



Research Article

Transformational leadership, organizational justice and organizational citizenship behavior in the restaurant context

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ABSTRACT

This research investigates the association between transformational leadership and Organizational Citizenship Behavior (OCB). Moreover, organizational justice is analyzed as a mediating variable between transformational leadership behavior and OCB. This research was conducted in the restaurants of Pakistan, on a sample of 219 employees. The current study used correlation and regression analyses in order to test the hypothesized model. Findings of this research show that transformational leadership behavior and employees' perception of organizational justice are significantly and positively related to employees' OCB. In addition, the results also show that organizational justice perception mediates the relationship between transformational leadership and OCB. Thus, current research shows that the top management of the restaurants in Pakistan should focus on establishing transformational leadership behavior and also focus on the selection of individuals having transformational leadership qualities which have the ability to positively influence organizational justice perception thereby fostering OCB of employees. Lastly, this study provides its limitations and suggestions for further research.

Keywords: *Transformational Leadership; Organizational Justice; Organizational Citizenship Behavior and Restaurants*

1. INTRODUCTION

Employees' extra-role behavior are crucial in the contemporary business environment. For organizational growth, it is important that leaders skillfully change subordinate's behavior and attitudes. In this regard, researchers have focused on Organizational Citizenship Behavior (OCB), a multidimensional concept that comprises of different aspects of voluntary behavior, that is not specifically part of a job description of an employee (Joo & Jo, 2017; López-Domínguez et al., 2013). OCB was described by Podsakoff et al. (1990) as "individual conduct, that is, voluntary, not expressly or indirectly acknowledged by the institutional incentive system, and that promotes the successful functioning of the organization in the aggregate" (p.4). Past literature shows empirical evidence for the positive association between transformational leadership and OCB (Podsakoff et al., 2000; Wang et al., 2011). Transformational leadership is identified as transforming subordinates

beyond self-interests through intellectual stimulation, idealized influence, inspiration, and individualized consideration (Bass & Steidlmeier, 1999). When leaders and subordinates lift each other to higher standards of morality and motivations, this is known as transformational leadership (Burns, 1978). A transformational leader is one that encourages followers to go beyond and above what they planned (Bass, 1985). They encourage their followers to place the organizational interests ahead of their own (Kirkpatrick & Locke, 1996).

Past research also shows that organizational justice mediates between leadership styles and job outcomes (Cho & Dansereau, 2010; Gillet et al., 2013). The term "attempts to identify and justify the importance of equity as a factor in the workplace" is used to describe organizational justice (Greenberg, 1990). Furthermore, Kirkpatrick and Locke (1996) found that organizational justice is critical in this sense for generating pro-social motivations, or motives that represent empathy for others, as well as perceiving the capacity for conflict resolution through increased confidence and reduced disruptive blame. Previous research has shown that individuals' attitude toward the fairness of decision outcomes are influenced by the judgments taken, processes used in making those decisions, and the emotional care provided by decision makers (Bies, 1986; Greenberg, 1993).

Moreover, the perception of an individual can serve as key underlying psychological mechanism in transformational leadership processes. While leaders are perceived as influential figures influencing subordinate's justice perceptions, less is known about subordinates' justice perceptions in the leadership field as highlighted by Van Knippenberg et al. (2004). As previous literature shows a positive association between transformational leadership and OCB, however, scholars argue that the mechanism through which transformational leadership is linked with organizational citizenship behavior is still underexplored and needs to be explored (Khaola & Rambe, 2020; Ng, 2017; Nohe & Hertel, 2017). Furthermore, Cho and Dansereau (2010) have highlighted that further research is required to examine the mediating role of followers' justice perceptions in the relationship between transformational leadership style and OCB. Moreover, limited studies exist that examine the role of leadership styles and job outcomes in the Pakistanis restaurant context (Gurmani et al., 2021; Khan et al., 2022; Ullah, Yasir, et al., 2021). Hence, this study intends to fill this literature gap by analyzing followers' justice perceptions as a mediator between transformational leadership behavior and organizational citizenship behavior in the restaurants of Pakistan.

