The Influence of Distributive Justice on Organizational Citizenship Behaviors: Mediating Role of Emotional Exhaustion and Organizational Attachment

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Abstract

This study investigated the perceptions of Pakistani bankers towards distributive fairness and its effects on organizational citizenship behaviors directly and through the mediating role of emotional exhaustion and organizational attachment. A structured questionnaire was used to collect the data from 406 banking sector employees. Data was analyzed through confirmatory factor analysis, structural equation model and correlation analysis. The study found that perceptions of distributive fairness have significant positive effects on organizational citizenship behaviors directly and through mediation of emotional exhaustion and organizational attachment. The results provide innovative implications for Pakistani organizations to develop attitudinal and behavioral outcomes of their employees. The limitation and future research avenues have also been discussed in the study.

Key Words: Distributive Justice, Organizational Citizenship Behaviors, Emotional Exhaustion, Organizational Attachment, Social Exchange Theory, Pakistan, Banking Sector.

1. Introduction

Modern organizational literature is sound and diverse. It is noted that fairness is very important in individuals' everyday life particularly in job setting (Ambrose, 2002). Perception about what is fair and what should be fair has been identified as one of the cognitive affects that predicts individuals' attitudes and behaviors at work place (Lind, Tyler, & Huo, 1997). The employees' perception of fairness at workplace is known as perceived organizational justice (J Greenberg, 1990). Fairness increases individuals' and organizational performance, that is provoking for corporate practioners. Employees are motivated to form close association at workplace with individuals and organizations who perform on fair basis. (Karriker & Williams, 2009). Scholars have investigated perceived organizational justice extensively and identified several gaps where more work is required to enhance our understanding of antecedents, outcomes and mediation/moderation related to the organizational justice concept. These areas include the antecedents of justice perceptions (Rupp & Cropanzano, 2002), outcomes of perceived justice based upon justice dimensions (Colquitt, 2001; Rupp & Cropanzano, 2002), and the mechanism of reciprocal relationship through which fairness perceptions translated into attitudinal and behavioral outcomes (Colquitt & Greenberg, 2003).

Colquitt & Greenberg, (2003) also proposed that perceived organizational justice and organizational citizenship behaviors (OCB) should be investigated with the mediating role of cognitive effects such as organizational commitment (OC) and trust in organization. Similarly, Cropanzano & Mitchell, (2005) identified the need to explore the mediation of trust in organization, commitment, perceived organization support (POS) and Leader-Member exchange relationship (LMX) as functions of exchange relationships. Karriker & Williams, (2009) investigated the mediating role of LMX and organization-member exchange (OMX consists of OC, POS and trust in organization) between the relationship of perceived justice and OCB. Various studies explored the effects of justice perception on job burnout ((Lambert et al., 2010; Liljegren & Ekberg, 2009); and effects of job burnout on OCB (Chiu & Tsai, 2006). But in this study, the relationship of perceived distributive fairness and OCB was measured directly and through the mediating role of emotional exhaustion and OCB.

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Organizational attachment (OA) consists of organizational commitment (OC) and intention to stay in the organization. Though, previous studies measured turnover intentions as an outcome of OCB (Zhang & Agarwal, 2009); and OA has been investigated as combined construct of OC, intention to stay in the organization and OCB (van Olffen & De Cremer, 2007), but in the present study organizational attachment is represented by affective organizational commitment (AOC) and intention to stay in the organization and OCB is taken as an outcome variable of OA. The arguments for this relationship are: firstly, both AOC and intention to stay are cognitive affects, thoughts and feelings and they both have potential to explain the individuals' behaviors including job performance and OCB as the behaviors are based upon cognition, feelings and thoughts. Secondly, as AOC is always measured as an antecedent of OCB therefore, intention to stay can also be taken as an antecedent as the nature of both cognitive components is same.

Second rational for this study is that it has been found that justice and OCB theories that were established on the basis of US sample, cannot be applied and generalized in other cultural context. These theories have largely been overlooked in Asian cultural context. Prominent culture theorist suggested that individuals from different national cultures may not necessarily be aligned with each other due to different sets of values and beliefs, and may have diverse thoughts and/or interpretation according to the context and priorities for outcomes (Hofstede, 1980). Hence, it is concluded that behavioral theories such as justice perceptions, job burnout and OCB established on US sample cannot be applied and generalized effectively in Asian countries due to the cultural differences. Mostly Asian countries (namely Pakistan, India, China and Bangladesh) are found to have collectivist and high power distance culture whereas the culture of United States, Canada and Australia found to be individualistic and low power distance culture (Hofstede, 1980). Similar to the justice theory, most of the researches on citizenship behaviors before 1998 either generalized US-based findings to a global setting, or measured non-US sample with US-based OCB measurement scale (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Farh, Zhong, & Organ, (2004) suggest that in order to examine socially-based organizational citizenship behaviors, scholars should investigate the contextual facets of OCB while taking certain societal, cultural and economic organizational framework. Podsakoff, et al., (2000) stressed upon the need to investigate the citizenship behaviors on the basis of difference in cultural context.

