

The Mediating effect of Organizational Citizenship Behavior on the Organizational Justice and Organizational Performance in Small and Medium-Sized Enterprise of China

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Abstract

This study examined the factors that influencing small and medium-sized enterprise (SMEs)' performances with the mediating effect of organizational citizenship behavior in China. Its purpose is to motivate and improve the small and medium-sized enterprise' performance. The examined factors were distributive justice, procedural justice, interactional justice. This study uses cross-sectional survey to verify the theoretical framework. The survey data in this study were collected from 251 employees of SMEs in China. The study result shows that distributive justice, interactional justice had significant influence on the organizational performance; distributive justice, procedural justice, interactional justice had significant influence on the organizational citizenship behavior; Meanwhile, procedural justice can influence organizational performance through the mediating role of organizational citizenship behavior. The results of this study could provide a development strategy for SMEs in China through the relationship organizational justice and organizational performance.

Keywords: organizational justice, organizational citizenship behavior, organizational performance

1. Introduction

In the world economic system, SMEs promote the economic development of all countries in the world and maintain the social stability of all regions (Abdin, 2017). At present, SMEs exist in large numbers and universally in developed and developing countries. Since China's reform and opening up, SMEs have developed rapidly. According to the 2018 survey report of the National Federation of Industry and Commerce on SMEs, by the end of 2018, SMEs had reached more than 12 million households in China. SMEs provided 80% of urban employment posts, contributed more than 75% of enterprise technological innovation, and created about 60% of the value of final products and services equivalent to gross domestic product (Tang, 2019). SMEs have become the main force of economic growth, the driving force of increasing fiscal revenue, the main way of expanding employment scale, and the force of enhancing scientific and technological innovation (Liu & Jin, 2019).

Although SMEs in China are showing strong vitality, and their comprehensive quality is constantly improving, these problems are seriously hindered by the factors such as the level of economic development, social culture and entrepreneurship environment in China (Wang, 2016). SMEs generally have defects and shortcomings such as low technology level, lack of talents, weak competitiveness and backward management level as a single individual. The average life span of SMEs in the world is 6-10 years, while that of SMEs in China is only 3-4 years (Zhaoli, 2016). It can be seen that there is a huge gap between the development level of SMEs in China and average level of the world.

From the above discussion it is clear that improving organizational performance of SMEs of China has become a challenge to many scholars and entrepreneurs. Thus, this study intends to examine factors influencing SMEs' performance in China. Previous researches on SMEs' performance were linked to organizational issues (employee satisfaction, profit, organizational productivity, customer satisfaction, performance measurement system, human resource management practices, strategic planning) and national issues (economic growth, rules and policies) (Paul & Anantharaman, 2003; Hillman & Keim, 2001; Kaplan & Norton, 1996; Ruckert, Walker, & Roering, 1985). In this study, however, studied the performance of SMEs from the perspective of individuals or employees of SMEs'. This is because of the critical role of employees in managing and implementing daily

activities of SMEs (Garg & Dhar, 2017; Garg & Dhar, 2014; Balkin et al., 2000; Utterback, 1994; Wolfe, 1994).

Previous studies have mostly proposed the impact of organizational justice on organizational performance (Wang, 2009), only a few studies showed organizational justice indirectly influence organizational performance through intermediary factors (Cheung & Law, 2013) and some studies have not further explored the impact of three dimensions of organizational justice on organizational performance through intermediary factors. Therefore, in this study, a new conceptual framework is designed. The conceptual framework consists of organizational justice, organizational citizenship behavior, organizational performance. Organizational justice is a kind of sense of fairness and the corresponding behavior response, which are generated in a certain organizational environment (Neuhoff & Moorman, 1993). Organizational justice includes three dimensions: distributive justice, procedural justice and interactional justice (Neuhoff & Moorman, 1993). The study provided the framework that organizational justice could develop employees' organizational citizenship behavior and in turn improve SMEs' performance.

2. Theoretical Overview

In order to understand the theoretical understanding of organizational performance in this study, the propose of the organizational performance is based on concepts of the organizational justice and organizational citizenship behaviour. In the following sections, organizational justice and organizational citizenship behaviour are provided.

