

Which is More Important? : Mediating Role of Distributive Justice Versus Interpersonal Justice

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ABSTRACT

Perceived justice is a variable with an important role in linking other variables to desired employee behaviors. The objective of this study was, to investigate the mediating role of perceived organizational justice in the relationship between transformational leadership and organizational citizen behavior among government employees in the Four southern border provinces of Thailand. Stratified random sampling in each of the provinces was conducted to recruit 242 subjects. The research instrument was a questionnaire containing questions addressing four variables: organizational justice, perceived distributive justice interactional justice, and transformational leadership. The study found that when perceived distributive justice and perceived interactional justice were tested using separate models, the two variables were found to play partial mediating roles in the relationship between transformational leadership and organizational citizenship behavior. However, when the two variables were tested together, only interpersonal justice was found to play an important mediating role. This indicates that perceived justice derived from the relationship between leaders and followers where leaders recognize and respect followers is more important than rewards in exchange relationships. The results of the study revealed that even though rewards are important, good relationships between leaders and followers is more important. It is advisable for policymakers to give greater importance to how people perceive fairness in interpersonal rather than how they perceive fairness in the distribution.

Keywords: Mediating Variable, Perceived Distributive Justice, Perceived Interactional Justice, Transformational Leadership, Organizational Citizenship Behavior

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Introduction

Organizational justice is an important factor related to organizational success (Akanbi et al., 2013) because it has positive effects on employees' feelings and behavior (Conquitt et al., 2005) such as organizational citizenship behavior and other desired behaviors (Conquitt et al., 2001; Cropanzano & Molina, 2015; Cropanzano & Wright, 2003). Organizational citizenship behavior can affect social capital, work performance, and willingness to participate in activities which contribute to the efficient

development of human resource potential (Cohen-Charash & Spector,2001; DeConinch & Stilwell,2004; Jawahar,2007; Organ & Konovsky,1989).

The role of organizational justice in social exchange approach is an interesting subject to study since it provides an insight into organizational behavior (Aryee et al.,2002) This is evident from a number of studies testing the relationship between organizational justice and work attitude, or organizational citizenship behavior (Colquitt et al., 2001a; Cropanzano & Greenberg,1997). In early studies on important issues in organizational justice (Folger & Konovsky ,1989), attempts were made to understand the relationship mechanisms between organizational justice and employee performance (Blakely et al.,2005; Moorman et al.,1998). These studies advocated social exchange theory as a basis for understanding behavior. However, there has recently been an increase in the number of studies of perceived organizational justice. Nevertheless, there are gaps in the areas focused on by these studies. Firstly, there have only been a limited number of studies making comparisons between different dimensions of organizational justice as a mediating variable between transformational leadership and organizational citizenship behavior. For example, Masterson, Lewis, Goldman, and Taylor (2000) examined procedural justice and interactional justice while (Moorman et al., 1998) explored only procedural justice. In addition, Aryee,Budhwar, and Chen (2002), Rathnayaka (2014) investigated dimensions of organizational justice but they did not test their mediating role, testing only their role as causal of trust in organizations and administrators, and while Cho and Dansereau (2010) tested the mediation of perceived justice through its interactional and procedural dimensions they used separate models and different independent variables making a comparison of the results unreliable.

Secondly, most studies employing justice models have focused on the components of interactional justice including interpersonal justice and information justice which represent traditional models (Hess & Ambrose, 2005) and these two sub-dimensions have different concepts resulting in unclear interpretations. Studies have found that when these aspects of interactional justice affect organizational citizenship behavior, the results are unclear and the question arises as to which sub-dimension is a better predictor (Jafari & Bidarian, 2012). Colquitt (2001b) proposed four dimensions as alternatives for studying perceived organizational justice while (Hess & Ambrose, 2005) suggested that studying each sub-dimension separately is the best way to investigate perceived organizational justice.

Therefore, the present study is an effort to fill the gap among the aforementioned studies by comparing the how perceived distributive justice and interpersonal justice may link transformational leadership and organizational citizenship behavior. It is worth stressing that distributive justice is a “concrete” perception of justice because it arises in the form of objects or rewards that can physically accrue to the perceiver, while interpersonal relationship justice is more “abstract” because it can only be perceived through the ways that leaders treat their followers such as with politeness and respect (Colquitt, 2001a). In previous studies, the interpersonal relationship dimension of perceived justice has been given less importance than it should have been and it was the intention of the study reported in this paper to increase the appreciation of its importance. Therefore, the purpose of the study was at answer the following research question:

In the exchange relationship between organizations and employees, do perceived distributive justice and interpersonal justice play mediating roles between transformational leadership and organizational citizen behavior, and if they do, which variable is the more important mediator?