To fill this empirical gap and to address the issue of non-generalizability of justice and OCB theories, the present study sheds some light on the issue of distributive justice and OCB with respect to the banking sector of Pakistan. The study found significant insight through which banking management can improve the perception of their employees towards distributive justice to make their attitudinal and behavioral outcomes more productive. Banking sector is considered as one of the major job providing sectors in Pakistan. This study can also be used as proxy measure for other Asian countries due to the cultural similarities. Pakistan, India and Bangladesh remained combined as sub-continent for a long time and most of the values, beliefs, norms and traditions are similar.

2. Literature Review

Under the influence of social exchange theory (Blau, 1964), the term **Perceived Organizational Justice** was first defined by (French & Dittrich, 1978) as an individual's perception of fairness in organizations. The earlier organizational justice studies focused perceived fairness of resource allocation e.g. distribution of rewards and outcomes (J. Greenberg, 1990), that is named as distributive justice. **Perceived Distributive Justice** refers to the perceptions regarding fairness of output in term of contribution, needs and equity perspective. Maslach, Jackson, & Leiter, (1996) defined the concept of **emotional exhaustion** conceived as the feelings of being emotionally over extended and exhausted due to one's occupation. **Organizational Attachment** is construct of affective commitment, intention to stay and citizenship behaviors (van Olffen & De Cremer, 2007), but we took affective organizational commitment and intention to stay in the organization in this study. According to Meyer & Allen, (1997), **Affective Commitment** is defined as an individual's personal association and recognition with the organization that result in strong belief in organizational values and goals. Mobley, Griffeth, Hand, & Meglino, (1979) defined **Turnover Intentions** as when an employee thinks, plans and desires to quit the job. As we took intention to stay, so we will use the measure of turnover intention and enter as reverse coded. **Organization citizenship behavior (OCB)** is conceived as an employee's willingness to go beyond the assigned roles and responsibilities and perform extra-role for the well-being of the organization (Organ, 1990). Such extra-role behaviors are considered as facilitation to maintain and enhance psychological and social context which promote task performance in the organization (Organ, 1997).

2.1 Perceived Distributive Justice and Emotional Exhaustio

Among organizational factors, perceptions of organizational justice have been found as predominant factor contributing in the development of burnout among employees (Taris, Peeters, Le Blanc, Schreurs, & Schaufeli, 2001).

The possible reason is that inequity produce consequences such as negative affective and motivational outcomes especially with regard to the social exchange relations at workplace. Inequity is one of the major dilemmas in almost every industry of Pakistan. It is revealed that inequity is found to have negative consequences such as emotional exhaustion, lack of efficacy, absence due to illness, health complaints and cynicism. Most of the studies on inequity and its effects on burnout are just focusing conceptualization of inequity (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Taris, et al., 2001). In these studies, equity theory of Adams, (1965) and equity rules with regard to one's input/output and their comparison with those of others have been focused. In current study, two other rules of distributive justice such as contribution and need rules have also been considered to cope up with the increasing requirement of research in Pakistani industries.

A growing body of social researchers found the manifold effects of distributive justice on job burnout. Findings of such studies include: significant inverse relationship between distributive justice and job burnout (Brotheridge, 2003; Lambert, et al., 2010; Tepper & Taylor, 2003) and significant inverse relationship between distributive justice and emotional exhaustion (Moliner, Martínez-Tur, Peiró, Ramos, & Cropanzano, 2005). Keeping in view the stated above conceptualization of organizational justice and job burnout and empirical evidences about the relationship of these factors, it is conceived that job burnout can be seen among bankers in Pakistani culture. Due to the injustice in term of contribution and need rules of distributive justice (Leventhal, 1976), bankers perceive injustice at their workplace. Injustice at job place is found as one of the predominant stressors (Zohar, 1995). Thus the following hypothesis has been proposed:

Hypothesis 1: Perceived distributive justice has significant negative effect on emotional exhaustion.

