

In spite of thoughtful findings in the higher education domain, this study also has some limitations. Firstly, there is a common method variance because data was taken from the same source. This study is cross-sectional in nature and causality can be only assumed but not generalized. For future studies, it is advisable to add new variables to the model, like job satisfaction, intrinsic motivation, organizational commitment and in-role performance, etc. This study also contributes to policy makers of private and public sector higher education institutions. Numerous researchers highlighted the importance of OCB according to employees' perspective (Tepper and Taylor 2003). The top management should encourage employees to participate in OCB by providing collective and effective functionality by appreciation and demonstration because Sanchez and Levine (2009) claimed that "practical considerations may involve the use of competency modeling practices to incorporate OCB, signal the importance of this type of behavior, and encourage maximum performance".

References

- Alexander, S. and Ruderman, M. (1987). The role of procedural and distributive justice in organizational behavior. *Social Justice Research*, 1(2):177–198.
- Ambrose, M.L. 2002. Contemporary justice research: A new look at familiar questions. *Organizational Behavior and Human Decision Processes*, 89(1): 803–812.
- Ambrose, M.L., and Schminke M. (2003). Organization structure as a moderator of the relationship between procedural justice, interactional justice, perceived organizational support, and supervisory trust. *Journal of Applied Psychology*, 88(2): 295
- Ambrose, M.L., Arnaud, A., Greenberg, J. and Colquitt, J. (2005). Distributive and procedural justice: Construct distinctiveness, construct interdependence, and overall justice. *The handbook of organizational justice*: 59–84.
- Baron, R.M., and Kenny D.A. (1986), The moderator mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6): 1173.
- Begum, N. (2005). The relationship between social power and organizational citizenship behavior: The meditational role of procedural justice, organizational commitment, and job satisfaction in context of a private commercial bank in Bangladesh. *Unpublished doctoral dissertation, Independent University, Bangladesh*.

- Cohen-Charash, Y., and Spector, P.E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86(2): 278–321.
- Colquitt, J.A., Conlon, D.E., Wesson, M.J., Porter, C.O.L.H. and Ng, K.Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3): 425.
- Colquitt, J.A., and Greenberg, J. (2003). Organizational justice: A fair assessment of the state of the literature. *Organizational behavior: The state of the science 2*: 165–210.
- Cropanzano, R., Prehar, C.A. and Chen, P.Y. (2002). Using social exchange theory to distinguish procedural from interactional justice. *Group & Organization Management*, 27(3): 324–351.
- DeConinck, J., and Bachmann, D. (2005). An analysis of turnover among retail buyers. *Journal of Business Research*, 58(7): 874–882.
- Elovainio, M., Van Den Bos, K., Linna, A., Kivimaki, M., Ala-Mursula, L., Pentti, J. and Vahtera, J. (2005). Combined effects of uncertainty and organizational justice on employee health: testing the uncertainty management model of fairness judgments among Finnish public sector employees. *Social Science & Medicine*, 61(12): 2501–2512.
- Graen, G., and Schiemann, W. (1978). Leader member agreement: A vertical dyad linkage approach. *Journal of Applied Psychology*, 63(2): 206.
- Graen, G.B., Liden, R.C. and Hoel W. (1982). Role of leadership in the employee withdrawal process. *Journal of Applied Psychology*, 67(6): 868.
- Graen, G.B., and Scandura T.A. (1987). Toward a psychology of dyadic organizing. *Research in organizational behavior*.
- Grant, C., Gardner, K., Kajee, F., Moodley, R. and Somaroo S. (2012). Teacher leadership: a survey analysis of KwaZulu-Natal teachers' perceptions. *South African Journal of Education*, 30(3).
- Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of management*, 16(2): 399–432.
- Greenberg, J. (2004). Stress Fairness to Fare No Stress: Managing Workplace Stress by Promoting Organizational Justice. *Organizational Dynamics; Organizational Dynamics*.
- Harris, A., and Lambert, L. (2003). *Building leadership capacity for school improvement*: Open Univ Pr.
- Hofmann, D.A., Morgeson, F.P. and Gerras, S.J. (2003). Climate as a moderator of the relationship between leader-member exchange and content specific citizenship: Safety climate as an exemplar. *Journal of Applied Psychology*, 88(1): 170.

