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Assessment of LMX as Mediator in Procedural Justice – Organizational Citizenship Behavior Relationship

Abstract

Scant literature is available on procedural justice – organizational citizenship behaviour (OCB) via mediating role of leader-member exchange (LMX) in higher education context especially in Asian countries like Pakistan. For this purpose, data was collected from 452 permanent and contractual teaching faculty serving in different positions at private and public sector degree awarding institutes / universities accredited by the Higher Education Commission (HEC) of Pakistan. Mediated regression analysis, as proposed by Baron and Kenny (1986), was employed to address the research hypothesis. Results showed that LMX fully mediates the relationship of procedural justice OCB. Implications for future researchers and academic administrators are presented.

Keywords: faculty, higher education, LMX, OCB, Pakistan, procedural justice, universities

Introduction

Li and Cropanzano (2009) claimed that employees' perceptions regarding the fairness or justice have been extensively studied under organizational justice's heading. Organizational justice is considered as an important aspect regarding the decisions and processes in HR system (Thurston and McNall 2010) for employees and managers as well because it has special forces which can act as binding force between the conflicting parties and establish a social and stable structure (Konovsky 2000). Colquitt et al. (2001) conducted a meta-analysis on 183 research