2.2 Perceived Distributive Justice and Organizational Attachment

Organizational attachment consists of organizational commitment and intention to stay in the organization. Various studies suggested that exercising fair systems and procedures may increase the employee's commitment to their organization because fairness indicates that employees are valued members of the organization (Lind & Tyler, 1988). Employee**s** would have more attachment with their employing organization if they feel that they could not get same benefits from another organization (S. H. Lee, Lee, & Lum, 2008). A broad range of literature found that perception of organizational justice has a positive impact on organizational commitment (Bakhshi, Kumar, & Rani, 2009; Loi, Hang Yue, & Foley, 2006; Paré & Tremblay, 2007). Different studies have supported turnover intentions as a vital outcome of justice perceptions (Lambert, et al., 2010; Zhang & Agarwal, 2009). However, in the present study, we used intention to stay in the organization instead of turnover intention and examine the effects of perceived distributive fairness of organizational justice on a combined construct of AOC and intentions to stay in the organization named as organizational attachment. For this, we developed the following hypothesis:

Hypothesis 2: Perception of distributive justice has significant positive effect on organizational attachment.

2.3 Distributive Justice and Organizational Citizenship Behaviors

Organizational justice has been found as a key predictor of OCB (Moorman, 1991). Organ, (1990) described two key reasons with respect to the distributive justice which convinced an individual to perform OCB. First, lower reward in contrast to higher level of employee's contribution at workplace leads to depression within an individual. The individual feeling inequity between his/her input and output will change his/her amount of contribution in organization to reduce or eliminate that tension. As OCB is extra-role volunteer behaviors, not part of formal job duties and responsibilities and is considered as an input for individual's equity ratio (Organ, 1990). To address the inequity, individuals are expected to decrease their level of input because this is the safer reaction as compare to the situation in which they decrease their level of input in those tasks which are part of their formal duties and responsibilities. Second reason derived from social exchange theory (Blau, 1964) that explained the inequity between economic and social exchange. Organ, (1988) was of the view that justice perception may explain OCB by convincing an individual to shape his/her relationship with the organization as form of social exchange.

Thus, it is assumed if individuals perceive themselves in the social exchange relationship, they are more likely to perform OCB. The present study is of the view that individuals whose perception about reward and outcome is fair are more likely to perform discretionary behaviors. Most of the empirical studies revealed that employees whose perceptions of distributive fairness is high, showed better performance in citizenship behaviors (M. Konovsky & S. Pugh, 1994; Masterson, Lewis, Goldman, & Taylor, 2000; Moorman, 1991). It is noted in previous studies that the relationship of distributive justice, in contrast to rest of the dimensions of justice, and citizenship behaviors remained vague. Some scientists found distributive fairness to be relatively weaker determinant of OCB (R Cropanzano & Byrne, 2000; Ishak & Alam, 2009; Moorman, 1991); some argued for positive relationship (Farh, Earley, & Lin, 1997; Zhang & Agarwal, 2009);

but some other are of the view that the association is based upon the cultural context of subject sample (M. A. Konovsky & S. D. Pugh, 1994). Thus, it can be inferred that the relationship between perceived inequity and OCB is still ambiguous and need further exploration. These theoretical bases and empirical findings lead us to assume that:

Hypothesis 3a: Perceived distributive justice has significant positive effect on (a) OCBI, (b) OCBO.

2.4 Emotional Exhaustion and Organizational Attachment

A number of conceptual model have been discussed to understand the consequences of emotional exhaustion (Kahill, 1988; R. T. Lee & Ashforth, 1996). These theoretical framework paid more attention to outcomes of emotional exhaustion for individuals and their families and emphasized comparatively less to the organizationally relevant outcomes (such as performance and OCB) of emotional exhaustion. We explain two conditions to understand the relationship between emotional exhaustion and its attitudinal outcomes. First, emotional exhaustion may be seen as an unjustified cost for the benefits provided to employees through employment contract. Second, individuals are more likely to resent the organization where over workload leads them to emotional exhaustion which is costly and not justified in most cases, yields the attitudinal outcomes such as low organizational commitment and higher turnover intention. Moreover, Maslach, (1982) explained that the employees experiencing burnout tend to have psychological withdrawal from the organization. Such an adverse situation leads employees to low level of affections with the organization. Furthermore, chronic burnout has also been proved as strong determinants of employees' withdrawal intentions (Maslach, 1982).

Initially, such withdrawal may be in form of absenteeism, long breaks, and physical isolation as the burned out employees are likely to avoid interaction with their colleagues and customers. Eventually, if burnout continues for a long time, the employees will likely avoid permanently by quitting from the position, the organization or even the career. Several studies examined the relationship of emotional exhaustion with organizational commitment and turnover intention (R. Cropanzano, Rupp, & Byrne, 2003), job burnout and turnover intention (Kim & Stoner, 2008), job burnout and organizational commitment (Singh, Goolsby, & Rhoads, 1994). In the light of discussed literature, it is concluded that employees experiencing emotional exhaustion will demonstrate decreased level of affective organizational commitment and intention to stay in the organization. Hence, the following hypothesis has been proposed:

Hypothesis 4: Emotional Exhaustion has significant negative effect on organizational attachment.

