

Research Article

# The Influence of Ethical Leadership, Organizational Justice, and Positive Work Environment on Organizational Citizenship Behavior of Employees of Restaurant Service Companies in Yogyakarta

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**Abstract:** This study aims to examine the effect of ethical leadership, organizational justice, and a positive work environment on organizational citizenship behavior (OCB) of employees in a restaurant service company in Yogyakarta. Using a quantitative approach, this study involved 150 randomly selected employees and collected data through questionnaires. The data obtained were analyzed using multiple linear regression analysis. Results: ethical leadership has a significant positive effect on OCB ( $p < 0.05$ ), indicating that ethical behavior demonstrated by leaders can increase OCB among employees. Likewise, organizational justice has a positive and significant effect on OCB ( $p < 0.05$ ), indicating that employees who feel justice in the organization tend to demonstrate citizenship behavior. Furthermore, a positive work environment is also proven to have a significant effect on OCB ( $p < 0.05$ ), where a safe, comfortable, and supportive working atmosphere contributes to increased citizenship behavior. The contribution of the study is in the development of OCB theory in the restaurant sector and provides practical recommendations that can be used by companies to improve employee loyalty and performance.

**Keywords:** Employees; Ethical Leadership; Organizational Citizenship Behavior (OCB); Organizational Justice; Positive Work Environment

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## 1. Introduction

Organizational Citizenship Behavior (OCB) has become an important focus in the study of organizational behavior because it contributes significantly to the effectiveness and overall performance of an organization. OCB reflects voluntary employee behavior that goes beyond formal job descriptions, such as helping coworkers, being loyal to the organization, and showing concern for the work environment (Organ, 1988; Podsakoff et al., 2000). In the context of service industries such as restaurants, which demand high levels of social interaction, the existence of OCB is essential for maintaining service quality and customer satisfaction.

One factor influencing the emergence of OCB is ethical leadership. Ethical leadership refers to leader behavior that demonstrates honesty, integrity, and moral responsibility in decision-making and interactions with employees (Brown et al., 2005). Ethical leaders tend to model prosocial behavior and create an organizational climate that supports moral values,

thus encouraging employees to contribute more through organizational citizenship behavior (Bormann, 2017).

Furthermore, perceptions of organizational justice also play a crucial role. Organizational justice refers to the extent to which employees perceive they are treated fairly in terms of outcome distribution, decision-making procedures, and interpersonal interactions (Colquitt, 2001). When employees perceive they are treated fairly, they are more likely to develop positive attitudes toward the organization and exhibit OCB behaviors as a form of social reciprocity (Niehoff & Moorman, 1993).

A positive work environment, namely a psychologically, emotionally, and socially supportive work atmosphere, has also been shown to be a factor that increases intrinsic motivation and positive behavior in the workplace (Kelloway et al., 2012). A warm, open, and interpersonally supportive work environment encourages a sense of belonging to the organization and a tendency to make voluntary contributions.

By integrating these three independent variables—ethical leadership, organizational justice, and a positive work environment—this study aims to analyze how they simultaneously and partially influence the level of OCB among employees of a restaurant service company in Yogyakarta. This study not only provides theoretical contributions to the development of organizational behavior literature but also provides practical implications for managers in the service sector in establishing an ethical, fair, and supportive work culture.

In the modern workplace, organizational success is not only determined by achieving production or profit targets, but is also greatly influenced by individual behavior within the organization. One positive behavior that contributes significantly to organizational performance is Organizational Citizenship Behavior (OCB), namely voluntary employee behavior that goes beyond their formal duties, such as helping coworkers, loyalty to the company, and a willingness to contribute more without direct reward (Organ, 1988; Podsakoff et al., 2000).

In the service industry, particularly in Yogyakarta's restaurant industry, which relies heavily on excellent service and teamwork, OCB is a crucial element in creating a superior customer experience and sustaining an organization's reputation. Therefore, understanding the factors influencing OCB is crucial for improving HR performance in this sector.

One of the main factors that can shape organizational citizenship behavior is ethical leadership. Ethical leadership refers to a leadership style that emphasizes integrity, fairness, and moral decision-making (Brown et al., 2005). Ethical leaders not only serve as moral role models but also create a work climate that supports employee prosocial behavior.

Furthermore, employees' perceptions of organizational justice play a significant role in shaping their loyalty and voluntary behavior. Organizational justice encompasses distributive justice, procedural justice, and interactional justice (Colquitt, 2001). When employees perceive they are treated fairly, they tend to demonstrate greater dedication and cooperative behavior toward the organization.

A third factor that also influences OCB is a positive work environment, which includes a supportive work atmosphere, healthy interpersonal relationships, and feelings of security and appreciation within the organization. A positive work environment has been shown to boost employees' intrinsic motivation and increase job satisfaction and emotional engagement with the organization (Cameron et al., 2011).

This study aims to empirically examine the influence of ethical leadership, organizational justice, and a positive work environment on organizational citizenship behavior (OCB) among employees of a restaurant service company in Yogyakarta. The findings are expected to provide practical contributions to company management in building a healthy, inclusive, and productive work culture.