2. LITERATURE REVIEW

2.1. TRANSFORMATIONAL LEADERSHIP

Leadership plays an important role in the success of any organization (Yasir & Jan, 2022; Yasir et al., 2017). Transformational leaders broaden and shift their followers' interests, as well as raise awareness and acceptance of the group's goals and mission. They persuade their followers to put the group's needs ahead of their own. Transformational leaders encourage followers to go above and beyond and think creatively about complex issues, provide constructive feedback, and increase commitment to the organization's mission, strategies and objectives (Bass & Avolio, 1990; Wang et al., 2011). According to Wang and

Howell (2010), acting in inspiring ways (e.g., speaking to subordinates on an emotional level, taking stands, exhibiting selflessness and conviction, overachieving) is a transformational leadership dimension that is idealized influence (charisma); these attitudes and behavior causes subordinates to feel positive thereby behaving in the best interest of the community and team (rather than selfishly). Inspirational motivation is the second dimension, which entails sharing encouraging and appealing vision; such activities are thought to provide value for the mission at hand, thereby to challenge subordinates to maintain higher expectations and convey hope and enthusiasm for potential target fulfillment. Intellectual stimulation is a third dimension that encourages subordinates to take intellectual risks and criticize the status quo. Individualized consideration is the fourth dimension, which entails listening to subordinate's desires at an individual level, thereby serving as a mentor (Judge & Piccolo, 2004).

2.2. ORGANIZATIONAL JUSTICE

Organizational justice is characterized as the equal treatment of employees within a organization (Cropanzano & Greenberg, 1997). According to Cropanzano et al. (2001), organizational justice is focused upon perceptions of fairness at workplace. Distributive justice, interactional justice and procedural justice are the justice dimensions. Distributive justice examines perceptions of fairness with respect to consequences, such as promotions, office assignment and is also based on pay and other types of reward (Lambert et al., 2020; Skarlicki & Folger, 1997). Thibaut and Walker (1975) coined the term "procedural justice," which refers to the procedures used to determine how outcomes are distributed. Individuals are often questioned about the fairness of the processes used to assess their results (whether particular or general), and they base their procedural fairness decisions on their assumptions of how the processes or procedures "should" work. Interactional justice dimension highlights employees' feeling of how fair they are treated by their top management. Finally, informational justice refers to the impartiality through which business processes are communicated. This component, for instance, represent an employee's impression of a supervisor's candor in contact (Colquitt et al., 2001).

2.3. ORGANIZATIONAL CITIZENSHIP BEHAVIOR

OCB is described in a variety of ways (de Geus et al., 2020; Organ, 1988; Podsakoff et al., 2009). In a nutshell, it refers to work-related conduct that goes beyond one's job description. Organ (1988) defined OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (p. 4). There are two categories of OCBs: discretionary behavior that benefit the organization (OCBO) and discretionary behavior that benefit individuals (OCBI) (Khan et al., 2017; Williams & Anderson, 1991). The OCBO assesses various aspects of organizational identity, commitment, and loyalty (for instance showing pride when representing the organization in public and defending it when others are criticizing it) and OCBI, or helpful activities thereby preventing the emergence of work-related problems (Podsakoff et al., 2009) thus involve acts for instance assisting others who are absent from work, as well as helping employees who are having

work-related problems. Furthermore, OCB captures (a) organizational loyalty, that is promoting the organization's reputation to outsiders (Graham, 1991); (b) individual initiative, that is generating new ideas for efficiency improvements (Morrison & Phelps, 1999); and (c) interpersonal helping, that is collaborating with others (Graham, 1989). Previous literature indicates OCB as a multifaceted construct, and these three aspects are essential types of it that contribute to successful organizational functioning (Podsakoff et al., 2009).