2.5 Emotional Exhaustion and Organizational Citizenship Behaviors

Relationship between emotional exhaustion and organizational citizenship behaviors also based upon social exchange theory (Blau, 1964). Several studies investigated the relationship between job burnout and OCB. R. Cropanzano, et al., (2003) examined the impact of emotional exhaustion on OCBO and OCBS. They reported that emotional exhaustion has significant negative effects on OCBO while no relationship or highly insignificant relationship between job burnout and OCBS was found. Van Emmerik, Jawahar, & Stone, (2005) explored the effects of all three dimensions of job burnout and found emotional exhaustion and lack of accomplishment to have significant negative effects on OCB while depersonalization found to have no effects on OCB. Chiu & Tsai, (2006) explored the effects of all three dimensions of job burnout on combined construct of OCB in Taiwan and demonstrated the same findings. Schepman & Zarate, (2008) surveyed 32 respondents to analyze the effects of job burnout on OCB. They examined all three dimensions of job burnout in relationship with 7 dimensions of OCB i.e. civic virtue, altruism, conscientiousness, interpersonal harmony, protecting company resources and sportsmanship and found significantly different findings from previous findings. The possible reason can be the low sample size i.e. 32 respondents only. On the basis of mentioned above discussion, the following hypothesis has been proposed:

Hypothesis 5: Emotional exhaustion has significant negative effect on (a) OCBI, (b) OCBO.

2.6 Organizational Attachment and Organizational Citizenship Behaviors

Organizational commitment has long been considered as one of the most predominant predictors of OCB (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). According to Mowday, Porter, & Steers, (1982), employees with strong commitment to the organization are ready to give something extra to contribute in the well-being of the organization. One way is to pay back the firm through extra-role and discretionary behaviors beneficial to the organization (Kidwell, Mossholder, & Bennett, 1997). Moreover, employees with high organization commitment usually feel their work responsibility more extensively and such an extension of role definition is inclined to enhance employees' motivation to demonstrate citizenship behaviors (Tepper & Taylor, 2003). Accordingly, previous literature postulated that affective commitment has positive association with extra-role behaviors (Chen, Hui, & Sego, 1998; Meyer, et al., 2002). Williams & Anderson, (1991) found no relationship between organizational commitment and OCB.

The second facet of this construct is employees' intention to stay in the organization. Though, previous studies measured turnover intentions as an outcome of OCB (Zhang & Agarwal, 2009); and OA has been investigated as combined construct of OC, intention to stay in the organization and OCB (van Olffen & De Cremer, 2007), but in the present study organizational attachment is represented by affective organizational commitment and intention to stay in the organization and OCB is taken as an outcome variable of OA. Keeping in view the inconsistent findings with respect to the relation of organizational commitment and OCB and to check relatively new link i.e. effects of intention to stay in the organization on OCB, the following hypothesis have been proposed:

Hypothesis 6: Organizational attachment has significant positive effects on(a)OCBI, (b) on OCBO.

2.7 Mediation of Emotional Exhaustion between Distributive Justice and Organizational Attachment

As discussed previously, perception of organizational justice affects emotional exhaustion which, in turn leads to employees' attachment with the organization. Brotheridge, (2003) found mediating role of emotional exhaustion in relationship of perceived distributive & procedural justice and intention to leave. Thus, a mediating role of emotional exhaustion between the relationship of perceived distributive fairness and organizational attachment is expected. So, it is hypothesized that:

Hypothesis 7: Emotional exhaustion has a mediating role in the relationship of perceived distributive justice and organizational attachment.

2.8 Mediation of Job Burnout in Organizational Justice and OCB

As discussed earlier, perceived organizational justice leads to emotional exhaustion among employees. In turn, emotional exhaustion explains employees' performance of citizenship behaviors. Xiao-hong & Lei, (2010) found strong support for mediation of burnout in perceived distributive, procedural & interactional fairness and OCB. Thus, we develop following hypothesis:

Hypothesis 8a: Emotional exhaustion has mediating role in the relationship of perceived distributive justice and (a) OCBI, (b) OCBO.

2.9 Mediation of Organizational Attachment between Organizational Justice and OCB

Colquitt & Greenberg, (2003) proposed that perceived organizational justice and citizenship behaviors should be investigated with the mediation of attitudinal outcomes such as organizational commitment and trust in organization. Similarly, R Cropanzano & Mitchell, (2005) put stress on the need to explore the mediation of employees' trust in organization, commitment with organization, perceived organization support (POS) and Leader-Member exchange relationship (LMX) as functions of exchange relationships. Some studies used organizational commitment as mediator between perceived fairness and OCB. Karriker & Williams, (2009) constructed organization-member exchange (OMX) combining organizational commitment, trust in organization and POS and examined its mediating role between organizational justice and OCB but found no support for this relationship. Whereas Wang, Liao, Xia, & Chang, (2010) found strong support for mediation of organizational commitment between justice perception and work performance. Keeping in view mixed findings, the following hypothesis have been proposed to be tested in this study.

