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Transformational Leadership and Organizational Citizenship Behavior: Testing the Mediating Role of Organizational Justice

ภาวะผู้นำการเปลี่ยนแปลงและพฤติกรรมการเป็นสมาชิกที่ดีขององค์การ: การทดสอบบทบาทการเป็นตัวแปรคั่นกลางของความยุติธรรมในองค์การ

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Abstract

The objective of this study is to investigate the mediating role of perceived organizational justice in the relationship between transformational leadership and organizational citizenship behavior of government employees in the three Southern border provinces of Thailand. Two hundred and thirty-seven (237) subjects were selected from each province using stratified sampling. The research instrument was a questionnaire to measure three variables consisting of organizational citizenship behavior (OCB), perceived organizational justice (POJ), and transformational leadership (TFL). The study found that the transformational leadership variable did not directly affect organizational citizenship behavior; however, it indirectly affected it through perceived organizational justice (POJ) with statistical significance. This indicated that the perceived organizational justice variable played a role of complete mediation between the transformational leadership variable and organizational citizenship behavior variable.

Keywords: Transformational Leadership; Perceived Organizational Justice; Organizational Citizenship Behavior

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บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อวิเคราะห์บทบาทการเป็นตัวแปรคั่นกลางของการรับรู้ความยุติธรรมระหว่างภาวะผู้นำการเปลี่ยนแปลงและการเป็นสมาชิกที่ดีขององค์กรภาครัฐในสามจังหวัดชายแดนภาคใต้ จำนวนตัวอย่าง 237 ตัวอย่าง สุ่มแบบแบ่งชั้น เครื่องมือเป็นแบบสอบถามใช้วัดสามตัวแปร ได้แก่ การเป็นสมาชิกที่ดีในองค์การ การรับรู้ความยุติธรรมในองค์การ และภาวะนำการเปลี่ยนแปลง ผลการวิจัยพบว่า ภาวะผู้นำการเปลี่ยนแปลงไม่ส่งผลโดยตรงต่อพฤติกรรมการเป็นสมาชิกที่ดีขององค์การ แต่ส่งผลทางอ้อมผ่านการรับรู้ความยุติธรรมในองค์การอย่างมีนัยสำคัญทางสถิติ แสดงให้เห็นว่าการรับรู้ความยุติธรรมในองค์การมีบทบาทเป็นตัวแปรคั่นกลางโดยสมบูรณ์ระหว่างภาวะผู้นำการเปลี่ยนแปลงกับพฤติกรรมการเป็นสมาชิกที่ดีขององค์การ

คำสำคัญ : ภาวะผู้นำการเปลี่ยนแปลง, การรับรู้ความยุติธรรมในองค์การ, พฤติกรรมการเป็นสมาชิกที่ดีขององค์การ

Introduction

Organizational justice has sufficient potential to benefit the organization and its employees because organizational justice is important to employees' feeling and behaviors such as organizational citizenship behavior and other desired behaviors (Colquitt, Conlon, Wesson, Porter & Ng, 2001; Cropanzano & Molina, 2015; Cropanzano & Wright, 2003). Organizational citizenship behavior can affect social capital, increase of performance as well as willingness in activity participation, and organizational citizenship behavior can, in turn, efficiently develop potential among human resources in the organization (DeConinck, 2010; DeConinck & Stilwell, 2004; Kidwell, Mossholder & Bennett, 1997; Organ & Konovsky, 1989). According to fairness heuristic theory (Lind, 2001), individuals have information on each dimension which leads to their overall perceived justice which can affect feelings, attitudes, and behaviors of employees in the organization (Ambrose & Schminke, 2009).

Organizational justice perception is a variable that links with other organizational variables to achieve organizational goals. Thus, organizational justice perception is not the ultimate goal of the organization but a mediating variable between other variables (Adams, 1965; Bies & Moag, 1986; Leventhal, 1980) such as organizational citizenship, organizational commitment, turnover intention, and work performance. All of these result from perceived organizational justice. It is also found that transformational leadership can directly affect perceived organizational justice (Ehrhart, 2004; Liden, Wayne, Zhao & Henderson, 2008) which is in agreement with Cho and Dansereau (2010) who found that the mediating role of perceived organizational justice affected the relationship between transformational leadership

and organizational citizenship behavior in that transformational leadership had less influence on perceived organizational justice than it should have been.