2.1 Organizational Performance

Organizational performance is a way or method to measure the achievement of organizational goals (Long, 2013). Because of the different definitions, contents, processes or types of organizational goals, scholars have different definitions of organizational performance from different perspectives and ways. According to Ruekert, Walker and Roering (1985), organizational performance consists of efficiency, effectiveness and adaptability. Efficiency refers to the ratio of resources input to output. Effectiveness refers to the sales growth rate and market share of products or services provided by the organization. Adaptability refers to the ability of an organization to respond to changes or threats in the external environment. Pritchard R D. (1995) argued that early research on organizational performance mainly uses productivity as a measure. Delaney D T. (1996) posed that organizational performance was the operating efficiency of an organization within a certain operating range.

In addition, performance measurement is defined by the interaction among members of the organization. It can be seen that the internal atmosphere of the organization will affect the achievement of organizational performance. Chen (2005) and other scholars support the classification of organizational performance indicators. They believed that there are two kinds of measurement of organizational performance: single indicator and multiple indicators. Among them, single indicators refer to the indicators of organizational achievements, such as employee satisfaction, profit, organizational stability, organizational productivity and other factors. Multiple indicators avoid the one-sidedness of single indicators to measure organizational performance, and measure organizational goals and organizational performance from multiple perspectives. Throughout the research of scholars, most of them use survey data such as questionnaires, interviews and other research data as sample data to measure the level of organizational performance of enterprises. Because the survey data are greatly influenced by human factors, researchers cannot get completely objective data. Although some scholars use financial data to explain organizational performance, with the development of market economy, pure financial data cannot fully explain the quality of organizational performance.

Therefore, some researchers began to pay attention to non-financial factors affecting organizational performance, so organizational performance is regarded as the effectiveness and efficiency in the process of achieving organizational goals. So, there is no doubt that organizational performance as one of the important indicators of organizational value exists. Therefore, this study used Steers (1975), Lin Yiping (2001), Xie Hong Ming (2005) and Chen Guo Quan (2005) to define organizational performance. So, organizational performance was defined as the indicators of organizational achievements, such as employee satisfaction, profit, organizational stability and organizational life. Then the relative value of scale was used to evaluate the organizational performance of SMEs.

2.2 Organizational Citizenship Behaviour

The concept of organizational citizenship behaviour (OCB) was first proposed by Barnard (1943), a representative of the School of Social Systems. When the concept was first proposed, it was defined as "the desire to cooperate with others". Katz and Kahn (1964) pointed out that an organization may be a very unstable system if its employees only show the behaviour required by the rules and regulations of the organization and

there are no spontaneous, pro-organizational behaviour outside the organizational norms. Katz and Kahn (1978) stated that in an effective and continuous operation organization it is not enough to require employees to complete their own tasks on time according to certain work requirements but also to make contributions to the organization spontaneously and actively and show innovative and spontaneous behaviour, such as making constructive suggestions, constantly self-learning and experiencing.

Bateman and Organ (1983), based on Katz and Kahn (1964) research results, stated that citizenship behaviour was not explicitly stated in the formal regulations, but was beneficial to the quick development of the organization. Organ (1989) defined organizational citizenship behaviour as employees' active and self-conscious behaviour. There is no explicit regulation in the rules and regulations of the organization. It didn't influence the performance appraisal of employees, but it was beneficial to the individual behaviour of the organization. That is to say, OCB is a kind of spontaneous behaviour from the bottom of employees' hearts. If employees do not have organizational citizenship behavior, the organization will not punish it. For example, in the case of an event that damages the good image of the organization, they will stand up and maintain the image of the organization on their own initiative. Although these are not part of the work of the employees, they are good for the organization. It is difficult for managers to distinguish this situation clearly and give corresponding rewards or punishments.

