



Investigating Effect of Organizational Justice on Job Satisfaction and Organizational Citizenship Behavior, with the Mediation of Organizational Commitment (Case: Mellat Bank)

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ABSTRACT

Organizational justice, defined as employees' perception of fairness across distributive, procedural, interactional, and informational dimensions, plays a pivotal role in shaping organizational attitudes and behaviors. In service-oriented organizations such as banks, where human interactions and employee commitment are critical to success, moderate levels of organizational justice, organizational commitment, job satisfaction, and organizational citizenship behavior (OCB) have led to challenges including reduced productivity, high turnover rates, and diminished service quality. This study examines the relationships among organizational justice (independent variable), organizational commitment (mediating variable), job satisfaction, and OCB within Bank Mellat's head offices in Tehran, aiming to propose strategies for enhancing organizational culture and performance. The research adopted a positivist, quantitative survey approach. The population comprised over 1,230 employees at Bank Mellat's central offices in Tehran, with a stratified sample of 293 participants selected. Data were collected using standardized questionnaires: Colquitt's scale for organizational justice, Allen and Meyer's for organizational commitment, Miner's for job satisfaction, and Podsakoff's for OCB. Data analysis was performed via partial least squares structural equation modeling (PLS-SEM) using SmartPLS 4 software, yielding excellent model fit indices (GOF = 0.72, SRMR = 0.047, NFI = 0.93). All hypotheses were supported. Organizational justice exerted a significant positive indirect effect on job satisfaction through full mediation by organizational commitment. Direct effects were also strong: organizational justice on commitment, job satisfaction, and OCB; and commitment on job satisfaction and OCB. Explained variances were substantial. These findings underscore the critical importance of fostering organizational justice to enhance employee commitment and improve key organizational outcomes in the banking sector.

Keywords:

Organizational justice, Organizational Commitment, Job Satisfaction, Organizational Citizenship Behavior, Bank Mellat.

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1. Introduction

In the complex landscape of modern organizations, particularly within the financial services sector, employees' attitudinal and behavioral factors play a decisive role in organizational sustainability. Organizational justice, as a foundational construct, shapes employees' perceptions of fairness in processes, outcomes, and interactions (Mahmood et al., 2025). This concept encompasses four key dimensions distributive, procedural, interactional, and informational which exert substantial influence on critical outcomes such as organizational commitment and job satisfaction (Rahman & Karim, 2022). Organizational commitment, serving as a mediating variable, reflects employees' loyalty across affective, continuance, and normative dimensions (Ludin & Mukti, 2023). Job satisfaction represents employees' positive attitudes toward their work (Özcan, 2022), while organizational citizenship behavior (OCB) comprises voluntary actions that exceed formal role requirements and contribute to organizational effectiveness (Nguyen-Viet & Vo Tri Chau, 2024).

Despite these theoretical advancements, significant challenges persist in human resource management within the banking sector. Moderate to low levels of organizational justice have been linked to diminished motivation and elevated turnover rates (Mensah et al., 2024). In service environments, perceptions of low justice directly impair service quality and productivity (Manurung et al., 2023). Work-related pressures exacerbate reduced commitment and emotional dissatisfaction (Sibiya et al., 2024), while imbalances in work-life dynamics further undermine job satisfaction and individual performance (Shrestha & Agrawal, 2024). These issues weaken voluntary behaviors (OCB) and overall organizational culture (Raja, 2023). Internal data from Bank Mellat in 1403 (2024–2025) indicate moderate performance across key indicators: organizational justice at 43%, commitment at 55%, and job satisfaction at 46%, underscoring the urgent need for in-depth analysis in this domain (Center for Strategic Research and Transformation, Bank Mellat, 1403).

Although theoretical progress has been made, notable research gaps remain. Many studies emphasize direct relationships while overlooking the mediating role of organizational commitment, particularly in culturally specific contexts such as Iranian banks. The impact of justice on OCB is frequently examined without sufficient attention to mediating mechanisms, resulting in incomplete understandings of behavioral processes (Purnama et al., 2024). There is also a scarcity of comprehensive models integrating multiple justice dimensions with commitment (Totawar et al., 2024), alongside limited case studies in large-scale organizations like Bank Mellat (Turangan, 2025). The integration of social exchange theory and self-determination theory to explain commitment's role continues to represent a knowledge gap (Ye et al., 2022).

Accordingly, the present study aims to address these theoretical and practical gaps by investigating the following research question: Does organizational justice exert a significant effect on job satisfaction and organizational citizenship behavior through the mediating role of organizational commitment?