Hypothesis 9a: Organizational attachment has mediating role in the relationship of perceived distributive justice and (a) OCBI, (b) OCBO.

2.10 Mediation of Organizational Attachment in Emotional Exhaustion and OCB

As discussed above, job burnout explains employees' level of attachment which further leads to extra-role performance. R. Cropanzano, et al., (2003) noted that the relationship of emotional exhaustion and OCB is mediated by organizational commitment. Chiu & Tsai, (2006) reported the mediation of job involvement in the relationship of job burnout and OCB. As attachment is conceived as an individual's identification with, and involvement and intention to stay in the organizational for long time, thus, we propose the following hypothesis:

Hypothesis 10a: Organizational attachment has mediating role in the relationship of emotional exhaustion and (a) OCBI, (b) OCBO.

In the light of mentioned above hypotheses, the following model has been developed to be tested in this study.

Insert Figure (1) About Here

3. Research Design

3.1 Sample and Sampling Plan

Banking sector employees were selected as target population for this study. Data was collected from 406 officers working in different banks located in Lahore city. There are 797 branches of 22 local private banks, 136 branches of 4 local nationalized banks and 19 branches of foreign banks located in Lahore city. Lists of branches were downloaded from websites of respective banks.

Approximately 20% branches of each type of banks were selected using systematic random sampling technique. In this way, every 5th branch from the lists of each bank has been selected to be surveyed. Finally, 158, 28, and 4 branches of local private, local nationalized and foreign banks were selected for this study. After selection of each banks' branches to be surveyed, respondents were directly approached with the approval of their respective branch managers. Only those employees were approached who are working on officer and managerial position; have sixteen years of education; and have more than 2 years banking experience (experience of any bank).

3.2 Measurement and Instrumentation

Five items have been adapted from **Distributive justice index** (DJI) developed by Price & Mueller, (1986) in order to measure the perceptions of respondents regarding the fairness of rewards they receive for their inputs/contributions into their respective employing banks. Another statement has been developed to measure the distributive justice with respect to the Pakistani culture. Thus, total six-items scale has been used in this study to measure perception of distributive justice among bankers. All distributive justice items have been measured on 5-point Likert type scale. Level of **emotional exhaustion** among banking professionals will be assessed through four items emotional exhaustion scale adapted from literature of job burnout. The item statements focus on how bankers feel emotionally exhausted, frustration among bankers and amount of responsibilities they perform on their job. All items scale have been on five-point Likert type scale. **Organizational Attachment** was measured by two attitudinal components i.e. affective organizational commitment (AOC) and intention to stay in the organization. AOC has been gauged through five items adopted from the commitment scale developed by Allen & Meyer, (1990).

All items were measured on five point Likert type scale. To measure the **employees' intention to stay in the organization,** four items have been developed on turnover intention theory by Mobley, et al., (1979) that focus on four cognitive parts of employees' intention to leave the organization: (i) thinking of leaving, (ii) planning to leave, (iii) looking for alternative employment opportunity, and (iv) a desire to leave the current job. All items of turnover intentions scale have been reverse coded in this study to measure intention to stay in the organization and measured on five point Likert scale. To measure **OCBI and OCBO,** five and six items respectively adapted instruments proposed by Podsakoff Scott & Philip, (1990). All items were measured on five point Likert type scale.

3.3 Procedure

A well-structured questionnaire consisting of stated-above scales was administered to collect the data. Respondents of the study have been approached personally with the approval of respective branch manager. Branch managers were educated briefly about the objective, data collection method and usefulness of the research. After getting approval of respective branch manager, questionnaires were distributed personally to each respondent. Each questionnaire was accompanied with a cover letter mentioning the survey method, objectives and assurance for confidentiality of data. The respondents were requested to respond different demographics, perceptions of distributive justice, emotional exhaustion, organizational attachment and organizational citizenship behaviors. Any confusion regarding the questionnaire was addressed at the spot by the researcher. In every branch, 3 to 5 questionnaires were distributed only to those employees who met the stated above criteria. Total 640 questionnaires were distributed out of which 406 questionnaires have been returned completed in all respect and useful for study yielded response rate of 63%. After collection the data, it was entered and coded in SPSS 16. Reliability analysis has been applied to measure the reliability of data using SPSS17 while factor loading has been tested through Confirmatory Factor Analysis (CFA) using AMOS 16. Structural Equation Model (SEM) has been applied to test the hypotheses.