Recently, Podsakoff, Blume, Whiting, and Podsakoff (2012) found that organizational citizenship behaviour was positively correlated with personal performance and customer satisfaction. Nielsen, Hrivnak, and Shaw (2013) also examined the relationship between organizational citizenship behaviour and organizational performance in group company. These researchers found that there is a positive relationship between OCB and organizational performance at the group level. Moreover, Farh J. L. (1997) is the representative of the five-dimensional structure among the Chinese scholars. On the basis of in-depth study of Western scholars' theories, he proposed that organizational citizenship behavior in Chinese context is a five-dimensional structure, including identification of organizations, altruism towards colleagues, professionalism, law-abiding, maintaining interpersonal harmony, and distinction between public and private. Affection and cultural background have also been optimized and developed in organizational citizenship behaviour scale.

Regarding the relationship between organizational citizenship behavior and management assessment, Podsakoff and colleagues (2009) found that organizational citizenship behavior accounted for 42.9% of the variance in management performance evaluation. The results also presented that among the ten studies included, altruism or help in the eight studies was significantly associated with performance evaluation; the sportsmanship was significantly correlated with performance evaluation in five of the eight studies; Responsibility was significantly associated with performance assessment in all three studies; six of the eight studies included were significantly associated with performance evaluation. In short, it can be said that according to the above research, organizational citizenship behaviour has a significant effect on organizational performance.

2.3 Organizational Justice and Organizational Performance

Organizational justice addresses the common dilemma of understanding and describing human behavior in an organization, as well as the cognitive framework of attitudes, values, norms, and expectations shared by organizational members" (Faldetta, 2016). Javahery Kamel (2009) stated that organizational justice influenced people's perceptions on groups or job assignments in which they work. In other words, organizational justice influences collective consciousness and interpersonal perceptions. As these two values are strongly related to organizational performance, this research decided to include organizational justice construct in its conceptual framework. Three constructs are proposed under the organizational justice, they are distributive justice, procedural justice and interactional justice.

2.3.1 Distributive Justice

Distributive justice is an individual's perception of the justice of the rewards received, and the evaluation of the final distribution results based on certain criteria. It also known as outcome justice (Moorman, 1991; Johnson, 2007; Javahery, 2009). Depending on the Adams' equity theory (1963; 1965), distributive justice comes from the comparison of work outcomes, taking into account the input of some reference others and the concept of comparison used by employees. Most natural environments have some reasonable reference comparisons (Ronen S. 1986).

Distributive justice also refers to the justice of the results and rewards obtained by employees (Neuhoff & Moorman, 1993). It is mainly related to cognitive, emotional and behavioural responses to specific outcomes (Moorman, 1991; Johnson, 2009). Pan Xiao Fu (2010), Yan Dan and Zhang Lijun (2010), Liao Le Le (2018) explored the relationship among the distributive justice and OCB and organizational performance from the perspective of China cultural background. The study result showed that distributive justice can influence

organizational performance. The OCB played a mediation role. In other words, when a particular outcome is considered fair it should affect people's emotions, cognition and ultimately their behaviours. These behaviours can influence the organizational performance (Greenberg, 2004; Fox S, Spector P E, Miles D, 2001; Rashi, Mnia, & Hassanzad, 2009). According to the above researches, the following hypotheses were put forward:

H1a: There is a significant relationship between distributive justice and employees' OCB of SMEs in China.

H1b: There is a significant relationship between distributive justice and organizational performance of SMEs in China.

2.3.2 Procedural Justice

Procedural justice refers to the process and procedure of event handling and decision-making, which is fair to both stakeholders and parties (Lind & Allan, 1989). In this process, there is no unfair and unreasonable result caused by human deviation. Therefore, it is also one of the guarantees to ensure the justice of results (Johnson R E, 2006). Specifically speaking, procedural justice is to ensure and achieve justice and it is a system design for event handling process. Procedural justice requires that the designer of a procedure dealing with an event, after considering and synthesizing various factors affecting the process, formulate a set of system and legal system to ensure transparency and justice, so as to realize the protection of interests and legitimate and reasonable rights of the parties and stakeholders in the same procedure (Greenberg, 1986).