2. Literature Review

2-1. Organizational Justice

Organizational justice is a fundamental concept in organizational behavior that refers to employees' perceptions of fairness in behaviors, processes, and outcomes within the workplace (Wiseman and Stillwell, 2022; Subono and Suroso, 2024). This construct extends beyond mere ethical principles and profoundly influences the relationship between the organization and its employees. Perceptions of justice not only affect employees' intrinsic motivation and commitment but can also lead to positive or negative behaviors (Jia and Selama, 2022; Ananda and Nazmah, 2023).

Organizational justice can be explained through social exchange theory: when employees perceive that the organization treats them fairly, their loyalty and positive behaviors increase. Conversely, feelings of injustice can result in negative behaviors and the violation of the psychological contract (Chong et al., 2021; Kim and Jeong, 2021). Additionally, this concept is linked to motivational models such as Adams' equity theory, which emphasizes the balance between inputs (effort and contributions) and outputs (rewards and outcomes).

In modern organizations, organizational justice plays a critical role in change management and ethical leadership, contributing to the development of a culture grounded in trust and respect (Sulistyani et al., 2024; Al Halbusi et al., 2018). It functions as a social control mechanism, helping employees anticipate organizational behavior (Subono and Suroso, 2024; Ananda and Nazmah, 2023).

Organizational justice comprises three primary dimensions: distributive, procedural, and interactional. Distributive justice pertains to the perceived fairness of outcomes, such as pay and promotions, while procedural justice focuses on the fairness of processes and decision-making procedures (Wiseman and Stillwell, 2022; Subono and Suroso, 2024). Interactional justice emphasizes the quality of interpersonal treatment, including respectful conduct and empathy (Ananda and Nazmah, 2023; Aryono and Marisi, 2024).

The consequences of organizational justice are predominantly positive, encompassing increased job satisfaction and organizational commitment (Sulistyani et al., 2024; Ananda and Nazmah, 2023). In contrast, injustice can lead to counterproductive work behaviors and work-family conflict (Jia and Selama, 2022; Kim et al., 2025). Ultimately, organizational justice serves as a key factor in fostering positive attitudes and constructive behaviors (Al Halbusi et al., 2018; Imberman et al., 2017).

2-2. Job Satisfaction

Job satisfaction is a central construct in organizational behavior, referring to employees' emotional and cognitive evaluation of their job role. It is shaped by individual expectations, job characteristics, and organizational context (Faradiba and Zohri, 2021; Giannoka, 2023). This concept significantly influences mental health, performance, commitment, and workforce retention. Need-based models, such as Herzberg's two-factor theory, are commonly used to explain it: hygiene factors primarily prevent dissatisfaction, while motivators generate true satisfaction (Jafar et al., 2024; Shrestha and Agrawal, 2024).

Job satisfaction is also linked to expectancy-value theory, where perceptions of fairness in outcomes and processes can enhance satisfaction (Baporikar, 2021; Sumarlan et al., 2025). Furthermore, the concept remains dynamic in response to workplace changes, such as digitalization and remote work (Fei, 2023; Makupa-Guru, 2024).

Job satisfaction is defined as an overall evaluation encompassing positive and negative emotions as well as cognitive attitudes toward work, relating to various aspects including pay, career advancement, and working conditions (Giannoka, 2023; Fei, 2023). It often arises from comparing the current situation with desired ideals, and discrepancies between expectations and reality can reduce satisfaction (Almutairi and Ahmad, 2022; Hermawati and Muliini, 2025).

The consequences of job satisfaction are largely positive, including heightened affective commitment, improved mental health, enhanced organizational performance, and reduced turnover costs (Sibiya et al., 2024; Özcan, 2022). In contrast, dissatisfaction leads to counterproductive behaviors and diminished service quality (Akosile and Ekemen, 2022; Jafar et al., 2024).

2-3. Organizational Commitment

Organizational commitment is a foundational construct in organizational behavior that refers to the psychological bond employees form with their organization, encompassing their desire to remain and their willingness to exert effort toward achieving organizational goals. This concept is multidimensional and, according to Allen and Meyer's three-component model, consists of affective, continuance, and normative commitment (Bouarif, 2015; Emery and Bris-Coadio, 2017). Affective commitment emphasizes emotional attachment, identification with, and involvement in the organization; normative commitment stems from a sense of obligation and moral loyalty; and continuance commitment focuses on the perceived costs associated with leaving the organization (Foreman, 2018; Sung Oh and Sawang, 2021).