Research Objectives

The study's objective was to compare the mediating role of perceived distributive justice and interpersonal justice between transformational leadership and organizational citizen behavior among government employees in the four southern border provinces of Thailand.

Research Methodology

This quantitative research investigated perceived justice among government employees as a mediating variable in the relationship between transformational leadership and organizational citizen behavior. The researcher conducted the study as follows:

1. Sample

The sample consisted of government employees of Local Administrative Organizations in the Four southern border provinces of Thailand: Songkhla, Narathiwat, Yala and Pattani. questionnaires had been distributed within 3 months during July 2016 - September 2016. The sample size was determined using structural equation modelling in which the sample size is usually in the range 200-400; if it is less than 200, the estimated parameter values may lack accuracy and the model will not have the power to test for relationships (Marsh, Balla, & McDonald, 1988). The sample size of this study was 242 and the participants were recruited using stratified random sampling based on the total population in each of the provinces, and this sample size was sufficient for accuracy in parameter estimation.

2. Research Instrument

The research instrument was a questionnaire consisting of three sections relating to the variables studied, perceived organizational justice, organizational citizenship behavior, and transformational leadership. The reliability of the instrument was determined using Cronbach's alpha coefficient (Cronbach, 1957) which needed to be 0.70 or more (George & Mallery, 2010). However, an appropriate value should not exceed 0.95 (Bland & Altman, 1997; DeVellis, 2003; Nunnally & Bernstein, 1994) since this may indicate that some of the questions are asking for the same information (Hulin, Netemeyer, & Cudeck, 2001). The power of discrimination coefficient, which should be 0.3 or more, was determined from item-total correlations (Nunnally & Bernstein, 1994). All the questions employed a five-point rating scale and the details of the questions relating to each variable are given in the following paragraph.

The section of the questionnaire relating to perceived organizational justice contained eight questions and was developed based on Colquitt (2001b). The four items relating to perceived distributive justice were developed based on Leventhal's (1976) equity rules. The reliability of this sub-section of the questionnaire was 0.95 and the item-total correlations were between 0.862 and 0.923. The four items relating to perceived interpersonal justice, dealt with the relationship between leaders and followers; their reliability was 0.914 and the item-total correlations were between 0.771 and 0.846. These items have previously been used in other studies (Leventhal, 1976; Sweeney & McFarlin, 1993).

For organizational citizenship behavior, the items were developed based on Organ (1991) and consisted of five aspects: 1) altruism, 2) courtesy, 3) sportsmanship, 4) civic virtue, and 5) conscientiousness. They have previously been used in the Thai context by various researchers (Madplod, Rinthaisong, & Vehachart, 2013; Poohongthong, Surat, & Sutipan, 2014). The reliability of this section of the questionnaire was 0.708 and the item-total correlations were between 0.307 and 0.752.

For transformational leadership, items developed from Bass and Avolio approach (Bass & Avolio, 1995) were used to measure the leadership qualities of the administrators of the local administrative organizations by asking their followers, although this questionnaire can also be used by leaders to evaluate themselves. For this study, 20 questions measuring transformational leadership were used as shown below. They fell under four aspects: 1) Idealized influence 2) Inspirational motivation 3) Intellectual stimulation and 4) Individualized consideration. The reliability of this section of the questionnaire was 0.919 and the item-total correlations were between 0.631 and 0.770.

3. Literature Review and Hypothesis Development

3.1 Social exchange theory

Social exchange theory is one of the sociological (Blau, 2017) and psychological (Homans, 1958) theories with important paradigms for the understanding of employee attitudes, and it is a basic component of organizational behavior theories. Social exchange theories explain organizational citizenship behavior in terms of responsibility based on an exchange of benefits between two parties, the organization and its employees. It is trust between the two parties that binds them rather than economic exchange and this trust is based on experiences not negotiations between them (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

3.2 Perceived organizational justice

According to Greenberg (1990) perceived organizational justice is justice perceived in terms of returns allocated to employees. Similarly, Gordon (2002) considers perceived justice as justice perceived by individuals in respect of their returns from the organization and in the decision-making process of the organization in providing returns, and in its system of setting and deciding on the returns to its employees. Colquitt (2001a) and Folger and Cropanzano (1998) classify perceived justice into three dimensions: procedural justice, distributive justice and interactive justice. Studies have found that perceived justice is an important factor affecting the behaviors of people in the organization (Cole, Bernerth, Walter, & Holt, 2010) and organizational citizenship behavior (Colquitt et al., 2001; Moorman, 1991; Moorman et al., 1998; Niehoff & Moorman, 1993; Tziner & Sharoni, 2014). Nonetheless, the present study focuses on distributive justice and interpersonal justice.