2.4. TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL JUSTICE

Organizational justice brings negative as well as positive changes in the attitude and behavior of employees; therefore, the factors that affect perceived fairness of an employee about their organization and top management needs to be highlighted (Özşahin & Yürür, 2018). Previous literature shows that employees who work under the supervision of transformational leaders are more at ease and motivated to execute the tasks necessary for effective job completion (Avolio et al., 1999). Transformational leadership has been identified to have a significant effect on distributive justice in the previous literature (Nandedkar & Brown, 2018). The association between transformational leadership and perceived justice has been established by empirical studies (Alamir et al., 2019; Pillai et al., 1999). In addition, given the relevance of previous studies, further study into the effect of transformational leadership on organizational justice is needed (Bacha & Walker, 2013). Thus, the hypothesis for the current research is:

Hypothesis 1: Transformational leadership is significantly related to organizational justice.

2.5. TRANSFORMATIONAL LEADERSHIP AND ORGANIZATION CITIZENSHIP BEHAVIOR

Since transformational leaders will inspire their followers to go beyond their job responsibilities and challenge the status quo, they are able to motivate their subordinates to go above and beyond their job description (Bass & Avolio, 1990; Cengiz Ucar et al., 2021). They will increase their employees' everyday work commitment to go beyond and above the task expectations, resulting in more OCB (Podsakoff et al., 1990). According to Purvanova et al. (2006), individuals having transformational leadership qualities change the way subordinates think about their job, thus, causing them to perceive it as more satisfying, demanding, and important, thereby influencing the degree to which they are engaged in OCB. Leaders who use a transformational leadership model inspire followers to be dedicated to the firm's mission, and they motivate them by establishing collective goals and beliefs (Guay & Choi, 2015). Prior literature shows a positive relationship between transformational leadership and OCB (Podsakoff et al., 1990). In addition, Purvanova et al. (2006) have also identified that transformational leadership behavior improves subordinates OCB. While studies have been conducted in a number of work contexts in numerous countries demonstrating the effect of transformational leadership on organization citizenship behavior (Cho & Dansereau, 2010; Humphrey, 2012; Khaola & Rambe, 2020; López-Domínguez et al., 2013). In developing countries like Pakistan, research on the effect of transformational leadership on OCB is scarce (Gurmani et al., 2021). Hence, current study proposes that:

Hypothesis 2: Transformational leadership is significantly related to organization citizenship behavior.

2.6. ORGANIZATIONAL JUSTICE AND ORGANIZATION CITIZENSHIP BEHAVIOR

The organization citizenship behaviors are the extra-role behaviors which assists in increasing the organizational effectiveness (Ullah, Raza, et al., 2021). Previous literature indicates a significant and positive association between organizational justice and OCB (Chan & Lai, 2017; Chegini, 2009). So, when executives show consistency in their decision making and procedures in the organization are appropriate, ethical and bias-free thus employees will sense the fairness of the organization and will reciprocate with organizational citizenship behavior (Donglong et al., 2020). Moreover, Tepper and Taylor (2003) identified that individuals are engaged with a greater frequency of OCB when they perceive fairness from their top management. Thus, the following hypothesis is proposed:

Hypothesis 3: Organizational justice is significantly related to organization citizenship behavior.

2.7. ORGANIZATIONAL JUSTICE AS A MEDIATOR

Scholars argue that positive leaders make subordinates feel appreciated members of the organization that is why leadership influences followers' justice perceptions of the organization, thereby, influences their orientation towards organizational citizenship behavior (Khaola & Rambe, 2020). Prior literature shows that organizational justice plays a mediating role between the relationship of servant leadership and workplace deviance (Yasir & Jan, 2022). Previous literature indicates that organizational justice mediates between transformational leadership and quality of work life (Gillet et al., 2013). Prior literature also highlights that justice climate plays a mediating role between servant leadership and OCB (Ehrhart, 2004). However, very limited previous researches have investigated the link between transformational leadership, organizational justice, and OCB (Cho & Dansereau, 2010). Hence, this study proposes that:

Hypothesis 4: Organizational justice mediates the relationship between transformational leadership and organizational citizenship behavior.