4. Results and Discussion

4.1 Confirmatory Factor Analysis and Reliability Testing

<div align="center">**Insert Figure (2) About Here**</div>

As shown in figure 2, Confirmatory Factor Analysis (CFA) has been conducted using AMOS 16 and SPSS 17. CFA model yielded a good model fit of Chi-Square = 1073.64, Degree of freedom = 395, Probability level (p-value) = .000, CMIN/DF = 2.72, RMR = .093, GFI = .839, AGFI = .811, TLI = .713, CFI = .740, and RMSEA = .065. Keeping in view the CFA models conducted in the studies of Paré & Tremblay, (2007) and Nasurdin, Ahmad, & Lin, (2009), we decided that factor loading of an item statement must be ≥ .40 to be retained in its respective scale whereas, insignificant and negatively significant/insignificant statements (< .40) were removed from their respective scale. Thus, it is noted that all items of distributive justice and emotional exhaustion have been retained in the respective scale while two items from organizational attachment and OCBO each and one item of OCBI found to be insignificant and/or negatively significant/insignificant have been removed from their respective scales.

All scales used in the study found to be reliable as the internal consistency of scales was tested using Reliability Analysis which shows the Cronbach's alphas of distributive justice, emotional exhaustion, organizational attachment, OCBI and OCBO are .65, .73, .74, .71, .63 respectively. The research has proved that the value of this alpha is greater than 0.5 and is acceptable in social sciences (Nunally & Bernstein, 1978).

4.2 Hypotheses Testing

The Structure Equation Modeling (SEM) modeling has been performed using AMOS 16 and SPSS 17 and presented in **Figure 3**. SEM model yielded a good fit of Chi-Square = 16.143, Degree of Freedom = 3, Probability level (p-value) = .001, CMIN/DF = 4.98, RMR = .024, GFI = .984, AGFI = .922, TLI = .815, CFI = .945, and RMSEA = .095. Table 2 showed the decision regarding each hypothesis developed in the study. Distributive justice found to have significant negative effects on emotional exhaustions (ß = -.44, p-value < .01); significant positive on organizational attachment (ß = .27, p-value <.01); significant positive on OCBI (ß = .34, p-value = <.01); significant positive on OCBO (ß = .25, p-value = <.01), thus, hypothesis 1, 2, 3a and 3b are supported. The findings of the study are aligned with the previous findings between distributive fairness and emotional exhaustion (Lambert, et al., 2010; Moliner, et al., 2005); distributive justice and attachment (Lambert, et al., 2010; Zhang & Agarwal, 2009).

As far as, relationship between distributive justice and OCB is concerned, mix findings have been found in previous literature. Some scientists found distributive fairness to be relatively weaker determinant of OCB (R Cropanzano & Byrne, 2000; Ishak & Alam, 2009; Moorman, 1991); some argued for positive relationship (Farh, et al., 1997; Zhang & Agarwal, 2009); but some other are of the view that the association is based upon the cultural context of subject sample (M. A. Konovsky & S. D. Pugh, 1994). In this regard, this relationship has not been proved in USA (Karriker & Williams, 2009) and in Malaysia (R Cropanzano & Byrne, 2000; Ishak & Alam, 2009; Moorman, 1991); whereas significant relationship has been proved in Chinese cultural context (Farh, et al., 1997; Zhang & Agarwal, 2009). Findings of this study aligned with the Chinese studies (Farh, et al., 1997; Zhang & Agarwal, 2009).

Insert Figure (3) About Here

Emotional exhaustion found to have significant negative relationship with organizational attachment (ß = -.21, p-value <.01); and with OCBO (ß = -.10, p-value <.05). Thus Hypothesis 4 and 5b are supported. As far as hypothesis 5a is concerned, effects of emotional exhaustion on OCBI noted to be insignificant that's why path from emotional exhaustion to OCBI has been removed from SEM model. Hence, hypothesis 5a is not supported. Findings of this study are aligned with the previous studies conducted on emotional exhaustion and organizational commitment & turnover intentions (R. Cropanzano, et al., 2003; Singh, et al., 1994). Findings regarding emotional exhaustion and OCB are also aligned with the findings of R. Cropanzano, et al., (2003) as significant effects of emotional exhaustion on OCBO but insignificant effects on OCBI. The plausible justification for insignificant relationship of emotional exhaustion and OCBI is that the employees remain in contact with each other despite of being exhausted emotionally. As people of South Asian countries such as Pakistan, India and Bangladesh seek more socialization and belongingness everywhere as compare to the people of western countries therefore, they support each other particularly when someone is in trouble. The effects of organizational attachment found to be positive significant on OCBI (ß = .16, p-value = <.05) and OCBO (ß = .21, p-value = <.01). Findings of this study found to be same as of the previous studies conducted in different countries of the world (Allen & Meyer, 1990; Zhang & Agarwal, 2009). Thus hypotheses 6a and 6b are accepted.