Perceived distributive justice (PDJ) is a concept based on Adams' equity theory (Adams, 1965) dealing with perceived justice in the distribution of resources among employees (Blakely et al., 2005; FitzGerald, 2002). In other words, it is justice perceived in respect of the amounts of returns received by employees (Folger & Konovsky, 1989). Thus, distributive justice focuses on justice in the evaluation of work performance (Greenberg, 1987) related to rewards and punishments). Cropanzano, Bowen, and Gilliland (2007) propose three allocation rules that can lead to distributive justice: equality (to each the same), equity (to each in accordance with contributions), and need (to each in accordance with the most urgency). Studies have found that distributive justice is an important variable leading to

organizational citizenship behavior (Ince & Gül, 2011). Dailey and Kirk (1992) found that employees may find reason to leave the organization when they do not receive justice with respect to rewards as returns. In addition, distributive justice is most important to employees in regard to work evaluation (Loi, Ngo, & Foley, 2006).

Perceived Interactional justice (PIJ), Interactional justice is the interaction between the source of allocation and the people who will be affected by the allocation decisions; or is the method of telling how to do and what to do to the people in decision processes. According to Greenberg (1990, 1993) propose that interactional justice consists of two sub-dimensions: interpersonal justice and informational justice. These dimensions have the potential to influence persons' perception of justice and their subsequent conduct. However, in the present study, that model was used only in testing perceived interpersonal justice. Interpersonal justice encompasses both the fairness of conduct between persons within an organization and the equitable allocation of rewards. Interpersonal justice refers to the situation when individuals are treated with courtesy and respect by those in positions of authority throughout administrative or decision-making procedures (Bies & Moag, 1986; Colquitt et al., 2001).

According to the reviews, distributive justice refers to the fairness in the distribution and allocation of resources among individuals. The elements of distributive justice encompass: Equality refers to the practice of ensuring that every employee receives fair and equitable wages. Requirement: allocate allowances according to specific individual need. Interpersonal justice refers to the practice of treating employees with decency, care, and respect.

3.3 Antecedents and Consequences of Organizational Justice

Transformational leadership as an antecedent of perceived organizational justice: As mentioned above, perceived justice is perceived equity in actions between individuals which refers to how employees are treated by the authorities in the organization (Bies & Moag, 1986). Generally, leaders can influence perceptions of interpersonal justice by their followers, and leaders are responsible for making justice happen in the organization (Naumann & Bennett, 2000). Therefore, studies of leadership are made meaningful by considering perceived interpersonal justice (Cho & Dansereau, 2010). Some studies have found that transformational leadership affects perceived justice which then translates into organizational citizenship behavior (Cho & Dansereau, 2010; Van Knippenberg, Van Dick, & Tavares, 2007). Transformational leaders try to make proposals that satisfy followers, and employ empowering behavior by showing friendliness, closeness and equality while supporting their followers. With this behavior, followers can perceive justice from their leaders and it can be said that leaders who respond to and develop their followers as well as showing respect for them are able to enhance their followers' perceptions of their own importance and value. Clearly therefore, transformational leadership is related to perceived interpersonal justice (Cho & Dansereau, 2010). In addition, studies have found that transformational leadership directly affects perceived distributive justice and organizational citizenship behavior (Boener et al., 2007; Podsakoff et al., 1990).