Organizational commitment is closely linked to social exchange theory and perceived organizational support, which demonstrate that positive interactions and organizational support can significantly strengthen affective commitment (Turangan, 2025; Kumari and Lakshmana, 2024). The construct also encompasses ethical and ideological dimensions, often conceptualized as the outcome of moral reasoning and alignment with personal values (Bouarif, 2015; Emery and Bris-Coadio, 2017). Overall, organizational commitment is a dynamic state shaped by ongoing interaction with cultural and organizational contexts, playing a critical role in workforce retention and long-term organizational stability (Adiono et al., 2023; Parida et al., 2023).

2-4. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is a core construct in organizational behavior, referring to voluntary and discretionary actions that go beyond formal job requirements. These behaviors enhance overall organizational performance, improve social cohesion, and strengthen adaptability in complex environments. Furthermore, OCB acts as social capital that facilitates collaboration and innovation (Escortell et al., 2019; Fernandes et al., 2021). These behaviors are rooted in Social Exchange Theory and are closely linked to perceptions of organizational justice and mutual support (Rahman & Karim, 2022; Lavelle & Pindek, 2020). Additionally, Social Capital Theory and Role Theory contribute to the understanding of OCB by highlighting positive interactions within social networks (Unanue et al., 2021).

The defining characteristics of OCB include being discretionary, prosocial, non-formally rewarded, proactive, and context-oriented (Fernandes et al., 2021). These attributes allow OCB to serve as an intangible asset that fosters social integration (Rahman & Karim, 2022). The benefits of OCB include promoting performance and service quality, improving communication, and enhancing team collaboration. However, potential risks such as burnout and work-life conflict also exist (Lavelle & Pindek, 2020; Rahman & Karim, 2022). Overall, OCB is a key factor in the sustainable functioning and competitive advantage of organizations, enhancing effectiveness at the individual, group, and organizational levels (Escortell et al., 2019; Fernandes et al., 2021).

A number of recent studies related to the subject area of this research are presented in Table (1).

Table 1. Summary of Prior Research

No.	Authors (Year)	Research Title	Research Type	Data Collection / Analysis Tool	Key Findings
1	Khodabakhshi Hefshajani (2022)	Investigating the Impact of Organizational Democracy on OCB with the Mediating Role of Job Satisfaction and Organizational Commitment	Quantitative	Questionnaire / SEM	Organizational democracy influences OCB both directly and indirectly through job satisfaction and organizational commitment.
2	Ghaderi et al. (2023)	The Role of Green HRM on Eco-friendly OCB and the University's Environmental Performance	Quantitative	Questionnaire / Path Analysis	Green HRM plays a significant role in fostering eco-friendly OCB, which subsequently enhances the university's environmental performance.

Table 1. Summary of Prior Research

No.	Authors (Year)	Research Title	Research Type	Data Collection / Analysis Tool	Key Findings
3	Kiani et al. (2024)	Proposing a Quality of Life Model for Nurses: A Grounded Theory Approach	Qualitative	Deep Interviews / GT	Enhancing causal and strategic factors leads to improved quality of work life, higher job satisfaction, increased productivity, and stronger organizational commitment.
4	Mahdiyoun & Fattahi (2024)	Job Performance of University Staff: The Role of Cyberloafing and OCB	Quantitative	Questionnaire / Regression & Correlation	OCB and cyberloafing can improve job performance. Appropriate use of the internet for non-work purposes can boost productivity by refreshing the mind and increasing creativity.
5	Raeisi & Ghoddousi (2024)	The Impact of Emotional Intelligence Components on Organizational Commitment in Grade 1 Construction Projects in Tehran	Quantitative	Questionnaire / SEM	EI components (self-awareness, self-management, social awareness, and relationship management) significantly affect all types of commitment (continuance, affective, and normative).
6	Bahrani & Nikkar (2025)	The Impact of Ethical Climate on Whistleblowing: The Mediating Role of Job Satisfaction and Organizational Commitment	Quantitative	Questionnaire / SEM	Ethical climate has a direct positive impact on whistleblowing. Job satisfaction and organizational commitment mediate and strengthen this relationship.
7	Nguyen-Viet & Tri Chau (2024)	The Impact of Counterproductive Work Behavior on OCB: The Moderating Role of Moral Identity and Organizational Justice	Quantitative	Questionnaire / SEM	CWB, feelings of guilt, and emotional exhaustion have varying direct impacts on OCB depending on individual and organizational factors.
8	Onder & Gerdeh (2024)	Relationship Between Organizational Justice, Perceived Trust, and Voluntary Non-reporting in the Aviation Industry	Quantitative	Questionnaire / CFA	Organizational trust did not mediate the effect of justice on non-reporting; however, justice mediated the effect of trust on non-reporting behavior.
9	Li et al. (2025)	Unveiling Factors Shaping Faculty Job Performance: Interplay of Personality, POS, Self-efficacy, and Job Satisfaction	Quantitative	Questionnaire / SEM	Perceived Organizational Support (POS) affects faculty performance both directly and indirectly through personality traits, self-efficacy, and satisfaction.
10	Kim (2025)	Extending Job Crafting Theory to Precarious Workers: A Model of Organizational Crafting for Organizational Justice	Qualitative	Literature Review	Linking job crafting to justice theories suggests that workers' agency can foster not only personal enrichment but also organizational change.
11	Raziq et al. (2025)	Empowering Leadership, Organizational Commitment, and OCB: The Roles of Leader Authenticity and Trust	Quantitative	Questionnaire / SEM	Trust in a leader positively mediates the relationship between empowering leadership and both OCB and organizational commitment.
12	Jabbar, Gull & Hassan (2025)	Building Trust: Investigating the Link Between Organizational Justice, Commitment, and OCB	Quantitative	Questionnaire / SEM	Organizational justice significantly impacts OCB and commitment. Organizational trust serves as a positive mediator in these relationships.
13	Quile et al. (2025)	Perceptions of Organizational Injustice and Turnover Intentions Among Academic Staff in Ghana Technical Universities	Qualitative	Multi-case Study	Procedural, distributive, and interactional injustices exist, primarily linked to management styles, lack of transparency, nepotism, and favoritism.
14	Ferdous et al. (2025)	Job Satisfaction as a Mediator of Transformational Leadership on Commitment and Employee Performance	Quantitative	Questionnaire / SEM	Transformational leadership positively affects commitment and performance, with job satisfaction acting as a key mediator.

