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Beyond Exchange Relationship: Exploring the Link Between Organizational Justice, Job Involvement, and Citizenship Behavior

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Abstract

Employees' perceptions of what is and should be fair have been recognized as one of the cognitive factors that influence their attitudes and behaviors at work. Organizations have also realized that employees' involvement and extra contribution play a big role in today's ultra-competitive business world. But the empirical exploration of the link between these two realizations is limited. Hence, this study investigated the link between distributive and procedural justice, level of job involvement, and participation in organizational citizenship behavior (OCB). The participants were 87 mid-level managerial personnel working in private sector manufacturing/production organizations in the northern part of India. Perceived fairness (as distributive and procedural justice) was examined as the potential predictor of job involvement and OCB. Multiple regression analysis of data revealed significant and positive contributions of distributive and procedural justice in job involvement ($\beta = 0.24$, $p = .01$ & 0.28 , $p = .01$, respectively) and OCB ($\beta = 0.43$, $p = .00$ & $\beta = 0.19$, $p = .05$). Demographic factors such as age, experience, and salary were found to have no influence on job involvement, whereas only age predicted significant variance in OCB ($\beta = 0.25$, $p = .02$). Results revealed the far-fetching importance of the perception of justice and proved to contribute to OCB over and above job involvement. The main implication of this research is for organizations with a clear message (empirically supported) that the management, to achieve the desired as well as expected, should reflect on developing a rational mechanism for influencing the perception of employees about the practices and policies related to distributive and procedural justice in the organization.

It may appear that an employee's talents and experience are the most significant attributes, but attitude is just as vital and the link between attitude and behavior is also well established (Guyer & Fabrigar, 2015). As a psychological construct, attitude is recognized and prominently used across disciplines, especially in behavioral change, organizational behavior, and human resource management.

Employees are the foundation and most valuable resource of any organization. When it comes to performance, it's the employees only that contribute and decide the organizational performance. Employees' contributions and behavior at work are frequently influenced by their feelings and perceptions about the job and organization including

practices and policies. Therefore, hiring the best talents is not enough. It is essential to persuade them for using their skills, expertise, and experience for the overall success of the organization. This could be achieved if organizations could develop involvement in work and organizational citizenship behavior (OCB) among employees at various levels (Sharma, 2019a). As a result, understanding employee behavior necessitates an understanding of their attitudes regarding their work.

Thus, this study focuses on exploring the role of perceived fairness practices as distributive and procedural justice in developing and maintaining two important job attitudes, i.e., job involvement and organizational citizenship behavior.

Literature Review

Theoretical Base

The premise of the relationship explored here can be traced to two classical theories, social exchange, and equity theory.

Individuals are taught to weigh pros and cons in almost all the settings of life. This practice of valuing the amount of give-and-take is the primary explanation for relationship dynamics, as per the social exchange theory (SET). The SET was developed by Blau (1964) based on the American sociologist George Homans's observations of social behaviors. Social exchange theory is a combination of basic assumptions of behaviorism and economics. SET proposes that individuals tend to calculate the profit and cost before engaging in any interaction or act. A person begins an interaction to gain—the individual is driven by "what is in it for me?"

Social exchange theory is also relevant to the workplace because the job is a give and take. For example, a basic tenet of social exchange is that an offer of a benefit generates an obligation to reciprocate in kind; employees expect to return a benefit for a benefit. In this way, social exchange theory provides a robust framework for understanding workplace exchanges, attitudes, and behaviors.

Equity theory derives from various sources such as Homan's distributive justice but is generally linked to John Stacey Adams, a behavioral psychologist. Equity theory focuses on examining how feelings of equity or inequity affect a person's motivation, such as a willingness to do a job. According to this theory, employees tend to appraise the fairness of their work settings by cognitively comparing their contributions to the organization with the outcomes they obtained in return and then comparing the ratio to that of other people (Adams, 1965). Individuals, thus, perform a cost-benefit analysis. When there is equity, the employee feels treated fairly, motivated to put in optimum performance, and even reciprocates the organization by contributing fully. If the estimated benefit justifies the cost of more efforts, they develop a drive for action and engage in OCB.

The commonality between these theories provides the theoretical underlying for this research. Both theories talk about the calculative nature of human beings and propose that the relative weightage of give-and-take broadly influences the interaction, participation, and contribution of human beings in any sphere of life.