Organizational citizenship behavior as a consequence of organizational perceived justice: Various studies have found that perceived justice leads to desired attitudes and behavior among employees (Colquitt et al., 2005), especially organizational citizenship behavior (Colquitt et al., 2001; Cropanzano & Wright, 2003) which can improve organizational performance (Ince & Gül, 2011) and

organizational effectiveness (Ertürk, 2007). Organizational citizenship behavior is manifested in rendering constructive help to other members of the organization; it is behavior valued and praised by others in the organization (Organ, 1988) and is directly related to individuals' performance (Clegg et al., 1996; Kerithner & Kinicki, 2001). Moreover, it is expressed or conducted voluntarily, supports organizational success and helps the organization to achieve its goals efficiently and effectively (Greenberg & Baron, 2003; Newstrom & Davis, 1997). Recent studies have similarly found that perceived justice affects organizational citizenship behavior (Colquitt et al., 2001; Moorman, 1991; Moorman et al., 1998; Niehoff & Moorman, 1993), which indicates that employees who perceive organizational justice benefit the organization as a whole through their extra role behaviors.

3.4 Hypothesis

Based on that review, the following research hypothesis was derived: Perceived organizational distributive justice and interpersonal justice are mediator variables in the relationship between transformational leadership and organizational citizenship behavior.

4. Data Analysis

Descriptive statistics (mean, standard deviation, maximum, minimum, skewness, kurtosis), and correlations based on the Pearson product moment coefficient were used as a first step in analyzing the data.

The statistical approach used in testing the mediation of the variables was structural equation model. The first step was confirmatory factor analysis to test the validity of the measurement models. The parameters of the models were estimated using maximum likelihood, then the chi-square statistic was used to test the goodness of fit to the empirical data. In using a chi square to test goodness of fit, there should be no statistical significance; however, if there is, a relative chi-square can be considered instead, in which the ratio of the chi-square value to the degrees of freedom must not exceed 3 ($\chi^2/df < 3$) (Carmines & McIver, 1983). If the standard root mean squared residual (SRMR) is lower than 0.08, the model has a good fit to the empirical data (Browne & Cudeck, 1993; Hu & Bentler, 1999). The comparative fit index (CFI) also employed to test for goodness of fit in this study, was proposed by (Bentler, 1990), although according to Fan, Thompson, and Wang (1999), CFI is not very sensitive to sample size, and is not therefore very effective if the value of the relationship between the variables is low due to their low variances (Raykov, 2000). Thus, the values adopted in this study as a measure of goodness of fit of the model to the data were 0.90 or greater. Lastly, the Tucker Lewis index (TLI), which was also adopted, needs to be at a level of 0.90 or greater to indicate goodness of fit of the model and a level of 0.95 or greater, indicates a high degree of goodness of fit (Hu & Bentler, 1999). The statistical index for the model fit was shown in Table 1.

Table 1 Model Fit Indices and Their Criterion

Statistical fit index	Criterion	Reference
Relative chi-square (χ^2/df)	< 3.0	Carmines & Mclver (1983)
Standard root mean squared residual (SRMR)	< .08	Browne & Cudeck (1993), Hu & Bentler (1999)
Comparative fit index (CFI)	> .90	Bentler (1990)
Tucker Lewis index (TLI)	> .90	Hu & Bentler (1999)

The Conceptual Framework

Tests of parallel multiple mediations are employed to test the effect of the independent variables (X) on dependent variables (Y) through other variables (M) on the assumption that where there are two or more mediators they do not affect each other (Hayes, 2013). Most previous studies have used two mediating variables (Jackson, 2011; Mesagno, Harvey, & Janelle, 2012). In the present study, the independent variable was transformational leadership, the dependent variable was organizational citizenship behavior, and the mediating variables were perceived distributive justice (M_1) and interpersonal justice (M_2). The model analyzing parallel multiple mediating variables is shown in Figure 1.

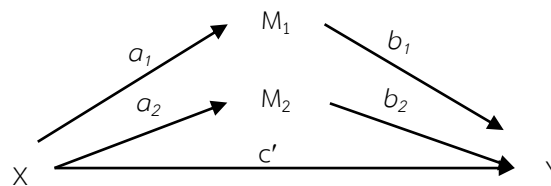


Figure 1 Relationships between independent variable (X), mediating variables (M) and dependent variable (Y)

Research Results

The findings show that:

1. Descriptive statistics and correlations between variables

The result shows that the means of the observed variables used as indicators of perceived distributive justice were in the range 3.55 - 3.70 and the correlations between them were in the range 0.799 - 0.848; the indicators of perceived interpersonal justice had average means between 3.54 and 3.79, correlation coefficients were between 0.467 and 0.771. For the indicators of organizational citizenship behavior, altruistic behavior and civic virtue the means were in the range 3.70 - 3.86, and the correlations between them in the range 0.502 - 0.807, and for the indicators of the transformational leadership latent variable, the means were in the range 3.66 - 3.77, and the correlation coefficients in the range 0.540 - 0.782. The overall coefficients of all the indicators were between 0.291 and 0.848, and the highest was the relationship between dj3 and dj4 although it was not high enough to suggest repetition of variables. The skewness coefficients were all between -0.827 and 0.124, almost all being in the negative range indicating that most of the indicators were left-skewed but acceptable as symmetrical because the skewness was not outside of ± 1 . For the kurtosis, both positive and negative

values were found in the range of -0.111 to 1.438. According to George and Mallery (2010), however, values within ± 2 are acceptable as representing normal distributions.