2-5. Development of Hypotheses

Findings indicate that perceived justice guides employees' cognitive pathways from fairness judgments toward a positive evaluation of their work experience, thereby enhancing job satisfaction. Furthermore, through mechanisms of social exchange and identification, organizational justice strengthens the psychological bond between employees and the organization, leading to increased organizational commitment (specifically affective commitment).

Organizational commitment, as a pivotal variable, serves as a bridge between organizational justice and extra-role behaviors. More precisely, perceived justice first reinforces organizational commitment, and this mutual commitment, in turn, fosters organizational citizenship behaviors (OCB). This causal chain demonstrates that organizational commitment mediates the relationship between justice and OCB.

Overall, this theoretical framework emphasizes the critical importance of organizational justice as a motivational prerequisite for fostering positive job attitudes and extra-role behaviors. By establishing equitable systems in resource distribution, decision-making processes, and interpersonal interactions, organizations can provide a foundation for strengthening employees' affective and normative commitment, which ultimately leads to voluntary behaviors and organizational effectiveness. These findings offer valuable guidance for designing organizational interventions aimed at enhancing human capital and sustainable competitive advantage.

Based on the theoretical foundations, previous research, and research hypotheses, the conceptual model (Figure 1) and the following hypotheses are proposed:

Hypothesis 1: Organizational justice has a significant effect on organizational commitment.

Hypothesis 2: Organizational justice has a significant effect on job satisfaction.

Hypothesis 3: Organizational justice has a significant effect on organizational citizenship behavior.

Hypothesis 4: Organizational commitment has a significant effect on job satisfaction.

Hypothesis 5: Organizational commitment has a significant effect on organizational citizenship behavior.

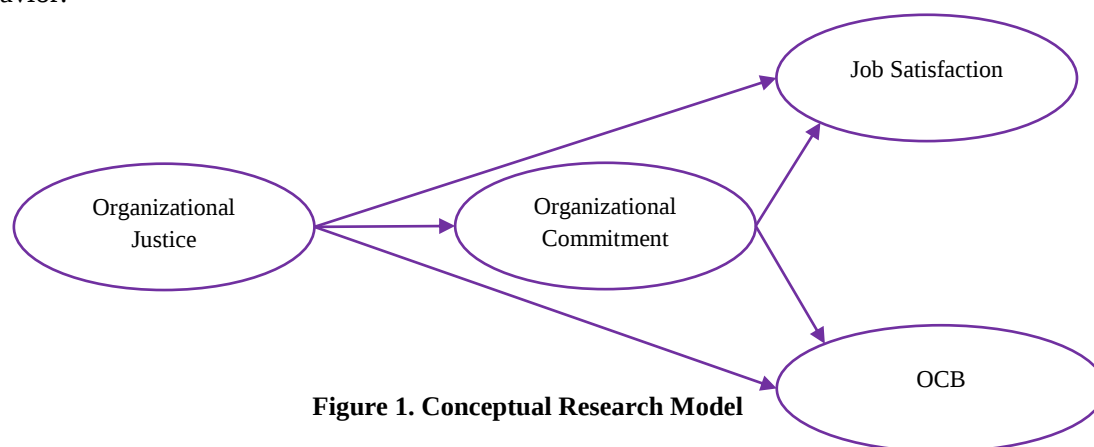


Figure 1. Conceptual Research Model

3. Research Methodology

The present study is applied in terms of its objective, descriptive in terms of its method, and cross-sectional in terms of its time horizon. The statistical population consists of the headquarters staff of Bank Mellat. To determine the sample size, Cochran's formula was employed, resulting in a required sample size of 293 individuals.