Wingworn & Piriyakul (2011) found that transformational leadership directly affected organizational citizenship behavior while Moorman (1991); Niehoff & Moorman (1993) found that perceived organizational justice also directly affected organizational citizenship behavior. Furthermore, it was found that transformational leadership affected organizational citizenship behavior through perceived organizational justice (Niehoff & Moorman, 1993). In addition, other studies confirm that transformational leadership affects other variables through perceived justice and is a key variable that links transformational leadership with other desired dependent variables (Naumann & Bennett, 2000; Van Knippenberg, Van Dick & Tavares, 2007). An important argument arising from these study results is that they cannot clearly indicate what type of mediator perceived organizational justice plays in the relationship between transformational leadership and organizational citizenship behaviour. When considering the Thai society context, only a few studies have been conducted on perceived organizational justice as a mediator variable. Studies during 2005 -2015 on the ThaiLIS research database, 47 studies or 72.34 percent are found to be on perceived organizational justice, of these 34 are on perceived justice as a causal variable, and only two studies or 4.26 percent are on dependent variables, and 11 studies or 23.40 percent on relationships with other unspecified variables. These percentages show that even though there are some studies on perceived organizational justice, most of them are on causal variables or independent variables rather than dependent ones. Therefore, there are a few studies that lead to understanding of how perceived organizational justice is derived. What is more is that studies on perceived organizational justice as a mediating variable are not found on the research database.

Therefore, it is obvious that this study on the mediating role of perceived organizational justice in the relationship between transformational leadership and organizational citizenship is to find out answers to a research question that helps clarify it theoretically whether or not perceived justice plays an important role as a mediator, and if it does, whether it is complete mediation or partial mediation. The results of this study will be directly beneficial to government organizational development in the Thai social context at the levels of practice, administration as well as policy.

Research Objective

To investigate the mediating role of perceived organizational justice in the relationship between transformational leadership and organizational citizenship behavior of government employees in the three Southern border provinces of Thailand

Literature Review

Social exchange theory

Social exchange theory is related to two important aspects: trust and fairness, and because of their importance in social exchange theory, recent studies have been conducted on relationship between perceived organizational justice and feelings of employees in the organization (Cohen-Charash & Spector, 2001; Colquitt et al., 2001). Thus, justice is an important aspect in social exchange (Blau, 1964). Fair action can enhance exchange relationships and trust between two parties. Employees can perceive that they are treated with justice when they receive rewards (reward fairness); they receive justice in terms of process, and perceive justice in interpersonal relationships.Social exchange theory describes organizational citizenship behavior in terms of responsibility based on mutual benefit exchange. It is trust between the organization or manager and employees rather than economic exchange that ties the two parties, and it is based on experience received not on negotiation (Eisenberger, Huntington, Hutchison & Sowa, 1986; Konovsky & Pugh, 1994).

Oganizational citizenship behavior

Organ (1988) specifies that organizational citizenship behavior is shown through assistance that organizational citizens provide in a creative way, and it is valuable behavior directly related to individuals' work performance praised by others in the organization (Clegg, Hardy & Nord, 1996; Kreitner & Kinicki, 2001). It also refers to behavior that individuals express or do voluntarily to support organizational success; behavior in doing extra work in addition to one's responsibility, and other similar behavior such as extra role behavior, organizational citizenship behavior (Organ, 1988), altruistic behaviour, voluntary behaviour, and situational behaviour (Motowidlo & Van Scotter, 1994), etc. However, the widely used term for this type of behaviour is organizational citizenship behaviour (Van Dyne, Graham & Dienesch, 1994).