Moorman (1991), Farh (1997) analysed the relationship between procedural justice and OCB. The result indicated that procedural justice had positive correlation with OCB, which led to positive effect on organizational performance. This is because the implementation of procedural justice in an organization would motivate employee to have a great emotion and behaviour to improve organizational performance (Kim & Maurborgne, 1996). According to the above researches, the following hypotheses were proposed:

H2a: There is a significant relationship between procedural justice and employees' OCB of SMEs in China.

H2b: There is a significant relationship between procedural justice and organizational performance of SMEs in China.

2.3.3 Interactional Justice

Interactional justice focuses on the impacts of the process executor's attitude and manner towards employees on employees' perception of fairness in the process of implementation (Dan S C, Audrey S., 2008). Interpersonal justice reflects the degree of politeness and respect for employees by those in power who execute procedures and determine outcomes; Bies R J (1987) and Burton J P (2011) stated that interactional justice is the most common one in the organizations compared to distributive justice and procedural justice because employees experience it every day. They uncovered that only a very small part of the unfair events people experiences every day can be attributed to the distributive justice and procedural justice.

Moorman (1991) also found that interactional justice positively affected employees' organizational citizenship behaviour. Karriker (2007) and Rego and Chanha (2010) found that organizational citizenship behaviour was significantly affected by interactional justice and in turn employees' citizenship behaviour had a positive effect on the organizational performance. This is because interactional justice involves the source of justice and all aspects of the communication process between the recipients, such as courtesy, honesty, respect and transfer information. Thus, when organizational employees feel the interactional justice, they incline to improve organizational performance. This leads to the following hypotheses:

H3a: There is a significant relationship between interactional justice and employees' OCB of SMEs in China.

H3b: There is a significant relationship between interactional justice and organizational performance of SMEs in China.

2.3.4 Mediating Role of Organizational Citizenship Behavior

Organ (1993) proposed that the accumulation of organizational citizenship behaviour can improve organizational performance. In particular, OCB helps to create a positive team atmosphere, create a more enjoyable work environment, and enhance the organization's ability to adapt to environmental changes and create organizational social capital, thereby improving the efficiency of employees and organizational performance. Over the years, there have been many such studies, but they are most based on theoretical basis inference, and empirical research is still very few. Therefore, in this study, OCB was assumed to have a potential to mediate the relationships between antecedents (distributive justice, procedural justice, interactional justice) and organizational performance. This argument leads to the following hypotheses:

H1c: The relationship between distributive justice and organizational performance is mediated by organizational citizenship behaviour

H2c: The relationship between procedural justice and organizational performance is mediated by organizational citizenship behaviour

H3c: The relationship between interactional justice and organizational performance is mediated by organizational citizenship behaviour

3. Research Methodology

This study adopted disproportionate stratified random sampling to collect data from the SMEs' employees in of China. The stratified random sampling is a method of sampling that is referred to the standard of the population group that is called strata. The strata of this research were type of industries in China. According to Gay and Airasian (2000), random sampling is a method in which all individuals have equal and independent opportunities to be selected as subjects in the selected population. The ease of use factor represents the biggest advantage of random sampling. In short, disproportionate stratified random sampling was used to collect data from different industries in China. The study takes samples from as many regions, industries and types of employees spanning in SMEs of China by sending email questionnaire. As stated above, the total of 400 employees in SMEs of China were randomly selected. The data collection period took approximately four months from October 2018 to January 2019. The questionnaire of study used a Likert seven-point scale from 1 (strongly disagree) to 7 (strongly agree).

3.1 Organizational Justice Scale

Organizational justice scale was adopted from Neuhoff and Moorman (1993). The scale was consisted of 12 items. It includes three parts to measure distributive justice, procedural justice, interactional justice. Every part has four items. As show in Table 1.