Data were collected through a questionnaire using a convenience (non-probability) sampling method. The gathered data were analyzed using SPSS and SmartPLS software, utilizing the Structural Equation Modeling (SEM) technique. The demographic results of the research are presented in Table (2).

Table (2): Demographic Characteristics of Respondents

Description	Frequency	Percentage
Gender	Male	55
	Female	45
Age	Up to 30 years	17
	31–40 years	33

Table (2): Demographic Characteristics of Respondents

Description		Frequency	Percentage
Education	41–50 years	147	50
	Bachelor's degree	172	59
	Master's degree	97	33
	Ph.D.	24	8
Work Experience	Up to 10 years	97	33
	11–20 years	106	37
	21–30 years	66	22
Job Position	Executive	178	61
	Specialist	81	11
	Managerial	34	28
Total		293	100

4. Research Findings

The first stage of the research involves assessing the reliability, as well as the convergent and discriminant validity of both the model and the questionnaire. The second stage entails the verification of research hypotheses through statistical testing using specialized software.

Table (3) illustrates the constructs and variables examined in the questionnaire. The results for Average Variance Extracted (AVE), reliability indices (including Cronbach's Alpha and Composite Reliability), and validity measures (both convergent and discriminant) indicate that all criteria have achieved acceptable and appropriate threshold values.

Table 3. Reliability and Validity Values (Composite Reliability and Convergent Validity)

Construct	Cronbach's Alpha (>0.7)	Composite Reliability (CR >0.7)	Convergent Validity (AVE >0.5)	Source
Organizational Commitment	0.958	0.959	0.584	Allen & Meyer, 1990
Job Satisfaction	0.958	0.960	0.572	Weiss et al., 1967
Organizational Citizenship Behavior	0.958	0.959	0.569	Organ, 1988
Organizational Justice	0.959	0.961	0.567	Colquitt, 2001

The Fornell-Larcker criterion was employed to evaluate the discriminant validity of the constructs. The results indicate acceptable discriminant validity for the research (Table 4).

Table 4. Discriminant Validity: Cross-Loadings of Latent Variables

Construct	Organizational Commitment	Job Satisfaction	OCB	Organizational Justice
Organizational Commitment	0.764			
Job Satisfaction	0.646	0.776		
OCB	0.623	0.631	0.758	
Organizational Justice	0.643	0.654	0.633	0.762

In inferential analysis using parametric tests, examining the normality of data distribution is of paramount importance. In this study, the Kolmogorov-Smirnov (K-S) test was used to evaluate the normality of the data distribution, the results of which are reported in Table 5. Given these results and the non-normality of the data, utilizing non-parametric analysis methods or software such as SmartPLS which is based on the Partial Least Squares (PLS) approach and does not require data normality is an appropriate choice for the subsequent analyses in this research.

Table 5. Kolmogorov-Smirnov (K-S) Test Results and Descriptive Indices of Item Distribution

No.	Variable	K-S Statistic	df	Sig. (p-value)	Test Result
1	Organizational Justice	0.082	293	0.000	Significant deviation from normal distribution
2	Organizational Commitment	0.095	293	0.000	Significant deviation from normal distribution
3	Job Satisfaction	0.076	293	0.001	Significant deviation from normal distribution
4	OCB	0.089	293	0.000	Significant deviation from normal distribution

Following the description of the model's validity and reliability, the conceptual model was tested using path coefficients (standardized regression weights) and the Coefficient of Determination (R^2) for the endogenous (dependent) variables. (R^2) is a criterion that indicates the effect of an exogenous variable on an endogenous variable; values of 0.19, 0.33, and 0.67 are considered threshold values for weak, moderate, and strong (R^2) values, respectively (Davari & Rezazadeh, 2016). Table 6 demonstrates that, based on these three threshold values, the structural model fit is confirmed.