Organizational citizenship behaviour refers to assistance or creative expression shown by members of the organization; it is valuable behaviour praised by people in the organization and it is directly related to work performance of the person not an obligation that the individual has to do according to his or her role (Clegg et al., 1996; Kreitner & Kinicki, 2001). It is behaviour that the individual expresses or does voluntarily which supports success of the

organization and helps it to achieve its goals effectively and efficiently (Greenberg & Baron, 2003; Newstrom & Davis, 1997); it is behaviour necessary for organizational survival or important for organization image and recognition (Hellriegel & Slocum Jr, 2004).

Perceived Organizational justice

Greenberg (1990) states that perceived organizational justice is perception of justice in rewards allocated to employees. Perceived organizational justice is a process used for decision-making. According to Gordon (2002), perceived justice is perception of individuals in organizational justice in practice, especially in providing returns, decision-making process, and organizational system of determining returns and decision-making process. Colquitt's (2001)classification of perceived organizational justice is similar to that of Folger and Cropanzano (1998) consisting of procedural justice, distributive justice and interactive justice (Colquitt, Scott, Judge & Shaw, 2006). Studies found that perceived justice is an important factor affecting employees' behavior (Cole, Bernerth, Walter & Holt, 2010). Perceived justice has influence on work attitude. If employees perceive they receive justice, they will have more job satisfaction and more commitment to their work (Loi, Yang & Diefendorf, 2009). They will also have good organizational citizenship (Colquitt et al., 2001; Konovsky & Pugh, 1994; Moorman, 1991; Moorman, Blakely & Niehoff, 1998; Niehoff & Moorman, 1993; Tziner & Sharoni, 2014).

Transformational leadership theory

Transformational leadership theory is based on Burns' concept (1978) stating that the leader who realizes his subordinates' needs, searches incentives for them and encourages them to be aware of their own needs and such a leader tries to meet subordinates' needs even more. This corresponds with the meaning given by Bass (1985) who defines transformational leader as the leader who tries to encourage and motivate his subordinates to work for the organization to achieve its goal. At the same time, the leader tries to make his subordinates realize the importance of the group's objectives and points out their benefits through those of the organization or the group. Studies found that the leader who possesses transformational leadership is diligent, works hard, and has outstanding work performance and organizational commitment. Thus, transformational leadership or transactional leadership is considered suitable for this present changing world (Bass, 1985). Studies also found that transformational leadership influences good organizational citizenship behaviour (Boerner, Eisenbeiss & Griesser, 2007; Podsakoff, MacKenzie, Moorman & Fetter, 1990), and transfers perceived justice to others as well (Van Knippenberg et al., 2007).

Methods

This quantitative study investigates perceived organizational justice among government employees as a mediator variable between transformational leadership and organizational citizenship behavior.

Sample

The sample of this study consisted of government employees of local administrative organizations in the three Southern provinces of Thailand: Narathiwat, Yala, and Pattani. This study employed a sample of 237 selected using stratified sampling classified according to provinces, and this sample size was sufficient for accuracy in parameter estimation.

Research instruments

The instruments used in this study were adapted based on concepts and theories related to measuring variables in models. They were perceived organizational justice (POJ), organizational citizenship behavior (OCB), and transformational leadership (TFL). Due to the fact that these variables have been created and developed for use in various contexts, for this study they were not developed but improved from original ones. Then question items were adapted to suit the context of the study. The reliability of the instruments was estimated using Cronbach's alpha coefficient (Cronbach, 1957) and it needed to be .70 or more (George & Mallery, 2010) while power of discrimination was determined based on item-total correlation which needed to be .30 or more (Nunnally & Bernstein, 1994). The details of each variable are as follows.

Organizational citizenship behavior (OCB) was developed based on Organ's (1991) consisting of five aspects: 1) altruism, 2) courtesy, 3) sportsmanship, 4) civic virtue, and 5) conscientiousness. They have been used in the Thai context by various researchers: Madplod, Rinthaisong & Vehachart (2013); Poohongthong et al. (2014); and Treeravanittrakul (2004). The reliability of the questionnaire was 0.958, and the item-total correlation was in the range 0.402 - 0.796.