Following these postulates, the present research also examines the role of perception of fairness in deciding and distributing rewards (gain) in job involvement and OCB (input) among managerial employees.

Organizational Justice

Greenberg (1987) coined the term organizational justice and is defined as an individual's perception of and reactions to fairness in an organization. There are three main proposed components of organizational justice: i) distributive, ii) procedural, and iii) interactional justice (which includes informational and interpersonal justice).

For the present study, the researcher has chosen distributive and procedural justice to understand the exchange perception and relationship. Employees' perception of fairness in receiving rewards, acknowledgment, and encouragement in return for their contribution to the organization is known as distributive justice. Procedural justice refers to the fairness of the process by which decisions about employees such as compensation and impartiality of the job system, in general, are made within the organization (Colquitt, 2001).

Employees will naturally compare workloads and outcomes and evaluate work situations by cognitively assess the responsibilities and outcomes they receive from the organization. Theoretically, this viewpoint is based on equity theory (Adams, 1965).

Individuals will react to their job results by comparing the number of work results to other related work, and if the amount is suitable, they will feel a sense of fairness. Fairness is also a benefit for an employee since it encourages them to adopt attitudes and behaviors that benefit the organization. According to Rupp et al. (2017), fair treatment functions as a glue that drives employees to work together to achieve the organization's goals. As a result, treating all employees fairly at all levels not only raises employee motivation to work diligently for the organization but also improves organizational integrity. Organizational justice is a highly researched and significant factor in the organizational behavior literature. Almost all studies demonstrate the importance of justice in corporate settings regarding its impact on employee attitudes and behavior. Research has found that justice is the strongest predictor of organizational trust (Hubbell & Chory-Assad, 2005), as well as productivity (Cohen-Charash & Spector, 2001).

Previous studies have reported a positive relationship between distributive justice and work outcomes (Raja et al., 2018). In addition, studies found a positive relationship of distributive justice with job involvement (Jenaabadi, 2014, as cited in Shrestha, 2019; Akintayo & Ayodele, 2012). Researchers also explored the relationship between perception of justice at the workplace and extra-role behaviors. Organizational citizenship behaviors are related to distributive justice perceptions (Sujono et al., 2020; Sheeraz et al., 2020).

Employees' perceptions of procedural justice have a significant impact on their understanding and acceptance of organizational roles (Milkovich et al., 2013). Employees who believe procedural fairness exists have higher levels of environmental control, lower levels of job absenteeism, fewer intentions to quit employment, stronger job performance, and greater involvement in the task (Podder & Ferdausy, 2014). According to Cropanzano et al. (2002), there is a positive and significant relationship between employees' perceptions of procedural justice and their willingness to participate in the performance.

Furthermore, procedural justice has consistently been shown to be a cause of organizational citizenship practices (Iqbal et al., 2012). Employees will be happy and more willing to engage in organizational citizenship activity if they believe the mechanisms utilized to allocate organizational results are fair and just. According to Walumbwa et al. (2010), there is a strong link between procedural justice and organizational citizenship practices. Though there are fragmented efforts to identify the linkages of distributive and procedural justice with job involvement and OCB but an integrative study to explore the graded and consecutive contribution of distributive and procedural justice is rare.

Job Involvement

The degree to which a job is fundamental to a person's identity is referred to as job involvement, which is a state of psychological and emotional identification with work. The conceptualization of job involvement includes cognitive preoccupation with, engagement in, and concern with one's present job. In addition, this concept implies that a job-involved person bears some responsibility for ensuring that the job is completed correctly and to a high level of competence.

Job involvement is a characteristic wavelength that motivates people to put forth the best effort in their work and organizational responsibilities. It has

been viewed as the key to unlocking employee motivation and enhancing productivity from an organizational standpoint. Job involvement is important for motivation, performance, personal growth, and workplace happiness from an individual's perspective.

Researches conducted in the area of job involvement proved that it is a significant predictor of various positive, individual, and organizational outcomes. Sowmya and Panchanatham (2011) identified that job suitability, working conditions, and other interpersonal relationships among workers could ascertain their job attitudes. Rangone (1997) found that job involvement influenced organizational effectiveness (defined through return on equity and turnover) directly and indirectly through a positive influence on employee morale.