- Hoy, W.K., and Tarter, C.J. (2004). Organizational justice in schools: no justice without trust. *International Journal of Educational Management*, 18(4): 250–259.
- Johnson, D.W., R.T. Johnson, LP Nucci, and D. Narvaez. 2008. Social interdependence, moral character and moral education. *Handbook of moral and character education*: 204–229.
- Judge, T.A., and Colquitt, J.A. (2004). Organizational justice and stress: the mediating role of work-family conflict. *Journal of Applied Psychology; Journal of Applied Psychology*, 89(3): 395.
- Kickul, J., Gundry, L.K., and Posig, M. (2005). Does trust matter? The relationship between equity sensitivity and perceived organizational justice. *Journal of Business Ethics*, 56(3): 205–218.
- Konovsky, M.A. 2000. Understanding procedural justice and its impact on business organizations. *Journal of management*, 26(3):489–511.
- Lam, S.S.K., Schaubroeck, J., and Aryee S. (2002). Relationship between organizational justice and employee work outcomes: a cross national study. *Journal of Organizational Behavior*, 23(1): 1–18.
- Lapierre, L.M., and Hackett, R.D. (2007). Trait conscientiousness, leader member exchange, job satisfaction and organizational citizenship behaviour: A test of an integrative model. *Journal of Occupational and Organizational Psychology* 80(3): 539–554.
- Li, A., and Cropanzano, R. (2009). Fairness at the group level: Justice climate and intraunit justice climate. *Journal of management*, 35(3): 564–599.
- Martinez-tur, V., Peiro, J.M., Ramos, J. and Moliner, C. (2006). Justice Perceptions as Predictors of Customer Satisfaction: The Impact of Distributive, Procedural, and Interactional Justice1. *Journal of Applied Social Psychology*, 36(1): 100–119.
- McDowall, A., and Fletcher C. (2004). Employee development: an organizational justice perspective. *Personnel Review*, 33(1): 8–29.
- Moorman, R.H. (1991). Relationship between organizational justice and organizational citizenship behaviors: do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76(6): 845.
- Moorman, R.H., and Byrne, Z.S. (2005). How does organizational justice affect organizational citizenship behavior. *Handbook of organizational justice* 12: 355–380.
- Niehoff, B.P., and Moorman, R.H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management journal*: 527–556.
- Organ, D.W., Podsakoff, P.M. and MacKenzie, S.B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*: Sage Publications, Inc.

- Sanchez, J.I., and Levine, E.L. (2009). What is (or should be) the difference between competency modeling and traditional job analysis? *Human resource management review*, 19(2): 53–63.
- Schriesheim, C.A., and Stogdill, R.M. (1975). Differences in Factor Structure Across Three Versions Of The Ohio State Leadership Scales1. *Personnel Psychology* 28(2): 189–206.
- Settoon, R.P., Bennett, N. and Liden, R.C. (1996). Social exchange in organizations: Perceived organizational support, leader member exchange, and employee reciprocity. *Journal of Applied Psychology*, 81(3): 219.
- Sinclair, A.L. 2003. The effects of justice and cooperation on team effectiveness. *Small group research*, 34(1): 74–100.
- Tansky, J.W. (1993). Justice and organizational citizenship behavior: What is the relationship? *Employee Responsibilities and Rights Journal*, 6(3): 195–207.
- Tepper, B.J., and Taylor E.C. (2003). Relationships among Supervisors and Subordinates' Procedural Justice Perceptions and Organizational Citizenship Behaviors. *Academy of Management journal*, 46(1): 97–105.
- Thibaut, J., and Walker, L. (1975). *Procedural justice: A psychological analysis*: L. Erlbaum Associates.
- Thurston, P.W., and McNall, L. (2010). Justice perceptions of performance appraisal practices. *Journal of Managerial Psychology*, 25(3): 201–228.
- Van Dyne, L., Graham, J.W., and Dienesch, R.M. (1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. *Academy of Management journal*: 765–802.