For our hypotheses of mediator to be accepted, both the path from the distributive justice to mediating variables (emotional exhaustion and organizational attachment) and the path from the mediator to OCBI & OCBO must be supported (Karriker & Williams, 2009). The paths from distributive justice to emotional exhaustion and from emotional exhaustion to organizational attachment are significant therefore, mediation of emotional exhaustion between distributive justice and organizational attachment has been proved (Hypothesis 7 has been accepted). Likewise, paths from distributive justice to emotional exhaustion and emotional exhaustion to OCBO are significant. Thus, it is noted that mediation of emotional exhaustion between distributive justice and OCBO is proved (Hypothesis 8b is accepted); while mediation of emotional exhaustion between the relationship of distributive justice and OCBI has not been proved (as the effects of emotional exhaustion on OCBI are insignificant). Hence, hypothesis 8a has not been supported. Organizational attachment has been found as strong mediator between the relationship of distributive justice and OCBI & OCBO as path from distributive justice to organizational attachment and from organizational attachment to OCBI & OCBO are found to be significant (Hypotheses 9a and 9b are accepted). Organizational attachment has also been found as significant mediator between the relationship of emotional exhaustion and OCBI & OCBO as paths from emotional exhaustion to organizational attachment and from organizational attachment to OCBI & OCBO are significant (Hypotheses 10a and 10b are accepted).

5. Conclusion and Recommendations

The present study sheds some light on this issue by investigating the relationship of perceptions of Pakistani bankers towards distributive and its impact on OCB directly and through the mediating role of emotional exhaustion and organizational attachment. Mixed findings have been found previously regarding the effects of distributive justice on OCB but distributive justice proved to be strong contributor in improving of extra-role behaviors among Pakistani employees. It has also been noted that if employees perceive that they are distribution of rewards and resource allocation is not fair, they would more likely to suffer from emotional exhaustion. When they feel that their output is not equal to their input, they would feel that they are overloaded and feel exhaustion on their job place. Likewise, due to justice in term of reward and resource allocation, employees' level of commitment and intentions to stay in the organization would be enhanced. Thus, Pakistani organizations should take necessary measurement for equal and equitable compensations packages and resource allocations for their employees. Organizations should also consider the equity within organizations and with respect to others job providing sectors. Organizational justice is strong predictor to take employees away from exhaustion and to create loyalty and citizenship behaviors among employees with respect to the Pakistani cultural context.

As per findings, emotional exhaustion is found to be strong predictor of OCBO but no association between emotional exhaustion and OCBI has been found. Thus, organization should eliminate such practices which can be the reasons of emotional exhaustion among employees. This is one of the tools to enhance employees' citizenship behaviors toward organizations. A less and/or not exhausted employee will more likely to involve in OCBO as compare to the employees with high level of exhaustion. As far as effects of organizational attachment on OCB are concerned, the study proved that employees with high level of organizational commitment and intentions to stay in the organization will be involved in OCB practices extensively as compare to the employees who are not committed and who plan to leave the organizations. The findings of the study strongly recommend that Pakistani organizations should take proper care of their employees and appropriate measures so that their employees may save from emotional exhaustion and may be more loyal, affectionate and committed with their organizations. Positive employees' attitudes towards organizations can increase employees' citizenship behaviors. It is further revealed that emotional exhaustion mediates the relationship of distributive fairness and citizenship behaviors only toward organization. In Pakistani culture, individuals are more concerned with each in troublesome situation that's why relationship of emotional exhaustion and OCBI has not been proved. As far as organizational attachment is concerned, it is found to be strong mediator between distributive justice and OCBI & OCBO.

The mediation of emotional exhaustion and organizational attachment is an addition to the existing literature of organizational justice. The new construct named as organizational attachment is also a significant addition to the current literature which opened new avenues for researchers. The results also put emphasis on the need to have a careful insight by the managers and policy makers in the antecedents of organizational justice and OCB among organizational members with respect to the Pakistani culture. This also puts stress on the requirement to take care of the determinants of organizational justice. As far as limitations of the study are concerned, OCB in this study has been measured by self-respondents only; it should be measured by collecting the data from supervisors and peer colleagues for actual respondents. Secondly, the other dimensions of organizational justice such as procedural and interactional justice have not been included in the model. The previous studies reported that effects of distributive justice on attitudinal and behavioral outcomes have been reduced in the presence of procedural justice. The authors of such studies justified this argument by postulating that when employee feels injustice but, if there would be some rationale procedure behind such injustice, their level of distributive injustice perception decreased.