2. Validation of the measurement models

One of the most widely used techniques that has been used by researchers to address the issue of common method variance (CMV) is what has come to be called Harman’s single-factor test (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The logic underlying the “single factor procedure” is that if method variance is largely responsible for the covariation among the measures, a confirmatory factor analysis should indicate that a single (method) factor fits the data. A one factor model did not fit well in our sample with statistics: $\chi^2 = 1377.971$, $df = 119$, $p < .001$, $CFI = 0.66$, $TLI = 0.618$, $RMSEA = 0.211$, $SRMR = 0.103$), indicated no problem of common method variance.

The results of the confirmatory factory analysis revealed that the standardized factor loading was in the range 0.887 - 0.932. The variances of the indicators explained by the latent variables (R^2) were between 0.787 and 0.869 with an average variance extracted (AVE) of 0.830 and a composite reliability (CR) of 0.84. The latent variable of perceived distributive justice had a standardized factor loading between 0.650 and 0.890; the variance explained by the latent variable (R^2) was in the range 0.422 - 0.792 with an AVE of 0.673 and a CR of 0.713. The organizational citizenship behavior latent variable had a standardized factor loading between 0.703 and 0.929; the variance explained by the latent variable was in the range 0.494 – 0.863 with an AVE of 0.677 and a CR of 0.718. Lastly, the variable, transformational leadership had a standardized factor loading between 0.726 and 0.827 and the indicators explained by the latent variable in the range 0.527-0.684 with an AVE of 0.595 and a CR of 0.655. The analysis results revealed that the factor loadings of all the indicators were statistically significant with $Z > 1.96$, $p < .05$, $AVE > 0.5$ and $CR > 0.7$ which indicated that every latent variable had validity (Hair, Black, Babin, & Anderson, 2010). The measurement models of the three variables therefore had acceptable model fit to the empirical data ($\chi^2 = 400.240$, $df = 110$, $p < .001$, $CFI = .923$, $TLI = 0.905$ $SRMR = 0.053$).

3. Results of tests for the mediating role of perceived organizational justice

The study tested the mediating roles of perceived distributive justice and interpersonal justice based on Hayes (2013) and Iacobucci et al. (2007) with organizational citizenship behavior as the dependent variable, and the results are presented using unstandardized scores based on (Hayes, 2013). The results are shown in Table 1.

Table 2 Testing the mediating roles of perceived distributive justice and interpersonal justice

Model	Mediation variables	Statistics					90%CI		Mediation role	fit statistics	
		symbol	b	SE	Z	P	lower	upper			
1	PDJ	a ₁	.700	.071	9.829	.000	.599	.805	Partial	$\chi^2 = 181.467$, df = 58, p = 0.000, CFI = .955, SRMR = 0.051	
		b ₁	.129	.066	1.968	.049	.001	.129			
		a ₁ b ₁	.091	.044	2.042	.041	.001	.151			
		c'	.588	.064	9.159	.000	.487	.702			
		Total	.679	.055	12.299	.000	.589	.772			
		c'/Total	.8673=86.60%								
		a ₁ b ₁ /Total	.1340=13.40%								

Table 2 Testing the mediating roles of perceived distributive justice and interpersonal justice (continue)