Table 1. Items constituting organizational justice

Distributive Justice
My work schedule is fair.
My work salary is fair compared to my job performance.
My workload is fair compared with other colleagues with the same job and duties.
The reward I receive is fair based on my contribution to the organization.
Procedural Justice
My company's work procedure is designed in an unbiased approach.
My company can collect accurate and complete information when making job decisions.
My company' rules are applied fairly to all relevant employee.
My company provide employees with opportunities to appeal or challenge the decision.
Interactional Justice
My colleagues have no prejudice against me.
My colleagues treat me with kindness and respect.
My work partners are able to consider my viewpoint.
My organization provide me with timely feedback about the company decision and its implication.

3.2 Organizational Citizenship Behaviour Scale

Organizational citizenship behaviour was examined using the scale developed by Farh J. L. (1997), Organizational citizenship behavior is the mediating variable which refers to employees' actions and activities that benefit the organization but have not been explicitly or directly confirmed in the formal compensation system of the organization. Twenty items were adopted to the measure this variable. As shown in the Table 2.

Table 2. Items constituting organizational citizenship behavior

I am willing to stand up to protect the reputation of the company.
I eager to tell outsiders good news about the company and clarify their misunderstandings.
I make constructive suggestions that can improve the operation of the company.
I actively attend company meetings.
I am willing to assist new colleagues to adjust to the work environment.
I am willing to help colleague solve work-related problems.
I am willing to cover work assignments for colleague when needed.
I am willing to coordinate and communicate with colleagues.
I think interpersonal harmony is more important than personal influence and gains in the organization.
I do not use position power to pursue personal gain.
I do not ignore my colleagues' accusations and suggestions for my own benefit.
I do not speak weakness of the supervisor or colleagues behind their backs.
I do not use work time to do private something (trading stocks, shopping etc.).
I do not use company resources to do personal thing (company phones, copy machines, computers and cars).
I do not take sick leave and make excuse for some private thing.
I comply with company rules and procedures even when nobody watches and no evidence can be traced.
I take my job seriously and rarely make mistake.
I am willing to take on new or challenging assignments.
I try hard to self-study to increase the quality of work outputs.
I often arrive early and start to work immediately.

3.3 Organizational Performance Scale

Organizational performance scale was adopted from Wang, F. J. (2010). Organizational performance is the dependent variable and was defined as the achievement of organizational goals. Seven items were adopted to the measure this variable. As shown in Table 3.

Table 3. Items constituting organizational performance

My organization has made good use of knowledge and skills in looking for ways to become more efficient.
My company's employee productivity has improved.
The quality of work performed by my current coworkers in work group is high.
The occurrence of goal attainment is very high in my organization.
The company's after-tax net income growth rate has been increased.
The company's image is better than that of the competitors.
The customer satisfaction toward my organization is very high.

4. Research Findings

Out of 400 questionnaires were distributed, 251 were returned. This led to a 62.7% response rate. Depending on the Sekaran (2003), 30% response rate is thought sufficient to have a survey research. According to the theory, the response rate (62.7%) of this study was higher than the recommendation rate. In return, the results of this study can be extended to the population.

4.1 Profile of the Respondents

The demographic background of the respondents was showed in Table 4. Out of 251 respondents, 55.4 % of them were female and 44.6 % were male. The respondents were age below 25 years old (24.3%), 26 to 36 years old (33.1%), 36 to 45 years old (15.1%) and more than 45 years old (27.5%). The respondents (56.6%) had at least were the bachelor degree holders. Table 4 also shows that the respondents were from various industries including industry (6.0%), trade (3.2%), education (38.6%), health care (13.5%), hotel and restaurant (6.0%), agriculture (2.4%) and others (20.3%).

Table 4. Demographic profile of the respondents (N=251)

	Frequency	Percentage
Gender		
Male	112	44.6
Female	139	55.4
Age		
25years and below	61	24.3
26 to 36 years	83	33.1
36 to 45 years	38	15.1
45 years and above	69	27.5
Educational Level		
High school and below	16	6.4
College	55	21.9
Bachelor	142	56.6
Master and above	38	15.1
Type of Industry		
Industry	15	6.0
Trade	8	3.2
Education	122	48.6
Healthcare	34	13.5
Hotel and restaurant	15	6.0
Agriculture	6	2.4
Others	51	20.3

4.2 Reliability Analysis

According to Sekaran's (2003) suggestion, for testing the reliability of the research instrument, this study adopted the internal consistency method, which was measured by Cronbach's alpha. Based on the recommendations of Nunnall and Berntein (1994) and Nunnally (1978), the Cronbach coefficient alpha values greater than 0.65 for measuring the reliability are reliable. Table 5 provides the Cronbach coefficient alpha values of independent variables are greater than 0.70, ranging from 0.792 to 0.913, exceeding the acceptable value recommended. Thus, the instrument was reliable.