Perceived organizational justice (POJ) for which a questionnaire was developed based on Colquitt's (2001) consisting of four aspects: 1) distributive justice, 2) procedural justice, 3) interactional justice, and 4) systemic justice. The reliability of the questionnaire was .988, and the item-total correlation was in the range .495 - .945.

Transformational leadership (TFL) was used to measure leadership of administrators of local administrative organizations (permanent secretaries or equivalent) assessed by their subordinates in the organizations. Multifactor Leadership Questionnaire (MLQ-Form 5X Short) (Bass & Avolio, 1995) is a questionnaire that can be used by leaders to evaluate themselves as well as to evaluate others. It consists of 45 question items with questions to measure transformational leadership and transactional leadership. In this study, however, only 20 question items measuring transformational leadership were used. The questionnaire consisted of four aspects: (1) idealized influence classified into idealized influence attribute (question items 10, 18, 21, and 25); (2) idealized influence behavior (question items 6, 14, 23, and 34); (3) intellectual stimulation (question items 2, 8, 30, and 32); and (4) individualized consideration (question items 15, 19, 29, and 32). A five-point rating scale was used ranging from Not at all, Once in a while, Sometimes, Fairly often, to Frequently. The reliability of the questionnaire was .978, and the item-total correlation was between .548 – .911.

Statistics for Data Analysis

Basic statistics used were mean, standard deviation, maximum, minimum, skewness, kurtosis, and correlation coefficient.

Statistics used in testing the hypothesis was a two-step analysis. The first step was confirmatory factor analysis (CFA) to test validity of the measurement models, and the second step was mediation testing to test the mediating role of perceived organizational justice using structural equation modeling (SEM). Parameters of the models were estimated using maximum likelihood (ML), a widely-used method for structural equation model analysis.

Chi-square is generally used in testing goodness of fit to the empirical data, and in such testing there should not be statistical significance; however, if there is, relative chi-square is considered instead, and the ratio of the chi-square value to the degrees of freedom must not be over 3 (χ^2/df<3) (Carmines & McIver, 1983). The closer the Standard Root Mean Squared Residual (SRMR) is to 0 (zero),the closer the goodness of fit to the empirical data, and if it is less than .08, the model fits to the empirical data (Browne & Cudeck, 1993; Hu & Bentler, 1999). Comparative fit index (CFI) was proposed by Bentler (1990), and according to Fan et al., (1999), CFI is not very sensitive to sample size, and it is not very effective if the value of the relationship between variables is low due to low variances of variables (Raykov, 2000, 2005). Thus, the values in this study should be 0.90 or greater to show that the models

fit to the empirical data. Likewise, Tucker Lewis Index (TLI) needs to be .09 or greater to indicate model goodness of fit.

Results

Basic statistical results and variable coefficients

The means of observed variables used as indicators to latent variables were in the range 3.465 - 4.208. For organizational citizenship behavior, conscience was the indicator with the lowest mean; and for perceived organizational justice, the process aspect had the lowest mean. The standard deviation of all variables was in the range .499 - .849; organizational citizenship behavior in the aspect of conscience was the lowest which indicated distribution of the lowest score while transformational leadership in terms of inspiration had the highest standard deviation indicating distribution of the highest score. When considering the skewness, they were between -.814 - .195 and almost all of them were in the negative range which indicated that most of the indicators were left-skewed but acceptable as symmetrical because the skewness was not over ±1. When considering the kurtosis, both positive and negative values were found; the positive values indicated leptokurtic while the negative values were platykurtic. However, most of them were in the range ±1, and thus, acceptable as a kurtosis of normal distribution except organizational citizenship behavior in sportsmanship, and transformational leadership in terms of idealized influence that had the value of over 1.0. Nevertheless, according to George and Mallery (2010), this was acceptable because ±2 is still acceptable as normal distribution. Thus, these two variables were not transformed because overall, it was acceptable that such observed variables had normal distribution.