3. METHODOLOGY

The current study's sample is from the restaurants of Pakistan using a convenient sampling technique. 320 questionnaires were circulated to frontline workers in restaurants of Khyber Pakhtunkhwa, Pakistan, and 219 completed questionnaires were returned, thus response rate was 68%. Moreover, all of the items in this study were anchored on a five-point Likert Scale (1 = strongly disagree to 5 = strongly agree). Current research used Bass and Avolio (1995) twenty-item scale for transformational leadership behavior. Organizational justice was measured using twenty-item scale developed by Colquitt (2001). This study also used a sixteen-item measurement scale provided by Lee and Allen (2002) for organization citizenship behavior.

4. ANALYSIS

Cronbach's alpha (CA) was utilized to measure the internal accuracy of scale, which is recommended to be about 0.7 or more (Sekaran, 2006). The below table 1 highlights that the CA values are in the acceptable range.

Table 1. Reliability statistics (N 219)

Construct	CA	Items
Transformational Leadership	.927	20
Organizational Justice	.904	20
OCB	.884	16

4.1. DEMOGRAPHIC DESCRIPTION

Below table 2 highlights the demographic description of the study.

Table 2. Demographics

Category	Frequency	Percentage (%)
<i>Gender</i>		
Male	219	100.000
Female	0	0
<i>Age</i>		
<30 Years	17	7.800
30 - 40 Years	88	40.200
40 - 50 Years	94	42.900
>50 Years	20	9.100
Total	219	100.000
<i>Experience</i>		
<1	11	5.000
1-5	57	26.000
5-10	88	40.200
>10	63	28.800
Total	219	100.000
<i>Education</i>		
Diploma	11	5.000
Graduate	129	58.900
Postgraduate	79	36.100
Total	219	100.000

Sample demographic attributes are shown in table 2. The sample is comprised of 219 male respondents. In addition, the sample consists of individuals aged < 30 years old were 17 individuals, 30 to 40 years old were 88 individuals, 40 to 50 years old were 94 individuals, and over 50 years old were 20 individuals. In addition, the education status of the individual was as follows: diploma holders 11, graduates 129 individuals, postgraduates 79 individuals. Finally, the individuals' experience was as follows: <1 year were 11 individuals, 1 to 5 years were 57 individuals, 5 to 10 years were 88 individuals, and >10 years were 63 individuals.

4.2. DESCRIPTIVE STATISTICS

Table 3 displays descriptive statistics for current research.

Table 3. Descriptive analysis

Constructs	Minimum	Maximum	Mean	Standard Deviation
OCB	1.56	4.060	2.478	.5239
Transformational Leadership	1.40	4.150	2.551	.5644
Organizational Justice	1.60	4.150	2.582	.5528

The descriptive statistics of the factors under investigation are shown in the table. For organizational justice and organization citizenship behavior the mean value ranges from 2.5822 to 2.4786 respectively.

4.3. CORRELATION ANALYSIS

Table 4 summarizes the analysis of the correlations.

Table 4. Correlation between transformational leadership, organizational justice and OCB (N 219)

Constructs		Organizational Justice	Transformational Leadership	OCB
Organizational Justice	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	219		
Transformational Leadership	Pearson Correlation	.750**	1	
	Sig. (2-tailed)	.000		
	N	219	219	
OCB	Pearson Correlation	.823**	.841**	1
	Sig. (2-tailed)	.000	.000	
	N	219	219	219

***. At the 0.01 level, the correlation is significant (2-tailed).*

Table 4 indicates that transformational leadership and OCB have a positive and significant association ($r=.841^{**}$, $p < 0.01$). Additionally, transformational leadership and organizational justice have a positive and significant relationship ($r=.750^{**}$, $p < 0.01$). Organizational justice and OCB ($r=.823^{**}$, $p < 0.01$) were also found to have a positive and significant relationship.

4.4. REGRESSION ANALYSIS

Regression analysis of the understudy constructs is presented in the subsequent tables.