Table 5. Reliability coefficients for variables

Variable	N of Original Item	N of Deleted Item	N of New Items	Cronbach Alpha
Performance	7	-	7	0.913
Organizational Citizenship Behavior	20	-	20	0.961
Organizational Justice				
Distributive Justice	4	-	4	0.871
Procedural Justice	4	-	4	0.846
Interactional Justice	4	-	4	0.792

4.3 Correlation Analysis

As indicated in Table 6, organizational justice showed significant association with organizational performance ($r = 0.480, p < 0.01$). Organizational justice also has a significant connection with OCB ($r = 0.569, p < 0.01$). Interactional justice showed the highest association to organizational performance ($r = 0.451, p < 0.01$) and OCB ($r = 0.592, p < 0.01$), followed by procedural justice and distributive justice.

Table 6. Relationship among organizational justice, OCB and organizational performance

	Performance	OCB	OJ	DJ	PJ	IJ
Performance	1					
Organizational Behavior	.731**	1				
Organizational Justice	.480**	.569**	1			
Distributive Justice	.394**	.455**	.898**	1		
Procedural Justice	.427**	.474**	.892**	.694**	1	
Interactional Justice	.451**	.592**	.840**	.647**	.623**	1

4.4 Multiple Regression Analysis

4.4.1 Effect of Predictors on Organizational Performance

Table 7 provides the finding of regression analysis, which examined the effect of all predictors on organizational performance. Results showed that all predictors explained 49.7 percent of variance in organizational performance ($R^2=0.497$, $F=18.023$, $p<0.01$). Two predictors had significant relationship with organizational performance. The predictors were distributive justice ($p=0.043$, $p<0.05$), interactional justice ($p=0.049$, $p<0.05$).

Table 7. Effect of predictors on organizational performance

	B	T	Sig.
Distributive Justice	-.112	-2.039	.043
Procedural Justice	-.011	-.179	.858
Interactional Justice	-.147	-1.975	.049
R^2	0.497		
F	18.023		
Sig.	0.000		

4.4.2 Effect of Predictors on Organizational Citizenship Behavior

Next table, Table 8 illustrates the finding of regression analysis to examine the direct effect of predictors on OCB. Overall, the studied predictors explained 75.1 % of OCB ($R^2=0.751$, $F=55.082$, $p<0.01$). Three predictors showed significant effect on OCB. The predictors were distributive justice ($p=0.09$, $p<0.05$), procedural justice ($p=0.048$, $p<0.01$), interactional justice ($p=0.006$, $p<0.05$),

Table 8. Effect of predictors on organizational citizenship behavior

	B	T	Sig.
Distributive Justice	-.096	-2.618	.009
Procedural Justice	-.084	-.1989	.048
Interactional Justice	.137	2.770	.006
R^2	0.751		
F	55.082		
Sig.	0.000		

4.4.3 Effect of Organizational Citizenship Behavior on Organizational Performance

Lastly, this section also examined the effect of OCB on organizational performance. Result of regression analysis is illustrated in Table 9. Table 9 indicates that organizational citizenship behavior explained 39.3 percent variance of organizational performance ($R^2=0.393$, $F=161.524$, $p<0.01$). The coefficient of OCB on organizational performance was significant ($B=0.661$, $t=12.709$, $p<0.01$), indicating the significant effect of OCB on organizational performance.