Testing the validity of the measurement models

Table 1 shows the factor loadings of all observed variables of the latent variables of organizational citizenship behavior (OCB) were in the range .634 - .886 and with statistical significance ($Z > 1.96$). In addition, it was found that the latent variables of organizational citizenship behavior (OCB) could explain the variance of the indicators in the range 40.1 - 79.3 with the lowest for sportsmanship (R^2=.401) and the highest was for courtesy (R^2=.793). The latent variables of organizational behavior (OCB) had composite reliability (CR) of .897 which was higher than the criterion (CR>.7) (Hair, Black, Babin & Anderson, 2010), and the average variance extracted (AVE) was .638. This indicated that the latent variables of organizational behavior (OCB) could explain the average variance of the observed variables at 63.8 percent as the criterion is AVE >.5 (Hair et al., 2010). The measurement model of perceived organizational justice (POJ) found that the factor loadings were between .661 - .979 and were all statistically

significant. The latent variables of perceived organizational justice (POJ) could explain the variance of the observed variables between 74.5 – 95.9 percent, and with composite reliability (CR) of .888, and the average variance extracted (AVE) was .729. For the measurement model of transformational leadership (TFL), it was found that the factor loadings were between .863 - .923 and statistically significant. They could explain the variance of the observed variables at 78.5 - 85.8 percent and with composite reliability (CR) of .944, and the average variance extracted (AVE) was .808. The measurement models of the three variables fitted to the empirical data well (χ^2= 149.063, df = 47, p =.000, CFI =.961, TLI=.946 SRMR =.064).

The results of measurement model test of each latent variable showed that the coefficients of reliability of the indicator of the latent variables were acceptable because all the factor loadings were statistically significant and with a sufficient reliability level. This is because the composite reliability (CR) was higher than the criterion and the latent variables could explain the variance of the indicators due to the average variance extracted (AVE) that was higher than the criterion which indicated that these indicators had convergence validity. The discriminant validity of the constructs was assessed by comparing the square root of the AVE values with the inter-construct correlations for all constructs in the model. The square root of the AVE for each construct should be higher than the correlation estimate between that construct and all other constructs. As shown in table 2, the square roots of the AVE are higher than the correlation estimate. Thus, these measurement models were further analyzed according to the principles of structural equation model analysis.

Table 1 *Statistics for measurement of model evaluation*

Latent variables	Observed variables	β	S.E.	Z	R^2	Res. Var.	AVE	CR
OCB	altruism	0.785	0.029	27.250	0.616	0.384	0.638	0.897
	courtesy	0.890	0.019	46.789	0.793	0.207		
	sportsmanship	0.634	0.042	15.006	0.401	0.599		
	conscience	0.856	0.022	39.204	0.646	0.268		
	civic virtue	0.804	0.029	29.616	0.437	0.354		
POJ	distribution	0.661	0.038	17.470	0.773	0.563	0.729	0.888
	procedural	0.879	0.018	50.151	0.959	0.227		
	interaction	0.979	0.011	91.728	0.745	0.014		

Table 1

TFL	influence	0.863	0.019	44.698	0.785	0.255	0.808	0.944
	inspiration	0.886	0.016	54.131	0.858	0.215		
	intellectual	0.922	0.013	69.751	0.850	0.150		
	individual	0.923	0.013	70.690	0.852	0.148		

Table 2 *Inter-Construct Correlations, and the Square Root of AVE*

		OCB (√AVE=.799)					POJ (√AVE= .854)			TFL (√AVE= .899)			
	Variable	1	2	3	4	5	6	7	8	9	10	11	12
1	altruism	**1.00**											
2	courtesy	**.716**	**1.00**										
3	sportsmanship	**.424**	**.553**	**1.00**									
4	conscience	**.621**	**.773**	**.560**	**1.00**								
5	civic virtue	**.593**	**.692**	**.562**	**.709**	**1.00**							
6	distribution	.413	.356	.404	.321	.397	**1.00**						
7	procedural	.331	.255	.327	.327	.312	**.534**	**1.00**					
8	interaction	.383	.380	.501	.347	.381	**.644**	**.852**	**1.00**				
9	influence	.551	.540	.429	.501	.524	.576	.314	.473	**1.00**			
10	inspiration	.337	.318	.386	.362	.379	.621	.522	.686	**.571**	**1.00**		
11	intellectual	.265	.270	.342	.345	.352	.672	.511	.704	**.592**	**.855**	**1.00**	
12	individual	.298	.303	.359	.337	.374	.652	.544	.673	**.577**	**.793**	**.836**	**1.00**