It has been argued that the degree to which employees are involved in their job can be influenced by situational-related (i.e., experiences and psychological reactions to the work) factors (Vroom, 1962). A favorable organizational image fosters employee identification with her/his organization, which may translate into a high degree of job involvement (Smidts et al., 2001; Sharma, 2017; Sharma, 2021a). Agarwal & Sharma (2011) found the significant contribution of innovative practices, role efficacy, and participation in job involvement. The researcher also found coordination and work autonomy as significant causal contributors to job involvement (Sharma, 2016).

Organizational justice has a significant impact on employee work outcomes. Job involvement is one of these outcomes. In his study, Jenaabadi (2014, as cited in Shrestha, 2019) reported a significant correlation between organizational justice and its dimensions, including distributive justice, procedural justice, interactional justice, and job involvement. Shrestha (2019) found job involvement as the positive outcome of employee perception of distributive justice in Nepalese organizations. Badji (2019) reported the relationship between the different elements of the distributive justice mechanism and the involvement in the work. In their study of 174 participants from the Saudi Postal Corporation, Al Naggat & Saad (2019) found that distributive justice explained the changes in job involvement. Some other researchers also concluded that distributive and procedural justice have a positive and significant direct effect on job involvement (Akintayo & Ayodele, 2012; Podder & Ferdausy, 2014; Sujono et al., 2020).

Organizational Citizenship Behavior

The additional contribution of employees is vital for the outstanding performance of any organization. Many of the employees are likely going above and beyond their job descriptions in order to benefit the company as a whole. This extra contribution of workers, which is beyond duty, is termed organizational citizenship behavior (OCB).

Organ's (1988) definition of OCB includes three vital aspects that are central to this construct: First, OCBs are considered discretionary behaviors that are not part of the job description and are carried out by the employee out of their own free will. Second, OCBs go above and beyond what the work description specifies as an enforceable condition. Finally, OCBs contribute to the overall productivity of an organization.

The necessity to encourage cooperation among organization members in order to help organizations run more smoothly led to the development of the OCB framework. (Borman, 2004). An employee who exhibits OCB is literally acting like a "citizen" of the company. These citizens see their employment as more than just a salary, and they go out of their way to make their workplace run well, even if it has little to do with their current responsibilities.

Some studies and meta-analyses have been carried out to examine the relationship between OCB and organizational performance and success (Andrade et al., 2017). Organizational efficiency and achievement and managerial assessments of performance and incentive allocation have been the subject of empirical studies on the effects of OCBs. The efficacy of an organization's overall performance has been related to OCB. Thus, such employee behaviors have significant consequences in the workplace (Nielsen et al., 2009; Organ et al., 2006; Podsakoff et al., 2009; Podsakoff et al., 2014).

Since OCB relies on employees' initiative and motivation, their work experience is crucial. Employees' emotions and evaluative views of their roles and organization significantly impact their behavior and willingness to do extra work (Sharma & Sharma, 2013). Many different variables have recently been investigated in an attempt to ascertain the antecedents of OCB. Job satisfaction, perceptions of organizational fairness, organizational engagement, personality characteristics, and role characteristics are all commonly studied antecedents of OCB (Sharma, 2012; Sharma, 2019b).

The relationship between OCB and organizational justice has been explained using the theory of psychological contracts and the reciprocity norm. These theories anticipate that employees will engage in OCB in response to satisfying job conditions, sympathetic leaders, and a fair workplace. Furthermore, social exchange theory states that when a worker senses justice, he reciprocates that fairness by displaying OCB (Cropanzano et al., 2017).

Researchers discovered that a positive view of justice in the workplace leads to increased citizenship behavior. Sujono et al. (2020) argued that justice has a direct relation to discretionary behavior. The law of proportionality governs the link between justice and citizen action. When people's perceptions of fairness improve, so does OCB, and vice versa. Studies have revealed that when organizational justice perceived by employees is good, it will make their altruism, courtesy, and civic virtues better (Chandrasari et al., 2020; Sheeraz et al., 2020). Researchers explored the direct contribution of distributive and procedural justice in various forms of OCBs and reported a positive and significant impact (Al-ali et al., 2019; Daniel, 2016; Salam, 2020; Sarianti & Armida, 2020;).