Table 9. Effect of organizational citizenship behavior on organizational performance

	B	T	Sig.
Organizational Citizenship Behavior	0.661	12.709	0.000
R ²	0.393		
F	161.524		
Sig.	0.000		

4.4.4 Mediating Effect of Organizational Citizenship Behavior on the Relationships between Predictors and Organizational Performance

Result of regression analysis to examine the mediating effect of organizational citizenship behavior is illustrated in Table 10. Out of three predictors tested, only three of them has fulfilled path ‘a’ and only one had fulfil path ‘c’. The model also meets the requirement in path ‘b’ when OCB significantly contribute to organizational performance. Based on the requirement outlined by Baron and Kenny (1986), OCB only mediates the relationships between procedural justice and organizational performance. OCB failed to mediate the relationships between other two variables and organizational performance.

Table 10. Mediating Effect of Organizational Citizenship Behavior on the Relationships between Predictors and Organizational Performance

	B	T	Sig.
Equation a (IV to MV)			
Distributive Justice	-.112	-2.618	.009
Procedural Justice	-.097	-.1989	.048
Interactional Justice	.132	2.770	.006
Equation b (MV to DV)			
OCB	0.627	12.079	0.000
Equation c (IV to DV)			
Distributive Justice	-.124	-2.039	.043
Procedural Justice	-.012	-.179	.858
Interactional Justice	-.134	-1.975	.049
Equation c’ (X & M – Y)			
Distributive Justice	.025	.491	.624
Procedural Justice	.119	2.242	.026
Interactional Justice	-.047	-.805	.422

According to Table 10, the following results were obtained. As illustrated in Figure 2, the effect of procedural justice on organizational performance with significant level $p < 0.01$ to not significant ($p > 0.05$). This result indicated that OCB has partially mediates the relationship between procedural justice and organizational performance.

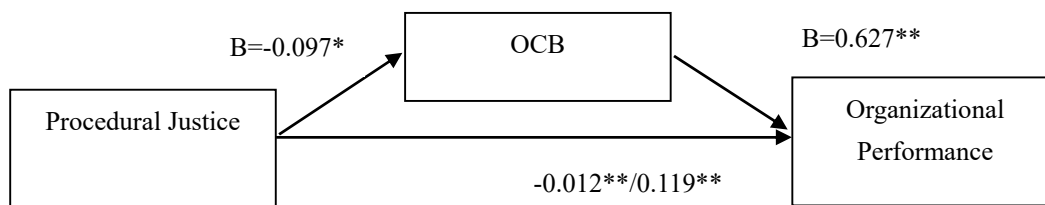


Figure 2. Mediating effect of OCB on the relationship between procedural justice and organizational performance

5. Discussion

This study uses a structural model and data analysis to explore the direct and indirect effects of organizational justice on organizational performance. This research can timely to assist SMEs in improving their performance through a synergy created from organizational citizenship behavior among employees. And the finding of study can also add to more knowledge about the relationships among the research variables.

Through the correlation analysis and regression analysis from the study, it can be observed that there were significant correlations between distributive justice, procedural justice, interactive justice and organizational performance of SMEs in China. The interactional justice gained the highest correlation coefficients and followed by procedural justice and distributive justice. Through regression analysis, H1b, H3b were supported. H2b was rejected. It can be observed that distributive justice and interactive justice were positively and significantly influenced organizational performance but procedural justice was not positively and significantly influenced organizational performance. Thus, according to the finding of the study, we can know when employees think that their input has been rewarded properly can they feel organizational fairness, and then they will work hard to improve personal work performance, thereby improving organizational performance. If employees can not feel organizational justice, it will reduce work efficiency and even lead to negative idleness. Only by realizing organizational justice, can employees' work performance be positively affected. Therefore, organizational justice is an important factor to measure the ability of enterprise management, and also an important part of the core competitiveness of enterprises. It has a very important impact on employees' work cognition and practice.