Table 5. Transformational leadership and organizational justice (N 219)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.708	.115		6.164	.000
	Transformational Leadership	.734	.044	.750	16.695	.000

a. Dependent Variable: Organizational Justice
 $R^2 = 0.562$, $\Delta R^2 = 0.560$ $F = 278.718$, $df = 1$, $p < 0.001$

The regression analysis for transformational leadership and organizational justice is highlighted in table 5. The value of $R^2 = 0.562$ indicates that 56.2% variation in organizational justice is brought because of transformational leadership. The beta value is .750, indicating that transformational leadership and organizational justice have a positive relationship.

Table 6. Transformational leadership and OCB (N 219)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.486	.089		5.464	.000
	Transformational Leadership	.781	.034	.841	22.931	.000

a. Dependent Variable: OCB

$R = 0.708, \Delta R^2 = 0.707 F = 525.854, df = 1, p < 0.001$

The regression analysis for transformational leadership and organization citizenship behavior is highlighted in table 6. The value of $R^2 = 0.708$ indicates that 70.8% variation in OCB is brought because of transformational leadership. The beta value of .841 suggests that transformational leadership has a positive effect on OCB.

Table 7. Organizational Justice and OCB (N 219)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.465	.097		4.172	.000
	Organizational Justice	.780	.037	.823	21.324	.000

a. Dependent Variable: OCB

$R^2 = 0.677, \Delta R^2 = 0.675 F = 454.696, df = 1, p < 0.001$

The regression analysis for organizational justice and OCB is highlighted in table 7. The R^2 value was 0.677, suggesting that 67.7% variation in OCB is brought because of organizational justice. Thus, organizational justice and OCB have a positive relationship with a beta value of .823.

4.4. MEDIATION ANALYSIS

Researchers have identified four key steps for evaluating mediation: 1) the independent construct (transformational leadership) and dependent constructs (OCB) must be associated; 2) independent construct (transformational leadership) and the mediating construct (organizational justice) must be associated; 3) mediating construct (organizational justice) and the dependent construct (OCB) are associated; and 4) the mediation is partial if the beta weights decrease while remaining significant. However, it would be full-mediation if beta weight decreases and becomes non-significant (Baron & Kenny, 1986).

Table 8. Regression analysis for transformational leadership, organizational justice & OCB (N219)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.486	.089		5.464	.000
	Transformational Leadership	.781	.034	.841	22.931	.000
2	(Constant)	.192	.082		2.352	.020
	Transformational Leadership	.476	.044	.513	10.931	.000
	Organizational Justice	.415	.044	.438	9.346	.000

$R^2 = 0.708, \Delta R^2 = 0.707 F = 411.214, df = 2, p < 0.001$

According to the table 8, as the beta value decreased from .841 to .513 and is still significant thus indicating partial mediation (Baron & Kenny, 1986).

5. DISCUSSION AND CONCLUSION

In the context of Pakistani restaurants, the current study investigated the underlying mechanism that links transformational leadership behavior with OCB that is organizational justice as a mediator. Findings of the current research shows that in Pakistani restaurants, transformational leadership is significantly and positively linked to organizational justice. Furthermore, the current study results are also consistent with prior studies that suggest that transformational leadership behavior has a significant effect on organizational justice (Nandedkar & Brown, 2018). Furthermore, a leader with transformational leadership qualities solve issues in a fair manner, motivates employees, and practices ethical behaviour, thus positively influences subordinate's justice perceptions. Thus, transformational leaders help to create a fair climate in which doing the right thing is expected. Hence, this study demonstrates that a leader's influence in maintaining organizational justice is important, as it positively affects subordinates' expectations, attitudes, and behaviours, especially in the restaurants of Pakistan.