Model	Mediation variables	Statistics					90%CI		Mediation role	fit statistics	
		symbol	b	SE	Z	P	lower	upper			
2	PIJ	a ₂	.911	.053	17.307	.000	.853	1.003	Partial	χ ² = 231.297, df = 58, p = 0.000, CFI = .933, SRMR = 0.044	
		b ₂	.509	.078	6.509	.000	.351	.644			
		a ₂ b ₂	.464	.068	6.790	.000	.404	.614			
		c'	.186	.079	2.370	.018	.060	.323			
		Total	.650	.045	14.593	.000	.570	.691			
		c'/Total	.2862=28.62%								
		a ₂ b ₂ /Total	.7138=71.38%								
3	PDJ & PIJ	a ₁	.757	.046	16.338	.000	.709	.866	No	χ ² = 409.810, df = 108, p = 0.000, CFI = .920, SRMR = 0.056	
		b ₁	.027	.045	.598	.550	-.082	.070			
		a ₁ b ₁	.020	.034	.612	.540	-.064	.052			
		a ₂	.996	.057	17.402	.000	.911	1.122	Partial		
		b ₂	.467	.093	5.005	.000	.308	.566			
		a ₂ b ₂	.465	.084	5.550	.000	.346	.515			
		c'	.220	.082	2.678	.007	.115	.384			
		Total IE	.485	.071	6.800	.000	.433	.544			
		Total	.705	.052	13.641	.000	.622	.737			
		a ₁ b ₁ -a ₂ b ₂	-.445	.106	-4.203	.000	-.569	-.374			
		a ₁ b ₁ /Total	.0284=2.84%								
		a ₂ b ₂ /Total	.6596=65.96%								
		c'/Total	.3120=31.21%								

Note: b=unstandardized path coefficient, SE=standard error, Z=z-test, p=probability, R²=square multiple correlations PDJ is perceived organisational distributive justice and PIJ is perceived organisational interpersonal justice

Analysis results of model 1. When perceived distributive justice acted as a mediator in the relationship between transformational leadership and organizational citizenship behavior, it was found that overall the model had acceptable fit to the empirical data (χ² = 181.467, df = 58, p = 0.000, CFI = .955, SRMR = 0.051). Transformational leadership significantly affected organizational citizenship behavior (a₁ = 0.700, SE = 0.071, Z = 9.829, p = 0.000, 90%CI = 0.599, 0.805). Likewise, perceived distributive justice significantly affected organizational citizenship behavior (b₁ = 0.129, SE = 0.066, Z = 1.968, p = .049, 90%CI = 0.001, 0.129) while transformational leadership also directly and significantly affected organizational citizenship behavior (c' = 0.588, SE = 0.064, Z = 9.159, p = .000, 90%CI = 0.487, 0.702), and indirectly affected perceived distributive justice (a₁b₁ = .091, S.E. = 0.044, Z = 2.042, p = .041, 90%CI = 0.001, 0.151). This result indicates that perceived distributive justice acted as a partial mediator between transformational leadership and organizational citizenship behavior with the ratio of the indirect effect to the total effect only 0.1340 (13.40%) while that of the direct effect to the total effect was 0.8660 (86.60%).

Analysis results of model 2. When perceived interpersonal justice acted as a mediator, it was found that the overall model had good fit to the empirical data (χ² = 231.297, df = 58, p <.001, CFI =

.933, SRMR = 0.044). Transformational leadership had a significant direct effect on organizational citizenship behavior ($a_2 = 0.911$, SE = 0.053, $Z = 17.037$, $p = 0.000$, 90%CI = 0.853, 1.003), and perceived interpersonal justice had a significant direct effect on organizational citizenship behavior ($b_2 = 0.509$, SE = 0.078, $Z = 6.509$, $p = .000$, 90%CI = 0.351, 0.644). Transformational leadership also had a significant direct effect on organizational citizenship behavior ($c' = 0.186$, S.E. = 0.064, $Z = 2.370$, $p < .001$, 90%CI = 0.060, 0.323) and had a significant indirect effect through perceived distributive justice ($a_2b_2 = .464$, S.E. = 0.068, $Z = 6.790$, $p = .000$, 90%CI = 0.404, 0.614). The study's results therefore show that perceived interactional justice was a partial mediator as was perceived distributive justice. The ratio of the indirect effect to the total effect was rather high at 0.7138 (71.38 %) while the ratio of the direct effect to the total effect was 0.2862 (28.62 %). However, this comparison is not necessarily conclusive because the results were derived from different models and therefore model 3 was considered.