Through the correlation analysis and regression analysis, it can also be seen that there were significant correlations between distributive justice, procedural justice, interactive justice and organizational citizenship behavior of employees in SMEs in China. This can show that the higher the perception of organizational justice of employees in SMEs, the better the perception on organizational citizenship behavior. Interactional justice obtained the highest coefficient and followed by procedural justice and distributive justice. Through regression analysis, H1a, H2a, H3a were supported, it was uncovered that distributive justice, procedural justice and interactive justice were positively and significantly influenced organizational citizenship behavior. Thus, it could be said that the results of this study were parallel with previous studies and supported the axiom that organizational justice are important in the organization. When employees feel fair treatment in organization, they will do more civic behavior in favor of the organization and bring more benefits to the organization.

This study found that H2c was supported in the practical setting whereas other hypotheses H1c, H3c were rejected. In other words, the relationships between procedural justice and organizational performance were mediated by the organizational citizenship behavior. On the other hand, the relationships between distributive justice, interactional justice and organizational performance were not mediated by the organizational citizenship behavior. And the study also found that the organizational citizenship behavior has a significant effect on the organizational performance. Therefore, though the finding of the study, we can know that organizational citizenship behavior can has a mediating role between procedural justice and organizational performance, this is a supplement to previous research. Therefore, implicit in this is that employees must be equipped with relevant intrinsic values and inner fair needs so that they have high level of citizenship behavior towards the company and in turn willing to contribute towards achieving SMEs' performance goals actively.

To sum up, through the result of study, SMEs should further improve the salary and welfare system, adhere to the "people-oriented" principle, the salary level of staff should be basically consistent with that of other similar organizations, and the salary of their own units should be determined according to the actual development of the local economy. It is suggested to establish a fair and multi-channel promotion mechanism; material returns from promotion and personal social status. This improvement can motivate them to generate organizational citizenship behavior. Executive Service Center staff can be assessed based on task performance and peripheral performance. Task performance is directly related to the content of job responsibilities. Peripheral performance is organizational citizenship behavior. It is a spontaneous initiative beyond post responsibilities. The official assessment and social assessment should be combined, pay attention to usual assessment, be good at collecting performance-related information, and have a holistic grasp of staff performance through core event method, investigation and research method, interview method, especially the surrounding performance such as organizational citizenship behavior, so as to promote the improvement of enterprise organizational performance.

Nevertheless, the limitations of this study mitigate the findings and their impact. In the aspect of variable data, the method of subjective evaluation was used to answer the survey questions. Although it has many advantages and conveniences, after all, people's subjective views will be affected by personal knowledge level, ideas and other factors. On the other hand, because of the restriction of subjective and objective conditions, the object of

this research was SMEs of China. Although it has a strong pertinence, it also means that it restricted the popularization and application of research conclusions. And cultural differences affect employees' attitudes and behaviors. Many Chinese employees may be more sensitive to interactional justice, and more pay attention to emotional identity. Therefore, future research needs to use multinational samples to test the model.

6. Conclusion

The model established in this paper provides an important theoretical basis for studying organizational justice and organizational performance. First, the research results show that distributive justice and interactional justice have directly significant effect on the organizational performance, but procedural justice has an indirectly influence on the organizational performance by the mediation of organizational citizenship behavior. Secondly, among the three dimensions of organizational justice, interactive justice is the best predictor of organizational performance. Thirdly, this paper further develops the theory of the relationship between organizational justice and organizational performance by exploring the influence mechanism of organizational justice on organizational performance. Thus, this study can provide more effective theoretical guidance for the development of the organization and a new conceptual framework that contains values that could develop employees' organizational citizenship behavior and in turn motivation to contribute towards achieving organizational goals actively in the workplace. The conceptual framework enables enterprise managers to deeply understand the structural model of organizational equity and organizational performance, and clarify the mechanism of the relevant elements of organizational equity for organizational performance so that they can formulate corresponding solutions to achieve more efficient and lasting. Employee incentives can effectively improve organizational efficiency and achieve the common development of organizational performance and employee performance. Moreover, this paper focused on the relationship between organizational justice and employee performance, investigates and understands the actual situation of SMEs in China. In this respect, the analyses on the main problems and shortcomings, and then the formulation of the effective improvement and improvement measures to ensure the stability, sustainability and effective development of enterprises are towards that.

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