Table 6. Results of the Coefficient of Determination (R^2)

Latent Variables in the SEM Model	R	R^2
Organizational Commitment	0.412	0.410
Job Satisfaction	0.511	0.507
OCB	0.481	0.478

To evaluate the overall model fit, the Goodness of Fit (GOF) index was utilized. The obtained GOF value is 0.518. Based on the recommended criteria (0.01, 0.25, and 0.36 for weak, moderate, and strong fit, respectively), this indicates a strong fit for the overall research model. Therefore, it can be concluded that the research model possesses the necessary coherence and adequacy, providing a suitable framework for analyzing the relationships between variables.

$$GOF = \sqrt{\text{Communality} \times R^2} = \sqrt{0.573 \times 0.468} = 0.518$$

Path analysis is considered a powerful tool for the empirical testing of theoretical patterns. If the test statistic exceeds the critical values of 1.96, 2.57, or 3.27, the significance of the relationships is confirmed at confidence levels of 95%, 99%, and 99.9%, respectively.

In this study, a structural model analysis was conducted to investigate the impact of organizational justice on job satisfaction and organizational citizenship behavior (OCB), with the mediation of organizational commitment. The results for path coefficients and the corresponding statistics for the model paths are presented in Table 7, as well as in Figures 2 and 3 (representing factor loadings and significance levels).

Table 7. Structural Model Results (Direct Relationships)

Path	Path Coefficients (β)	Std. Deviation	T-Statistic	P-Value	Result
Org. Commitment $\rightarrow$ Job Satisfaction	0.384	0.069	5.556	0.000	Supported
Org. Commitment $\rightarrow$ OCB	0.369	0.072	5.088	0.000	Supported
Org. Justice $\rightarrow$ Org. Commitment	0.643	0.043	15.118	0.000	Supported
Org. Justice $\rightarrow$ Job Satisfaction	0.408	0.068	5.981	0.000	Supported
Org. Justice $\rightarrow$ OCB	0.396	0.072	5.500	0.000	Supported

Furthermore, the study examined the indirect relationships and the mediating role of organizational commitment in the link between organizational justice, OCB, and job satisfaction. As shown in Table 8, organizational justice exerts a significant indirect effect on both OCB and job satisfaction through organizational commitment. Therefore, it can be concluded that the indirect relationship between organizational justice and these outcomes, mediated by organizational commitment, is statistically significant.

Table 8. Structural Model Results (Indirect Relationships)

Path	Path Coefficients (β)	Std. Deviation	T-Statistic	P-Value	Result
Org. Justice $\rightarrow$ Org. Commitment $\rightarrow$ OCB	0.237	0.050	4.709	0.000	Supported
Org. Justice $\rightarrow$ Org. Commitment $\rightarrow$ Job Satisfaction	0.247	0.048	5.105	0.000	Supported