Thus, these dimensions should also be included in the model for further exploration. The study provides some future avenue to the researchers such as investigating the mediation of overall job burnout construct include emotional exhaustion, depersonalization and lack of accomplishment between organizational justice and its attitudinal and behavioral outcomes. The other justice dimensions can also be a potential area of research with respect to this model. The future research can also explore the model by including other attitudinal outcomes such as continuance & normative commitment, trust in organization & management and perceive organizational support into the construct of organizational attachment.
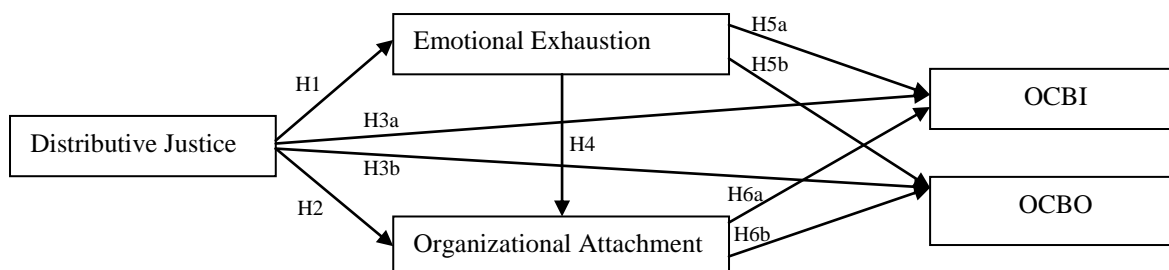
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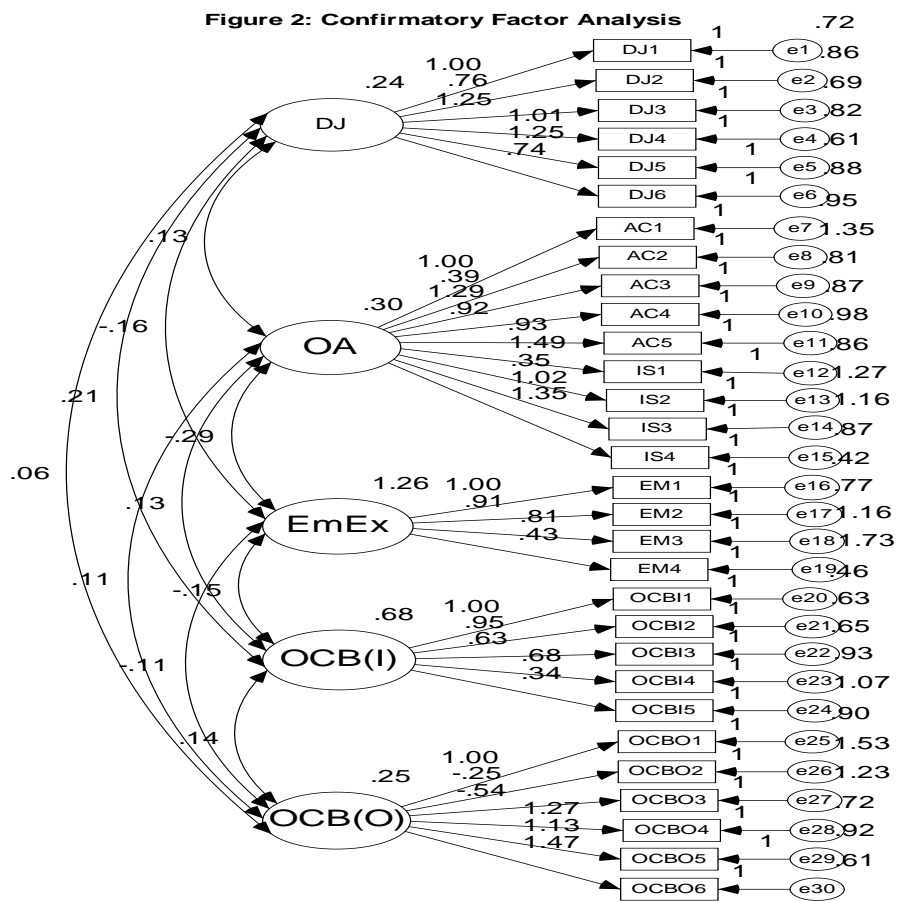
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Figure 1: Hypothesized Research Model

Note: Hypotheses 7, 8a, 8b, 9a, 9b, 10a and 10 b are related to the mediation which will be measured through significance level of path relationship between independent to mediating to dependent variables. Therefore, these hypotheses are not shown in the hypothesized model to avoid overlapping.

Figure 2: Confirmatory Factor Analysis

Note: *Note: DJ = Distributive Justice, OA = Organizational Attachment, EmEx = Emotional Exhaustion, OCB(I) = Organizational Citizenship Behaviors towards Individuals, = OCB(O) = Organizational Citizenship Behaviors towards organization.*

Figure 3: Structural Equation Model