The present study is supposed to examine the classical link and provide an empirically validated narrative that OCB shouldn't be treated as a direct outcome of distributive and procedural justice rather it may occur simultaneously with the decision to contribute in exchange

Emergence of the Study

The workforce is arguably an essential input to an organization, as these are the personnel who are ultimately responsible for individual output and organizational performance. Hiring the best talents is not enough. To bring the best in them, it is critical to involve your employees. The above review highlights that when employees are involved, they act more clearly, make calculated decisions, strategize their work, and bring more enthusiasm to their jobs. This increases the productivity and overall growth of the organization (Sharma, 2021b; Sharma & Sharma, 2021). Considering the paucity of research on the antecedents of job involvements and specifically the exclusive contribution of perceived fairness at the workplace, the present study is expected to contribute significantly to the theory and practice.

Twenty-first-century organizations are trying hard to drive their employees to go beyond their call of duty by making them the citizens of the company. Having a large army of employees in the company is not an enormous thing and not enough; what matters is how many employees choose to act like citizens in the organization (Robertson-Smith & Markwick, 2009). It is a proven fact that any citizen of the company would perform far better than any employee. Citizens are generally known to put their personal goals subordinate to organizational goals. It is not very clear whether this subordination occurs as a voluntary act or in exchange for the perceived fairness in personal gain at the workplace (Institute for Employment Studies, 2016).

Therefore, understanding the need and benefits of job involvement (JI) and OCB, also identifying factors positively contributing to JI and OCB, become very important from the perspective of organizational performance and health. Though previous literature provides scattered directions for the interrelationship of these variables, additional research is needed in job involvement to understand the processes through which it is developed. Another observation is that developing and maintaining employee's involvement with their job (JI) and engagement in beyond call of duty (OCB) are still critical issues for human resource managers.

Job involvement is not researched much and its relationship with justice is not explored enough. Only some direct studies are there, and other researchers conclude by the results of other positive job attitudes like organizational commitment. In context to OCB, researches are there but the researcher didn't find any effort to see a continuum thinking exploration starting from expected contribution in the job (job involvement) to going beyond expectation (OCB). Hence, the present research work was planned and conducted with expectations for research-based insight and application to increase job involvement and OCB among managerial employees through empirical validation of distributive and procedural justice contributions.

Hypotheses

Following are the hypotheses of this research:

H1: There is a positive and significant effect of distributive and procedural justice on employee's job involvement.

H2: There is a positive and significant effect of distributive and procedural justice on employee's citizenship behavior at work.

Method

Participants

This research examines employee job involvement level and citizenship behavior at work as outcomes of perceived distributive justice in production organizations. It is a questionnaire-based study, thus in total, 100 copies of questionnaires were distributed in the year 2019. The response rate was 87% as 87 copies of the questionnaire are completely filled and returned. The final set of participants included 87 mid-level managerial employees serving different private sector manufacturing/production organizations in northern India. The sample consisted of 21 female and 66 male participants with minimum education till graduation. Eighty-four participants were married. The age range was from 35 to 61 years. Participants were having a minimum of 3 years of work experience. The researcher utilized purposive sampling, and participants were selected based on availability and consent. These responses have been collected from head offices, corporate offices, and branch offices of the selected organizations.

Measurements

Job involvement was measured using the scale constructed by Kanungo (1982). This instrument included ten five-point Likert-type items. The reliability coefficient for this scale was .75. The reliability analysis with the present data also revealed good internal consistency (α = 0.71).

The organization citizenship behavior measure is based on a scale constructed by Podsakoff et al. (1990). The scale consists of a total of 24 five-point Likert-type items. The reliability coefficient for this scale was .96. The reliability analysis with the present data also revealed excellent internal consistency (α = 0.92).

The distributive and procedural justice questionnaires were obtained from The Organizational justice scale developed by Colquitt (2001). Seven items related to procedural justice and 4 items related to distributive justice were used from the scale. The reliability coefficient for this scale was .83. The reliability analysis with the present data also revealed excellent internal consistency (α = 0.83 & 0.81, respectively). Demographic Information regarding participant's age, years of service, and salary were also collected.

Procedure

The study followed the general ethical guidelines in accordance with American Psychological Association. (2017) and the Indian Council of Medical Research (2017). The participants' informed consent was achieved after explaining the study's idea, operation, and utility. Respondents voluntarily completed the questionnaires. The participants were assured and informed that the purpose of the study is purely academic. Potential respondents were given guarantees of confidentiality to promote truthful responses. Demographic questions were included at the starting of the questionnaire. In contrast, the inquiries related to interest variables were randomly distributed to avoid respondent's fatigue bias.