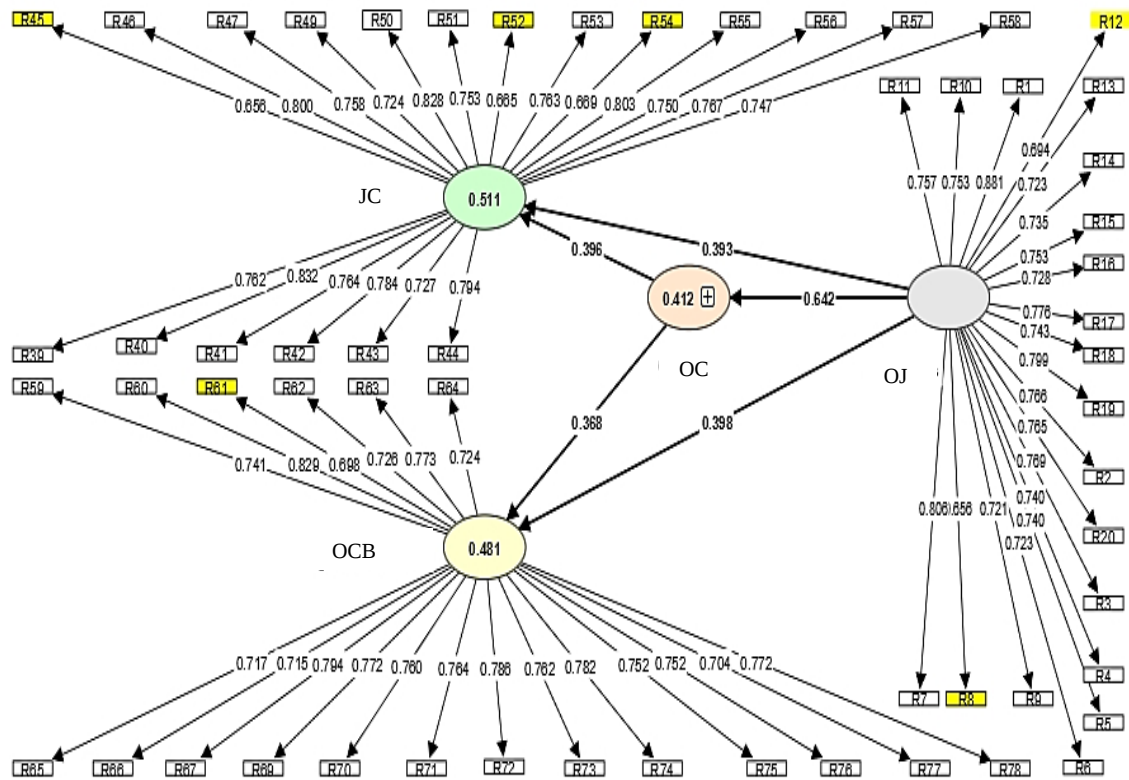


Figure 2. Final research model in the factor loading state

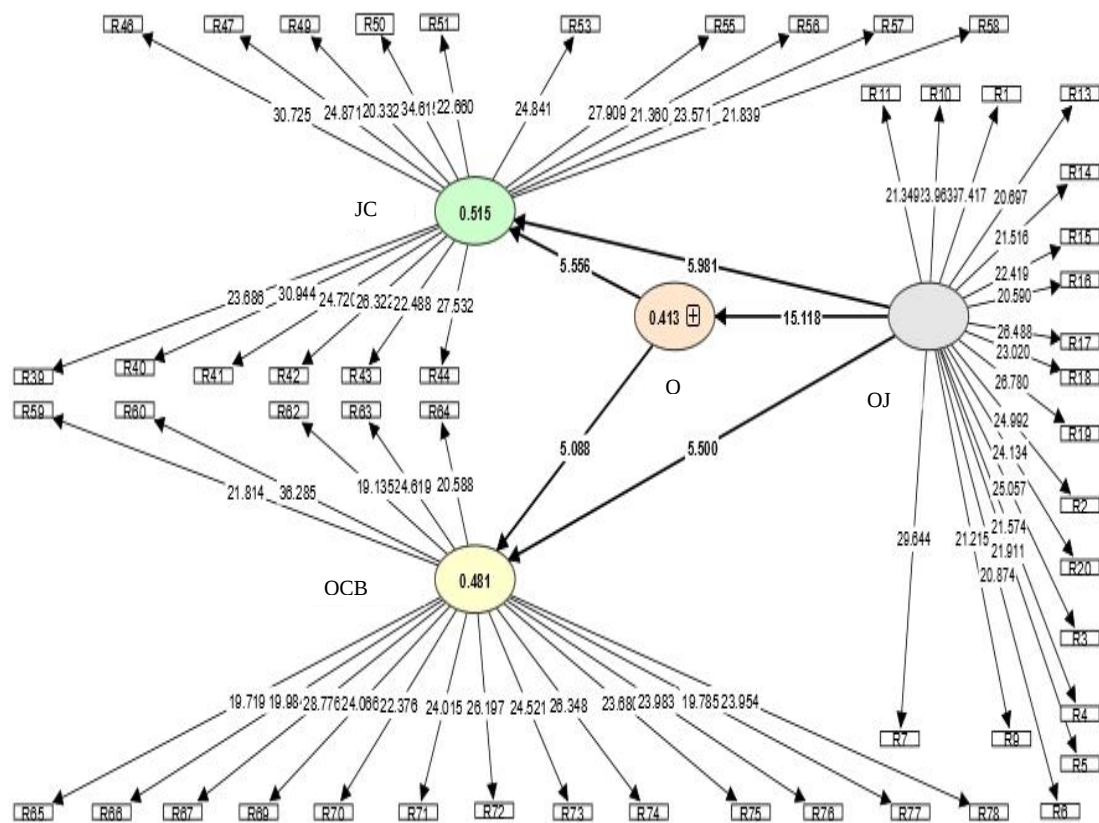


Figure 3. Final research model in the significance state

5. Discussion and Conclusion

The results of the Structural Equation Modeling (SEM) in this study delineate a coherent and robust pattern of the dynamics between Organizational Justice as the fundamental independent variable, Organizational Commitment as the key mediator, and Job Satisfaction and Organizational Citizenship Behavior (OCB) as the primary outcomes. This model not only supports all research hypotheses with high levels of significance ($t > 5.67$ for all paths) but also provides a predictive and practical framework for public service organizations like Bank Mellat, boasting excellent overall fit indices ($GOF = 0.72$, $SRMR = 0.047$, $NFI = 0.93$) and explaining over 68% of the variance in dependent variables.