Transformational leadership is significantly and positively correlated with OCB in the restaurants of Pakistan. The current study's findings are consistent with previous research that shows a positive association between transformational leadership and OCB (Cho & Dansereau, 2010; Humphrey, 2012; Khaola & Rambe, 2020). Thus, transformational leadership behavior has the ability to change people's attitudes and behaviours, including employees' organization citizenship behavior. Transformational leaders possess characteristics such as intellectual stimulation, inspirational motivation and idealized influence thus enhancing the level of employees OCB.

Organizational Justice is significantly and positively related to organization citizenship behavior in Pakistan's restaurants. The findings of current research are consistent with earlier researches that shows a significant and positive association between organizational justice and OCB (Chan & Lai, 2017; Chegini, 2009). Thus, when people assume that ethical standards are applied in the workplace and fair climate exists in the organization, employees are highly likely to engage in organizational citizenship behavior. Hence, presence of the organizational justice has an effect on an individual's ability to exhibit OCB in Pakistan's restaurants.

Results of the current study confirm the fourth hypothesis of this study. For instance, organizational justice plays a mediating role between transformational leadership and OCB in Pakistan's restaurants. Previous literature also shows that leadership influences employees' justice perception regarding their organization, thereby, influences their orientation towards organizational citizenship behavior (Khaola & Rambe, 2020).

5.1. IMPLICATIONS

Transformational leadership is essential in any organization, but there exists little empirical research that examines the underlying process by which transformational leadership

behavior is related to OCB in the context of restaurants. Therefore, this research investigated the mediating role of organizational justice in the relationship between transformational leadership and organizational citizenship behavior in the Pakistani restaurants. This research shows that organizational justice mediates the link between transformational leadership and OCB. According, restaurants executives should exhibit transformational leadership behavior thereby to establish justice climate, which will affect subordinates' organization citizenship behavior. Furthermore, seminars, workshop and training programs for the managers of restaurants should be undertaken to assist them in recognizing the significance of transformational leadership style and organizational justice, as these factors have the potential to affect organization citizenship behavior, specifically in the context of restaurants of Pakistan.

5.2. LIMITATIONS

The current study has some limitations. For instance, since the research sample is taken from Pakistan's restaurants, the research findings should be generalized with caution. This study investigated the mediating role of organizational justice between the relationship of transformational leadership and OCB, although there are several other mediating variables that have the ability to mediate the relationship between transformational leadership and OCB. Furthermore, sample size in this research is sufficient, but tends to be relatively small. Moreover, this study utilized a convenient sampling procedure, a non-probability sampling method.

5.3. FUTURE RESEARCH

Current study framework was tested in Pakistan's restaurants; however, more empirical studies are needed to investigate the understudy model in a different sector and culture. Other possible mediating variables should be investigated in the future to better explain the underlying process that links transformational leadership style to OCB. Moreover, further study is required, that may focus on probability sampling method. Lastly, further research is needed, preferably using a longitudinal research approach for examining the interrelationship between transformational leadership, organizational justice, and organizational citizenship behavior.

6. CONCLUSION

Top management of the restaurants should recognize the significant role played by the managers/supervisors at work, as well as his/her function in ensuring organizational justice thereby establishing organization citizenship behavior. As subordinates need positive supervisory support specifically transformational leadership behavior is needed to ensure organizational justice and foster OCB, especially in Pakistan's restaurants. Thus, the restaurants must encourage the managers transformational leadership behavior thereby influencing employee's organizational justice perception leading towards fostering employee's organizational citizenship behavior.

Author Contributions:

Conceptualization, Muhammad Yasir and Abrar Ullah; methodology, Muhammad Hamayun; software, Muhammad Nisar Khan; validation, Muhammad Yasir, and Muhammad Asad Khan; formal analysis, Muhammad Yasir; investigation, Abrar Ullah; resources, Muhammad Hamayun.; data curation, Muhammad Nisar Khan; writing—original draft preparation, Muhammad Yasir; writing—review and editing, Abrar Ullah, Muhammad Hamayun and Muhammad Yasir; visualization, Muhammad Asad Khan; supervision, Muhammad Yasir; project administration, Muhammad Asad Khan. All authors have read and agreed to the published version of the manuscript.

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