The test results of the mediating role of perceived organizational justice

The mediating role of perceived organizational justice (POJ) was analyzed according to the concepts of Baron and Kenny (1986) and Iacobucci et al., (2007) with organizational citizenship behavior (OCB) as a dependent variable. The results of the test are shown in Table 3. *The analysis results of Model 1*.The causal relationship analysis between transformational leadership (TFL) and organizational citizenship behavior (OCB) showed that transformational leadership (TFL) affected organizational citizenship behavior (OCB) with statistical significance (β=.451, SE=.058, Z=7.742, p=.000), and overall the goodness of fit of the model to the empirical data was at an acceptable level. *For Model 2*, the causal relationship between transformational leadership (TFL) and perceived organizational behavior (POJ) was found to be statistically significant (β=.874, SE=.021, Z=41.452, p=.000) and overall, the model fitted to the empirical data. *For Model 3*, it was found that perceived organizational justice (POJ) had a causal relationship with organizational citizenship behavior (OCB) with statistical significance (β=.501, SE=.056, p=.000) and the model fitted to the empirical data. *In Model 4*, all the three variables were analyzed to determine the relationships in terms of direct as well as indirect effects. This model was improved to make it better fitted to the empirical data. The analysis results revealed that transformational leadership (TFL) had direct effect on organizational citizenship behavior (OCB) but with no statistical significance (β=.065, S.E. =.155, Z=.418, p=.676).

Table 3 Testing role of mediation of perceived organization justice

Model		Statistical Values							Role of mediation
		β	SE	Z	p	R^2	Res. var.	fit statistics	
1	TFL->OCB	.451	.058	7.742	.000	.203	.797	χ^2=102.494, df =26, p=.000, CFI =.949, TLI =.930, SRMR=.091	-
2	TFL->POJ	.874	.021	41.452	.000	.763	.237	χ^2=48.039, df =19, p=.000, CFI=.982, TLI=.973, SRMR=.028	-

Table 3

3	POJ->OCB	.501	.056	8.979	.000	.251	.749	χ^2=114.365, df =26, p=.000, CFI=.938, TLI=.914, SRMR=.057	-
4	TFL->OCB	.065	.155	.418	.676	.226	.774	χ^2=273.706, df =62, p=.000, CFI=.921, TLI=.901, SRMR=.067	Complete mediation
	POJ->OCB	.418	.155	2.692	.007				
	TFL->POJ	.869	.022	39.853	.000	.756	.038		
	TE	.428	.059	7.264	.000	IE/TE =.848			
	IE	.363	.137	2.659	.008				

Note: β=standardized path coefficient, SE=standard error, z=z-test, p=probability, R^2=square multiple correlations, Res.var. =residual variance

However, it affected the mediator variable of perceived organizational justice with statistical significance (β=.869, S.E. =.022, Z=39.853, p=.000), and the mediator variable of perceived organizational justice significantly affected organizational citizenship behavior (β=.418, S.E. =.155, Z=2.692, p=.007). The analysis results indicated that perceived organizational justice (POJ) is *a complete mediator variable* of the relationship between transformational leadership (TFL) and organizational citizenship behaviour (OCB). When considering the indirect effect (IE) of transformational leadership (TFL) that affected organizational citizenship behaviour (OCB) through perceived organizational justice (POJ), it was found that the indirect effect (IE) was statistically significant .363 (Z=2.659, p=.008), and the total effect (TE) was .065+.363=.428. Thus, perceived organizational justice (POJ) is proportional to mediation in explaining the variance of organizational citizenship behaviour (OCB) at 84.8 percent of all variances explained (Iacobucci et al., 2007). The analysis results are shown in Figure 1.