Data Analyses

The analysis was conducted on the responses obtained on individual items of the various scales used in the study to measure the appropriateness of data reliability. According to Osterlind (2006), item-to-total correlation values greater than 0.50 indicate that the data obtained on that particular scale item is reliable.

The researcher measured the item-to-total correlation for all variables under analysis and discovered that all items were substantially and positively correlated with the total score of their respective scale, with a correlation value of more than 0.50. The researcher calculated Cronbach's alpha (α) for all variables understudy for the second-level verification.

All the scales were found to have internal consistency reliability (Cronbach's alpha) greater than 0.70 ($n = 87$). Further, the data were analyzed using various quantitative procedures to evaluate the hypothesized relationship patterns between the variables under research.

Results

Initial data analysis used descriptive statistics. The Pearson product-moment correlation was calculated to test the hypotheses regarding the relationship between the variables under study. Multiple regression analysis was used to examine the direct effect of the independent variables on the dependent variables. The results of the correlation analysis are presented in Table 1.

Table 1

Descriptive Statistics and Correlations for Study Variables

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7
1. Age	54.24	6.31	-						
2. Work experience in years	13.24	5.38	.04	-					
3. Income	43471.26	17735.84	.21*	.28**	-				
4. Distributive justice	24.10	1.97	.35**	.04	.07	-			
5. Procedural justice	14.13	1.42	.28**	.09	.27*	.11	-		
6. Job Involvement	32.63	2.24	.01	.06	.08	.28**	.28**	-	
7. OCB	79.20	8.04	.25*	.18	.06	.44**	.24*	.14	-

Note. * $p < .05$ ** $p < .01$

Table 1 reveals that only age was significantly positively correlated among demographic characteristics, that too, with OCB. Distributive and procedural justice were significantly positively correlated with both job involvement and OCB.

With the methodological approval, analytical acceptance, and prior existence in research, multiple regression analysis was performed utilizing demographic variables as predictors (Jain et al., 2018; Shukla et al., 2015). Stepwise regression is the iterative creation of a regression model in which the independent variables to be utilized in the final model are chosen step by step. It entails

incrementally adding or eliminating potential explanatory factors, with each iteration requiring statistical significance assessment. Keeping in mind the same logic, stepwise regression was used.

Table 2 presents stepwise multiple regression analysis results performed by utilizing OCB as the criterion and demographic characteristics as predictors. The analysis results were statistically significant for age as the only predictor of OCB (explained 6.4% of the total variance), as indexed by the R^2 statistic.

Statistical analysis also revealed that none of the demographic characteristics entered into the

stepwise multiple regression analysis equations, utilizing job involvement as the criterion.

Table 2

Summary of Stepwise Multiple Regression Analysis of Demographic Variables with OCB (n=87)

Variable	B	SE(B)	β
Age	.32	.13	.25

Note. $R^2 = .06$ ($p < .02$)

The result of multiple regression analysis of the influence of distributive and procedural justice towards job involvement is shown in Table 3. Procedural and distributive justice were found to be statistically significant and positive predictors of job involvement (explained 8 % and 6% of the total variance respectively), as indexed by the R^2 statistic. Thus, the result indicates a positive and significant effect of perceived justice on employee job involvement. The finding provides support for H1.

The result of multiple regression analysis of the influence of distributive and procedural justice towards OCB is shown in Table 4. Both the justice dimensions were found to be a statistically significant and positive predictor of OCB (explained 19% and 4% of the total variance respectively), as indexed by the R^2 statistic. Thus, the result indicates

a positive and significant effect of perceived justice on employee job involvement. The finding provides support for H2. Figure 1 explains the result of regression analysis as per the hypothesized interrelation.

Table 3

Summary of Stepwise Multiple Regression Analysis of Distributive and Procedural Justice with Job Involvement (n=87)

Variable	B	SE(B)	β
Procedural justice	.45	.16	.28
Distributive justice	.28	.11	.24

Note. $R^2 = .14$ ($p < .01$)