Analysis results of model 3. When perceived distributive justice and interpersonal justice were analyzed together in the same model, the results were different from those of model 1 in that perceived distributive justice did not affect organizational citizenship behavior ($b_1 = 0.027$, S.E. = 0.045, $Z = 0.598$, $p = .550$, 90%CI = -0.082, 0.070). Further, it was found that transformational leadership did not have an important indirect effect on organizational citizenship behavior ($a_1b_1 = 0.021$, S.E. = .034, $Z = 0.612$, $p = .540$, 90%CI = -0.064, 0.052) which indicated that perceived distributive justice did not act as a mediator between transformational leadership and organizational citizenship behavior. This differed from the findings from model 1 where perceived interpersonal justice was a partial mediator because transformational leadership had both statistically significant direct effects and indirect effects through perceived interpersonal justice (Iacobucci et al., 2007). The results were however in agreement with those of model 2. In addition, when considering the differences of indirect effects, it was found that the indirect effect on transformational leadership which perceived distributive justice had was significantly different from that of perceived interactional justice ($a_1b_1 - a_2b_2 = -0.445$, S.E. = .106, $Z = -4.203$, $p = .000$, 90%CI = -0.569, -0.374). The size of the indirect effect through perceived interpersonal justice was therefore greater. When considering the ratio of the indirect effect to the total effect, the effect through perceived interpersonal justice had a ratio of 0.6596 or 65.96% of the total effects that transformational leadership had on organizational citizenship behavior. The ratio of the indirect effect through perceived distributive justice was only 0.0284 or 2.84%, and the ratio of the direct effect on the total effect was 31.20%. From the analysis of the results shown in the path diagram below (Figure 2) it can be concluded that perceived interactional justice was a significantly more important mediator than perceived distributive justice.

Discussions

This study tested the mediating role of perceived distributive justice and interpersonal justice in public organizations. The sample consisted of 242 public employees from various organizations in the four southern border provinces of Thailand. Transformational leadership accounted for 13.40% of the organizational citizenship behavior through perceived distributive justice while 71.38% was accounted for by through the mediation of interpersonal justice. The analysis results of model 1 and model 2 provide an important indication that perceived distributive justice and interpersonal justice are important in their

own rights since, in this study, they functioned as partial mediators between transformational leadership and organizational citizenship behavior. The results correspond to those from studies previously conducted (Blakely et al., 2005; Jafari, Motlagh, Yarmohammadian, & Delavar, 2011; Moorman, 1991; Moorman et al., 1998) and with studies that have found that transformational leadership affects organizational citizenship behavior through perceived justice (Cho & Dansereau, 2010). Similarly, other studies have confirmed that transformational leadership affects other variables through perceived justice and links to other desired variables (Naumann & Bennett, 2000; Van Knippenberg, Van Knippenberg, De Cremer, & Hogg, 2004). These findings support theories that suggest that perceived organizational justice is a mediator leading to desired attitudes and desired behaviors (Cohen-Charash & Spector, 2001; Colquitt, Scott, Judge, & Shaw, 2006). Justice is, therefore, an important aspect of social exchange (Blau, 2017) affecting both trust and fairness because fair actions can enhance exchange relationships and the trust between two parties. Employees are able to perceive justice in the distribution of rewards and in interpersonal relationships. According to social exchange theory, relationships between leaders and members of organizations are based on mutual benefit exchange in which employees receive justice and feel that they must do something in return. In this study, the return refers to being good citizens of the organization i.e., organizational citizen behavior. Therefore, reciprocity in the sense of social exchange results in increased effort in doing work under one's responsibility and beyond (Eisenberger et al., 1986).

The results validate the notion that interpersonal justice is more significantly regarded than distributive justice.

The study clearly indicates that perceived interpersonal justice holds greater significance than perceived distributive justice in promoting organizational citizenship behavior. The results of this study challenge previous studies that suggested that the perceived justice has a greater influence on job satisfaction (Jha & Balaji, 2015) and the intention to leave a job (Mengstie, 2020), as compared to perceived interpersonal justice. It's conceivable that government employees in this research are employed in special regions, which have superior welfare than regular regions. Therefore, the importance of perceived distributive justice is diminished, but it requires leaders to consistently treat themselves with dignity, care, and respect.