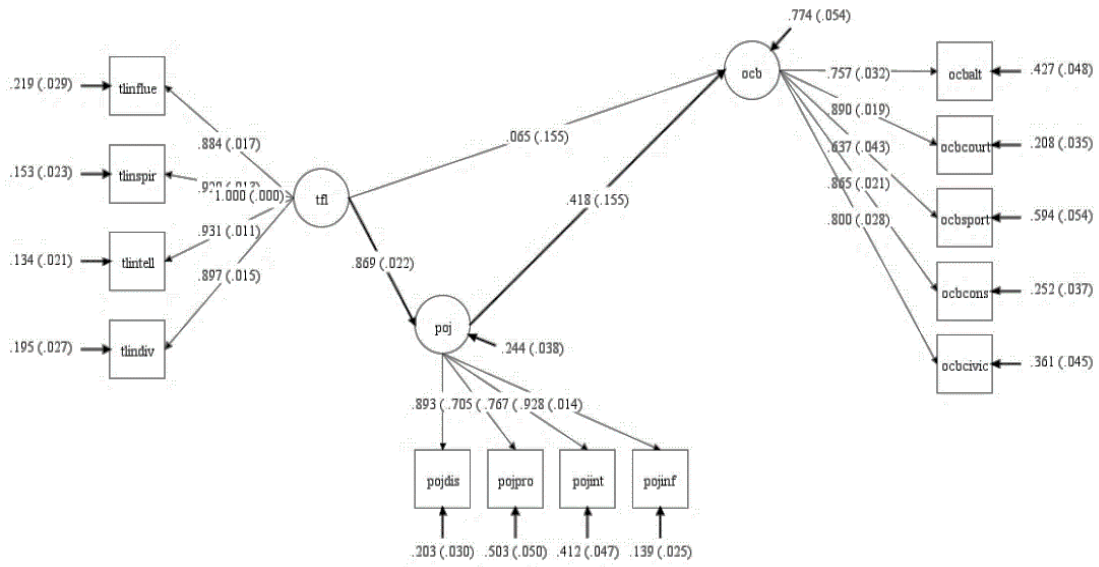


Figure 1 *The mediating role of POJ in the relationships between TFL and OCB*

Conclusions and Discussion

The analysis results of Model 1when perceived organizational justice was not included. Transformational leadership had a direct effect on organizational citizenship behavior. This finding supports a study by Yotkaew (2013), who found that transformational leadership had a significant positive relationship with organizational citizenship behavior. However, when perceived organizational justice was included in the model as shown in Model 4, the analysis results were much different. It was found that transformational leadership affected organizational citizenship behavior through perceived organizational justice but did not directly affect organizational citizenship behavior. Therefore, it can be said that perceived organizational justice is complete mediation between transformational leadership and organizational citizenship behavior which corresponds with Wingworn & Piriyakul (2011) who found that transformational leadership affected organizational citizenship behavior through perceived organizational justice. In addition, it is in agreement with Cho & Dansereau (2010) that the mediating role of perceived organizational justice in the relationship between transformational leadership and organizational citizenship behavior which is confirmed by other studies that transformational leadership affects other variables through perceived organizational justice and is a key variable to connect transformational leadership with other desirable dependent variables (Naumann & Bennett, 2000; Van Knippenberg, Van Knippenberg, De Cremer & Hogg, 2004). Moreover, it was found that transformational leadership directly

affected perceived organizational justice among employees as a result of their values and beliefs that are in line with their high ethical standards (Ehrhart, 2004; Liden et al., 2008). These findings are important because various recent studies usually link transformational leadership with organizational citizenship behavior and the findings usually correspond in that transformational leadership can affect subordinates' behavior. Psychologically, human behavior change takes place internally before it does externally such as change in feeling or attitude before behavioral change (Madplod et al., 2013). Transformational leadership that consists of a set of leadership behavior that leaders use to motivate subordinates to achieve through expectations by changing their attitudes, beliefs and values, and by changing resistance to acceptance (Bass, 1985). Executives with transformational leadership have strategic vision and communicate their vision by speaking about it regularly and develop communications that reflect their vision (Avolio, 1999). Transformational leaders motivate their subordinates to succeed by equipping them with methods and understanding (Gumusluoglu & Ilsev, 2009), and setting a system that meet individual subordinate's objectives and goals (Bass & Riggio, 2006).