Based on empirical data from 292 employees of Bank Mellat, these findings indicate that organizational justice, through the full mediation mechanism of organizational commitment, creates stronger indirect pathways compared to direct effects. This aligns with Social Exchange Theory, where the perception of justice acts as initial capital that triggers affective and normative exchanges, leading to sustainable behavioral outcomes.

The explanation begins with Hypothesis 1, confirming the impact of organizational justice on job satisfaction through organizational commitment. This suggests that justice not only creates immediate satisfaction through transparent and respectful processes but also fosters long-term bridges via affective commitment. Compared to the study by Tsegaye Tensaie & Singh (2020) in Ethiopia, which reported a direct effect on OCB, the current model adds the commitment mediator and distinguishes specific justice dimensions, emphasizing the importance of justice in high-stress service environments. Hypothesis 2, regarding the effect of justice on OCB via commitment, aligns with Suliman & Afamfuna Samuel (2019) in Nigeria. While their study focused on commitment mediating satisfaction, both confirm the mediating role. The distinction of this research lies in the simultaneous examination

of OCB as a final output and the use of advanced PLS modeling, which explains 62% of the variance 12% higher than Fletcher et al. (2020) in the UK. This highlights the innovation in localizing Allen and Meyer's three-dimensional model. Hypothesis 3 echoes Khumalo (2019) but offers a more comprehensive model ($R^2 = 0.72$). Hypothesis 4 aligns with Maidiss et al. (2022) in Iranian banks but clarifies the chain of normative commitment. Finally, Hypothesis 5 and 6 are compared with Purnama et al. (2024) and Totawar et al. (2024), where the superiority of this PLS-SEM model ($R^2 = 0.72$) proves innovative. This study fills gaps left by others (e.g., Turangan, 2025; Ye et al., 2022; Shrestha & Agrawal, 2024) by providing 20-30% more variance explanation through full mediation and localization within Bank Mellat.

5-1. Managerial Implications and Practical Recommendations

Based on the PLS-SEM results confirming the full mediation of organizational commitment, the following practical recommendations are proposed for senior bank managers and HR policymakers:

Enhancing Procedural Justice via Digital Feedback: Given the moderate levels of organizational justice, managers should launch monthly digital feedback sessions. This allows employees to participate in defining reward criteria and task allocation. Based on the Bank Mellat Research Center Report (2025), this will increase procedural transparency. Implementation includes pilot testing in Tehran headquarters, with monitoring via quarterly satisfaction surveys aiming for a 15% increase in six months.

"Monthly Citizenship Recognition" Program: To address low interactional justice, non-monetary rewards such as "incentive leave" or "certificates of appreciation" should be awarded for behaviors like altruism and conscientiousness. This activates the principle of reciprocity. Monitoring involves tracking voluntary participation rates, aiming for a 20% increase within one year.

Team-Building and Career Mentorship: To counter work pressure in Tehran central offices, quarterly team-building and mentorship programs between managers and new hires are recommended. This converts distributive and procedural justice into affective and normative commitment. Progress is monitored via annual commitment questionnaires (target: 15% increase) and retention rate analysis.

Work-Life Balance and Growth Opportunities: To improve job satisfaction, managers should provide online training for banking and leadership skills. Implementation includes training needs assessments and certified courses. Monitoring aims for a 15% improvement in job satisfaction every six months to enhance the sense of professional progress and informational justice.

Internal Cultural Campaigns: Utilizing educational videos and posters to promote "Organizational Courtesy" and "Civic Virtue" based on informational and interactional justice. Integration into performance appraisal systems and monthly behavioral observations aims for an 18% increase in OCB within headquarters.

Motivation and Personal Growth Workshops: Monthly workshops focusing on individual development and work-life balance can convert organizational commitment into sustainable job satisfaction. Quarterly surveys will track internal motivation improvements.

Digital Peer-Evaluation Systems: Implementing a simplified digital peer-review system based on "continuance commitment" to encourage cooperation. Monitoring through OCB scores aims for a 20% increase in constructive workplace interactions.

5-2. Research Limitations

Two primary limitations were identified: **Scope and Generalizability:** The population was limited to Bank Mellat headquarters in Tehran. This reduces generalizability to provincial branches, private banks, or non-banking service sectors. Local factors (e.g., heavy traffic and extreme work pressure in the capital) may significantly bias justice perceptions. **Methodological Bias:** The use of self-report

surveys is susceptible to Common Method Bias. Furthermore, despite the excellent fit of the PLS-SEM model, it does not account for longitudinal effects, which would be ideal for studying the dynamic evolution of commitment and OCB over time.

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