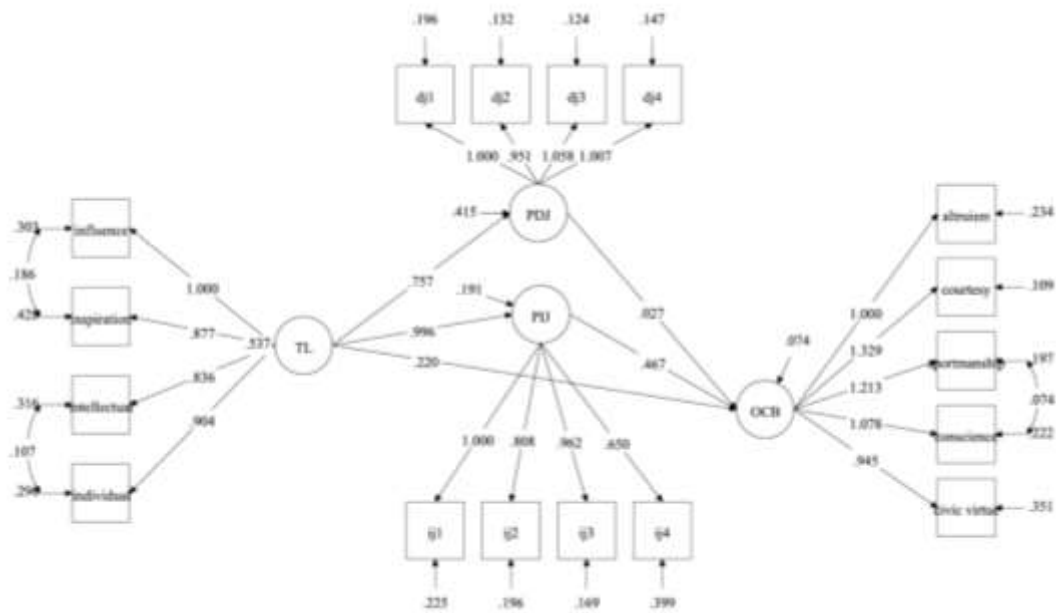


Figure 2 Findings from the investigation of the parallel multiple mediations model (model 3)

Originality and Body of Knowledge

Nevertheless, the analysis results of model 3 revealed that when perceived distributive justice and interpersonal relationship were tested in the same model to compare their mediating roles, perceived distributive justice had no mediating effect while perceived interpersonal justice had a partial mediating effect. When the indirect effects of the two paths (see Figure 2 above, a_1b_1 and a_2b_2) were tested, a statistically significant difference was found between their effects. The ratio of the indirect effect to the total effect of transformational leadership through distributive justice was 2.84% whereas through perceived interpersonal justice it was 65.96%. This finding strongly suggests that employees’ perception of interpersonal relationships is a more important mediator than their perception of the organization’s distributive justice. It can be seen that the importance of perceived distributive justice decreased considerably from partial mediation (13.40% in model 2) to almost no mediation (2.84% in model 3) when personal relationships were also taken into consideration. This finding is in agreement with the study by Golparvar & Javadian (2012) which found that perceived interpersonal justice affects organizational citizenship behavior while perceived distributive justice affects only sportsmanship. This finding reveals that exchange relationships between leaders and followers in organizations are of great importance in promoting organizational citizenship behavior.

Conclusions

This finding implies that leaders who emphasize rewards in their exchanges with employees may not motivate their followers to behave in desired ways even though the rewards may be based on justice, since rewards alone may not meet their followers’ needs. It is a quality of transformational leaders to naturally give more importance to interpersonal relationships as a means of motivating followers to adapt their behavior as necessary to achieve the organizations’ goals (Zeinabadi & Rastegarpour, 2010). Transformational leaders try to behave in ways that satisfy followers in a friendly

manner to show closeness and equality while supporting their followers' perception of justice. As a result, the followers perceive their own importance and value because they are treated with respect by their leaders. Therefore, transformational leadership has a greater effect on organizational citizenship behavior through perceived interpersonal justice than through distributive justice.

Recommendations

1. Policymaking Recommendations

The results validate the significance of perceived distributive justice and interpersonal justice. However, when the two variables were examined simultaneously, it was discovered that perceived interpersonal justice played a more significant role as a mediator compared to distributive justice. This study demonstrates that among Local Administrative Organizations in the Four southern border provinces of Thailand, prioritizing the treatment of employees with dignity, care, and respect is of greater significance than ensuring the equitable allocation of resources. Policymakers should prioritize perceptions of interpersonal justice over perceptions of distributive justice.

2. Recommendations for Future Research

Further research is necessary using models incorporating parallel or serial mediation and employing all four components of perceived organizational justice as mediators to learn about the role of each component using other variables as independent and dependent variables. This will provide a more profound body of knowledge in perceived organizational justice that could be applied in organizations in the context studied in the present research as well as more widely, which would be beneficial to organizational development.

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