Considering perceived organizational justice, it can be seen as how employees interpret their perception of justice they receive from the organization, especially justice relating to reward allocation, reward allocation process, interaction between leaders and subordinates, and organizational rules and regulations (Colquitt et al, 2001; Gordon, 2002; Greenberg, 1990). When employees perceive justice as a result of leadership behavior of the executives, they change their behavior. It was found that the more the employees perceive justice they receive from the organization, the better their organizational citizenship behavior. In other words, leaders' behavior shown through transformational leadership can affect perceived organizational justice which can lead to organizational citizenship behavior. Nevertheless, transformational leadership does not directly affect organizational citizenship behavior.

Regarding social exchange theory which relates to trust and fairness, recent studies have found that there is relationship between perceived organizational justice and employees' feeling (Cohen-Charash & Spector, 2001; Colquitt et al., 2006). Hence, justice is an important viewpoint for social exchange (Blau, 1964). Fair action can enhance social exchange relationship and trust of the two parties. Employees can perceive justice when they receive rewards, justice in terms of process and interpersonal relationships. When social exchange theory is used to explain relationship between perceived organizational justice and

organizational citizenship behavior in the aspect of responsibility based on benefits exchange, what employees receive from the executive or the organization is fair treatment and only then they would feel that they need to do something in return. In this study, it is to behave as good citizens of the organization. Therefore, the meaning of reciprocating in social exchange refers to employees putting more effort to work according to their role and responsibilities and beyond (Eisenberger et al., 1986; Konovsky & Pugh, 1994). Moorman (1991) conducted a study based on equity and social exchange theories also found that there is relationship between perceived organizational justice and organizational citizenship behavior.

Implications

Theoretical support

It is obvious that these findings support the social exchange theory under the Thai organizational context where government officials behave as good citizens of the organization when they receive justice resulting from an exchange offered by the leader. This study is one of the first studies that helps give a clearer picture, in terms of theory, of relationships between transformational leadership, perceived organizational justice, and organizational citizenship behavior. Based on the results of this study, theoretical propositions made are that leadership affects organizational citizenship behavior through perceived organizational justice; such relationship makes perceived organizational justice complete mediation and a variable that links to desired behavior; and that this proposition is in congruence with studies in other contexts (Naumann & Bennett, 2000).

Implications of the findings

1. The finding that overall perceived organizational justice is complete mediation between transformational leadership and organizational citizenship behavior provides understanding of the role and importance of perceived organizational justice. This is because leadership does not directly make subordinates change their behavior in a desirable way if employees do not perceive justice they should receive. Therefore, to create perceived organizational justice, executives should develop themselves to have transformational leadership because it will result in perceived organizational justice and eventually lead to organizational citizenship behavior.

2. Organizations involved in developing executives of local administrative organizations should set policy or make a plan to develop transformational leadership in executives who are involved in translating policy into practice. However, cooperation from employees in the organization is required, and development can be conducted by training on transformational leadership and provide knowledge, understanding, and realization of importance of perceived organizational justice and what it can results.

Implications for further research

1. Profound understanding of the structure of variables of perceived justice in the Thai context should be established because perceived justice variables used in studies in Thai society are variables developed from a body of knowledge from abroad. Therefore, it is possible that perceived justice in the Thai context is different in terms of dimension, structure and indicators from other social contexts. The results of such studies will provide us with variables that are more suitable to Thai society.

2. Model testing of other cultural groups such as comparison of models between males and females or cross cultural groups such as organizations with different cultures or different locations or between public and private organizations, etc. The results of these studies can extend the body of knowledge of administration and management.

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