invite them to participate in this study. We received a total of 280 completed questionnaires.

Measures

Psychological empowerment questionnaire

To assess psychological empowerment, the questionnaire of Spreitzer (1995) was used. This questionnaire included of four components:

Meaning, competence, self-determination and impact.

Each component was measured by three item based on Likert continuum (strongly disagree = 1, to strongly agree = 5). The Cronbach's α reliability estimate for "psychological empowerment" was 0.88.

Questionnaire of job satisfaction

The job satisfaction scale, a 24 item scaled based on Smith et al. (1969) included of five subscales:

Payment, promotion opportunities, supervisors, colleagues, and work environment factors such as supervising methods, policies, procedures, working group attachments.

Each item was measured using a 5-point Likert scale in which 5 indicated "strongly agree" and 1 indicated "strongly disagree." The Cronbach's reliability for job satisfaction was 0.91.

Questionnaire of organizational commitment

The organizational commitment was measured by using 24-item scale consisting of three subscales; namely for affective, normative and continuance commitment Allen and Mayer (1990) was used. Each item was measured using a 5-point Likert scale in which 5 indicated "strongly agree" and 1 indicated "strongly disagree." The Cronbach's reliability for organizational commitment was 0.71.

Organizational justice

Organizational justice was measured by using the scales developed by Niehoff and Moorman (1993). The distributive justice scale

Table 1. Means, standard deviations, and correlations among variables involved in the model.

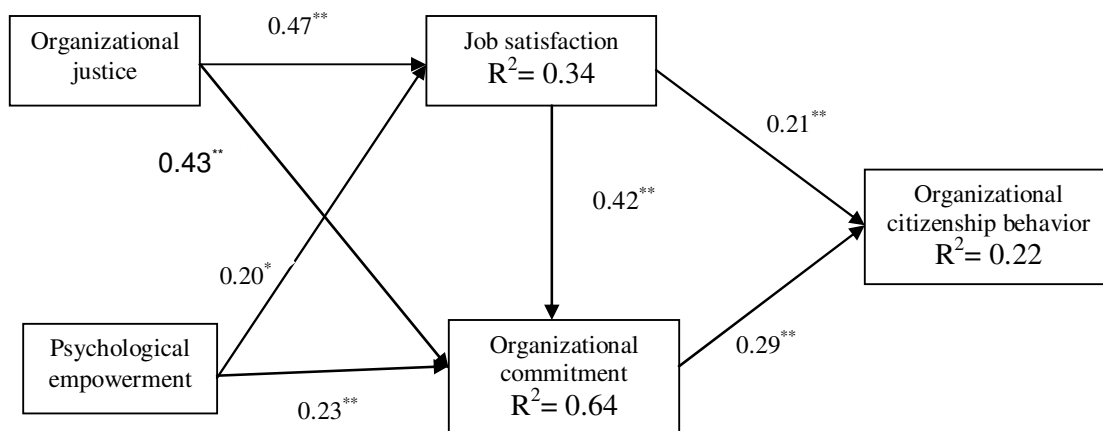|	M	SD	1	2	3	4	5
Organizational justice	54.85	14.53	1				
Psychological empowerment	38.78	6.37	0.38**	1			
Job satisfaction	74.11	16.83	0.55**	0.38**	1		
Organizational commitment	75.81	14.44	0.74**	0.55**	0.74**	1	
OCB	73.31	10.19	0.40**	0.25**	0.43**	0.44**	1

* $p < 0.05$ and ** $p < 0.01$.

Figure 2. Coefficients for relationships among the variables.

consisted of 5 items; The procedural justice scale consisted of 5 items and the interactional scale consisted of 9 items that all the items used a 5-point Likert scale anchored from 1 strongly disagree to 5 strongly agree. Coefficient alpha for this scale was 0.83.

Organizational citizenship behavior

Organizational citizenship behavior measured by using the scales developed by Podsakoff et al. (1990). The scale comprises 22 items. Each item is answered using a 5-point Likert scale anchored from 1 (Never) to 5 (always). Scores on eight items are reverse coded. Coefficient alpha for this scale was 0.87.

RESULTS

Table 1 presents mean scores, standard deviations and correlation coefficients among the variables. As shown in Table 1, organizational justice correlated positively with psychological empowerment, job satisfaction, organizational commitment and organizational citizenship behavior. In addition, psychological empowerment correlated positively with job satisfaction, organizational commitment and organizational citizenship behavior. Job satisfactions were related positively with organizational commitment and organizational citizenship behavior. Finally, organizational commitment had positive correlation to organizational citizenship behavior. To test the suggested model, path analysis was conducted using LISREL 8/53. Figure 2 shows the obtained coefficient for the suggested relationships among the variables of the model. GFI, AGFI, CFI and RMSEA were the fit indices used to evaluate the model.

In general, the recommended level of acceptable fit for GFI, AGFI and CFI, is 0.90 or above 0.90. As for, RMSEA, the recommended value should be less than 0.08 (Kline, 2005). With reference to fit indices the model had a good fit with the sample data (($\chi 2/df$ = 2.74, RMSEA = 0.068, NFI = 0.99, CFI = 99, and AGFI = 0.96). Table 2 shows the direct, indirect, and total effects and their significance levels among predictors and criteria variables in the final model. Job satisfaction and organizational commitment predicted and accounted for 22% of the variance in organizational citizenship behavior. Variables predicting organizational commitment were job satisfaction, organizational justice and psychological empowerment. With these variables together accounting for 64% of the variance in organizational commitment. Job satisfaction and organizational justice were strong predictors of organizational commitment rather than psychological empowerment.