Table 4

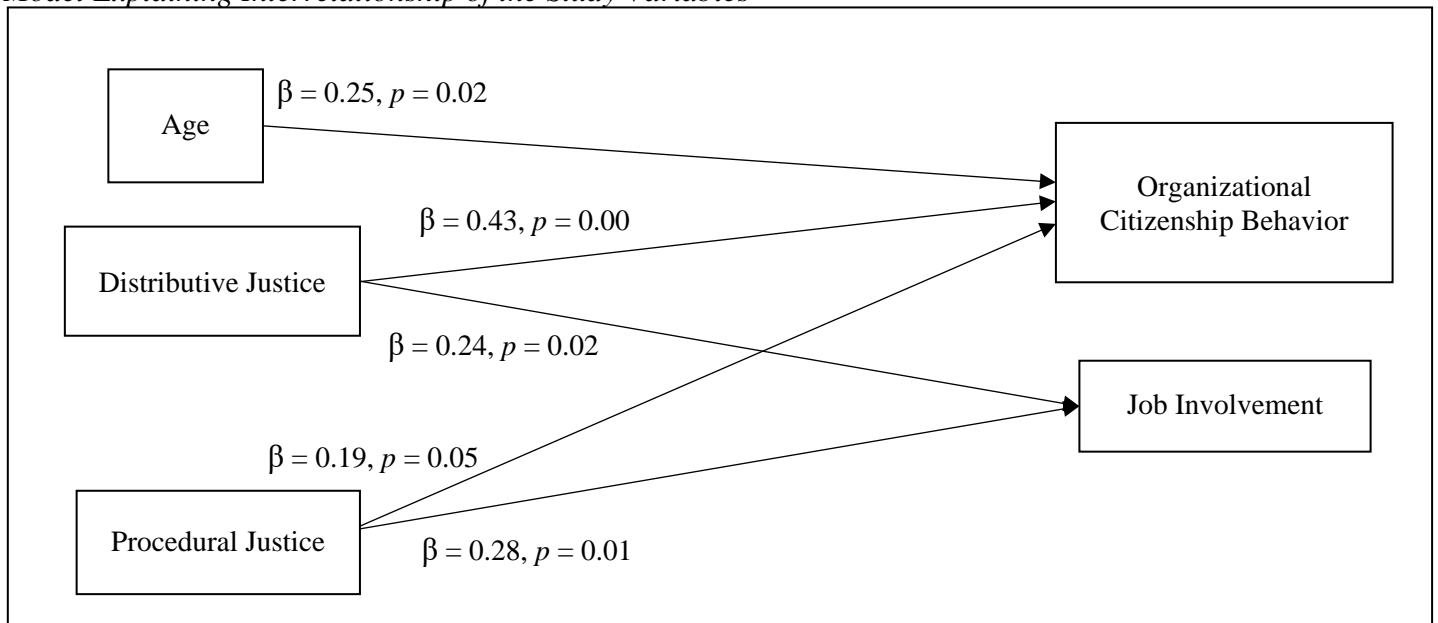
Summary of Stepwise Multiple Regression Analysis of Distributive and Procedural Justice with OCB (n=87)

Variable	B	SE(B)	β
Distributive justice	1.79	.39	.43
Procedural justice	1.09	.54	.19

Note. $R^2 = .23$ ($p < .01$)

Figure 1

Model Explaining Interrelationship of the Study Variables



Discussion and Conclusion

The primary notion of the present work is related to fundamental human nature significant for their work life. Humans are not only calculative givers and takers; they may also go beyond their self-interest. Any organization vis-à-vis leader would like to have employees who are not only involved with their work but also contribute to the organization beyond their role expectation. The question is, 'if there is something organizations can do to turn employees into citizens'? Present work hypothesized and examined the potential role of perceived fairness as perceived distributive and procedural justice in doing the same.

The initial goal of this research is to look into job involvement as a result of distributive and procedural justice in the workplace. Based on the empirical findings, this study finds a significant and positive association between job involvement and both the justice dimensions. Furthermore, the findings demonstrate that distributive and procedural justice have a significant and positive impact on employee involvement.

The result of this study is in line with the two crucial theoretical bases of organizational justice—first, equity theory (Adams, 1965), which suggests an outcome-oriented viewpoint. Second, social exchange theory treats social life as a series of sequential transactions between two or more parties (Blau, 1964).

This finding is consistent with Shrestha (2019), who found that distributive justice significantly impacts job involvement. This result aligns with Mohamed's (2014) and AL-Abrow et al.'s (2013) findings. These results indicate that when employees perceive the work schedule, pay, workload, job responsibilities, and rewards to be fair, they reciprocate by involving more in their job. When employees perceive that there is positive distributive justice in their organization, they identify with their job. They are likely to internalize the goals and values of their organization as their own, which all may motivate them to become more involved in their jobs and do something good in return (Ghosh et al., 2017).

Employees have a sense of procedural justice when the organization's procedures and actions follow accepted forms in compliance with norms and laws (Pan et al., 2018). Employees would be more

inclined to accept increased responsibility with high involvement if they believed the method compensation and salaries were calculated was fair (Podder & Ferdausy, 2014).

The second aim of this research is to investigate OCB as an outcome of distributive and procedural justice in organizations. The study results supported the hypothesis (H2) adopted for the research as both the justice dimensions positively correlated and predicted OCB among managerial employees.

A small number of studies looked at how employees' expectations of equal treatment affect their willingness to engage in positive organizational behavior (Nastiezaie & Jenaabadi, 2016). The most crucial thing to consider is that the perception of fairness in the distribution of outcomes goes beyond the theoretical explanation of equity theory and social exchange theory. Employee not only tries to involve himself and perform better but also contributes beyond contractual responsibilities. For example, Joseph et al. (2015) found that organizational justice significantly affected interpersonal helping behavior. Ghosh et al. (2017) found that distributive justice is a stronger predictor of the sacrifice dimension of organizational embeddedness.

Procedural justice has a positive effect on OCB; moreover, it was identified as a predictor for OCB, these results were consistent with what Young (2010, as cited in Al-ali et al., 2019) had obtained. Employees' perception of fairness in the procedures and processes that are used in deciding the compensation for their work-related input may be more likely to become obligated to reciprocate with some voluntary behavior which is organizational citizenship behaviors. Similarly, employees who perceived that their organization has fair in terms of general policy and structure may also be more likely to exhibit organizational citizenship behaviors.

Some other studies also suggested that justice is a crucial cause of employees' attitudes (Usmani & Jamal, 2013). Employees are willing to do more work when they believe they are treated fairly (Köse, 2014). Studies also showed that justice perceptions could enhance employees' participation in OCB (Gurbuz et al., 2016; Tziner & Sharoni, 2014).

Limitations and Future Directions

While not invalidating the results of the present study, some of its limitations should be mentioned. The sample size is relatively small, results are based

upon the voice of 87 managerial employees working in 9 different organizations. This research could be more impactful with a large and varied sample. Considering the clear and encouraging results of the present study, further studies may include a larger and more representative sample from organizations of different types and employees of varying levels from all over the country. Researches may be conducted to explore the link between job involvement and various forms of organizational justice.

Behavioral Science Implications

Although there is significant attention in organizational psychology towards the issue of organizational justice, the integration of this notion into various managerial practices is still lacking. The results of this study have theoretical and practical implications for researchers and managers. From the theoretical perspective, firstly, the current research contributes to the existing literature by empirically investigating and validating relationships between distributive and procedural justice and job involvement and also between distributive and procedural justice and OCB. The research results demonstrate that the direct and positive relationships of both the justice dimensions with job involvement and OCB are all statistically significant.

Furthermore, the current study adds that the effects of perceived distributive and procedural justice go beyond the classical explanation of equity and exchange theoretical perspectives. Fairness perception may increase participation in extra-contractual responsibilities like OCB, contributing to the previous knowledge about organizational justice theory.

From the practical perspective, results conclude that employees of an organization will reflect job involvement and OCB if they perceive their organization as fair and just in the procedures and processes that are used in the decision-making and its distribution systems (Gurbuz et al., 2016). Therefore, organizational managers must consider when they formulate and implement justice strategies to influence employees' related attitudes and behaviors. Keeping in mind the proven beneficial outcomes associated with the positive perceptions of distributive justice, managers should attempt to create a fair system of benefits decisions and convince employees about its impartial working.

Conclusion

In today's competitive and demanding workplace, every organization needs employees who can perform more than their job requirements. Improvement in the overall functioning of any organization requires their employees to be involved in their work and participate in OCB and serve more than the minimal, prescribed, and routine mechanical aspects of their jobs. Therefore, encompassing and extra contribution of employees are becoming necessary for the extraordinary performance of any organization.

The results of this study suggest that in efforts to increase levels of job involvement and participation in OCB, today's organizations need to consider their perceptions of fairness in organizational practices. Organizations and management should reflect on and coordinate their strategies to build and sustain a rational mechanism for deciding and allocating outputs and transmitting outcomes.

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