Finally, job satisfaction was predicted by organizational justice and psychological empowerment, and 34% of the

Table 2. Standardized direct and indirect effects of the path mode.

Path	Direct effect	Indirect effect	Total effect	
To organizational citizenship behavior				
Job satisfaction	0.21**	0.12**	0.33**	
Organizational commitment	0.29**	-	0.29**	0.22
Organizational justice	-	0.28**	0.28**	
Psychological empowerment	-	0.13**	0.13**	
To organizational commitment				
Job satisfaction	0.42**	-	0.42**	
Organizational justice	0.43**	0.20**	0.63**	0.64
Psychological empowerment	0.23**	0.08**	0.31**	
To Job satisfaction				
Organizational justice	0.47**	-	0.47**	0.34**
Psychological empowerment	0.20**	-	0.20**	

** $P < 0.01$

variance of job satisfaction was predicted by those predictors. In addition, path analysis showed that job satisfaction and organizational commitment mediated the relationship between organizational justice and psychological empowerment with organizational citizenship behavior.

DISCUSSION

Results from path analysis showed that psychological empowerment had direct effect on job satisfaction. The obtained results consistent previous findings (Laschinger et al., 2000; Holdsworth and Cartwright, 2003; Wang and Lee, 2009). Spreitzer et al. (1997) argued that when employees feel great levels of empowerment, they are motivated towards their jobs and are probably to experience positive accompanying outcomes. In general, our results suggest that high levels of psychological empowerment induce and improve job satisfaction. Results also indicated psychological empowerment exerted a positive direct influence on organizational commitment. Conducted studies have supported a positive relationship between psychological empowerment and organizational commitment (Liu et al., 2007; Liden et al., 2000; Vacharakiat, 2008).

Liden et al. (2000) argued that empowerment is accompanied with commitment, and personnel, who are more empowered, are more loyal. Also, Patrick and Laschinger (2006) stated that if psychological empowerment is enhanced in work environment, the employees will be more committed to the goals, values, and lead to stay and not to leave the organization. Considering the fact that the most prominent and essential capital of an organization is its human resource, the quality and abilities of such human resource is the most important

cause of its survival. The empowered human resources create an empowered organization (Carless, 2004). Therefore, leaders must attempt to extensive conditions in which staffs feel free, admired, motivated and empowered. This will improve the productivity, increase job satisfaction, and organizational commitment.

One other result from path analysis was the direct influence of organizational justice on job satisfaction. On the other hand, our results support the importance of organizational justice in job satisfaction. Conducted studies have supported a positive relationship between organizational justice and job satisfaction (Bakhshi et al., 2009). Consistent with Ishigaki (2004) perspective employees with higher job satisfaction believed that the organization would be a tremendous future in the long run and care about the quality of their work; therefore they were more committed to the organization, have greater maintenance rates and tend to have higher performance. Another finding of the study was that organizational justice was positively related to organizational commitment. This is a finding consistent with results from Yavuz (2010). Those who perceive justice in their organization are more probably to feel satisfied with their job and feel less probably to leave and feel more committed to their job (Bakhshi et al., 2009). Also committed employees were more probably to perform beyond the call of responsibility to meet client needs and were highly motivated to work to the best of their capacity (Fatt et al., 2010).

Kim (2009) found that employees who perceived that their company had behaved with justice tended to improve and maintain communal relationships with the company. In addition, when employees felt that they were treated fairly by their company, they were probably to hold more commitment, trust, satisfaction, and control reciprocality than when they perceived that had behaved

them with injustice. Fatt et al. (2010) reported that the higher the level of employee's perception towards fairness to the means used to determine outcomes (procedural justice) and fairness of the outcomes employees receive (distributive justice) tended to increase the level of employees' job satisfaction, organizational commitment while reduces turnover intention.

Job satisfaction was positively related to OCB. This finding is consistent with pervious findings (Smith et al., 1983; Moorman, 1993; Gonzalez and Garazo, 2006; Nadiri and Tanova, 2010).

Such relationship may lead practicing managers to assume the way to increase OCB is through increasing job satisfaction which is usually associated with increasing salaries or improving working conditions (Nadiri and Tanova, 2010).

If employees feel satisfied with their job are more likely to show extra role behaviors in their jobs. Therefore we can at least conclude that job satisfaction is likely to be highest in organizations where OCB is prevalent (Podsakoff et al., 1993).

The findings of this study suggest that organizational commitment of employees have positive influence on their OCBs. Many empirical researches support this finding (Carson and Carson, 1998; Morrison, 1994). Felfe et al. (2008) revealed that employees who were highly committed to their organization might show more willingness to engage in good organizational citizenship behavior to maintain their employment status.

In general "greater justice" and psychological empowerment in the universities favor employee's job satisfaction and organizational commitment, which in turn motivates the employee to behave in an extra role manner. If employees satisfied in their jobs and committed to the organization they will be able to effort beyond what is expected of them in organization.

The main implication of the current study is that knowing the antecedents could be implemented to foster employees' OCB. Apart from the traditional measures of employee productivity, it is important for managers to improve employee's behaviors that go beyond the role description in the universities through organizational justice, psychology empowerment, job satisfaction and organizational commitment. Behaviors that go beyond in-role duties become a fundamental component for achieving effectiveness in organization.

There are some limitations to this study. Apart from the self-reported nature of the data, the sampling of the study imposed limitations that obtained results might not generalize to the other organizations' personal. Furthermore, cautions should be taken while using the results in different cultures. It is important to note that readers should be cautious when generalizing the results to different cultural contexts.

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