## 2. Literature Review

Ethical leadership refers to the behavior of leaders who consistently demonstrate integrity, honesty, fairness, and adherence to moral and ethical values in decision-making and organizational interactions. Ethical leaders not only adhere to rules but also encourage employees to do the right thing, even in difficult situations. In the context of a restaurant service company, where human interaction is very high, ethical leaders can create role models and trust that influence positive employee behavior. Brown, Treviño, and Harrison (2005) explain that ethical leadership is positively correlated with prosocial behavior and increased OCB.

### **Dimensions and Indicators of variables**

According to Brown, Treviño, and Harrison (2005), ethical leadership has two main dimensions, namely the personal behavior of ethical leaders and the ability of leaders to influence and strengthen ethical behavior in the organization. The indicators of ethical leadership include: Honesty and transparency in communication, Fair and impartial decision making, Consistency between words and actions, Responsibility for the impact of actions on others, Concern for the welfare of subordinates, Encourage and exemplify ethical behavior. Ethical leaders also actively communicate ethical standards and provide sanctions for unethical behavior in the work environment.

### **Organizational Justice**

Organizational justice describes employees' perceptions of fairness in procedures, outcome distribution, and interactions within the workplace. According to Colquitt (2001), perceptions of fairness significantly influence work attitudes and commitment, and encourage engagement in voluntary behaviors such as OCB. In the restaurant industry, organizational justice is crucial for maintaining loyalty and productivity amid high work pressure.

### **Dimensions and Indicators of variables**

The concept of organizational justice consists of three main interrelated dimensions, namely distributive justice, procedural justice, and interactional justice. Distributive justice refers to the perception of fairness in outcomes or the distribution of resources, such as pay, promotions, and workload. Indicators in this dimension include the appropriateness of outcomes to contributions, comparisons with colleagues, and the balance between input and output (Adams, 1965). Procedural justice relates to the fairness of the decision-making process, including whether the procedures used are transparent, consistent, unbiased, and provide opportunities for employees to voice their opinions. Indicators include consistency of procedures, accuracy of information, the ability to correct decisions, and employee involvement in the process (Leventhal, 1980). Interactional justice focuses on how individuals are treated in everyday interactions within the organization, particularly by superiors. It encompasses two subdimensions: interpersonal justice (courtesy, respect) and informational justice (clarity and honesty of information provided). Indicators include respect for employees, honest and clear information delivery, and humane treatment (Bies & Moag, 1986). These three dimensions are important foundations for shaping job satisfaction, loyalty, and positive behaviors such as Organizational Citizenship Behavior (OCB) within organizations.

### **Positive Work Environment**

A positive work environment is a workplace condition that supports psychological well-being, physical comfort, healthy social relationships, and certainty and transparency in the work system. A psychosocially healthy work environment can increase employee motivation and engagement. Spreitzer and Porath (2012) emphasize that a positive work environment increases a sense of connectedness and meaning at work, which in turn increases employees' voluntary contributions to the organization, including OCB. In the dynamic and interaction-heavy restaurant context, a positive work atmosphere can be a key driver of loyalty and teamwork.

### **Dimensions and Indicators of variables**

One well-known approach was developed by Cameron et al. (2011), who emphasized that a positive work environment consists of the following aspects: a supportive relational climate, clear meaning of work, and open and constructive communication. The first dimension is a supportive relational climate, characterized by interpersonal trust, mutual respect, and good cooperation among coworkers. This helps build a sense of psychological safety and encourages employees to contribute without fear. The second dimension is clear work meaning, which is the extent to which employees feel that their work has meaning, value, and a positive impact, both for themselves and the organization. An environment that fosters these perceptions will increase intrinsic motivation. The third dimension is open and constructive communication, in which management and employees share information honestly, transparently, and value input from all parties. This type of communication facilitates conflict resolution and fosters collaboration. Some specific indicators commonly

used to measure a positive work environment include: a sense of job security, good relationships between employees, open communication, a pleasant work atmosphere, and emotional and professional support from leaders and coworkers (Luthans, 2002; Cameron et al., 2011).

### **Organizational Citizenship Behavior (OCB)**

OCB is voluntary work behavior that is not directly rewarded by the formal organizational system, but contributes to the effectiveness and sustainability of the organization. OCB includes behaviors such as helping coworkers, loyalty to the organization, and personal initiative to improve work processes. According to Organ (1988), OCB is closely related to employee perceptions of fairness, leadership, and overall working conditions. In service industries such as restaurants, where service quality is highly dependent on the behavior of frontliners, OCB plays a crucial role in shaping the customer experience.

### **Dimensions and Indicators of variables**

According to Organ (1988), OCB consists of five main dimensions, namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism refers to the behavior of helping coworkers complete tasks, for example by providing support or assistance without being asked. Conscientiousness reflects an individual's commitment to exceeding minimum work standards, such as arriving on time, completing tasks thoroughly, and maintaining a high work ethic. Sportsmanship is a positive attitude toward work and the organization despite facing less-than-ideal situations; individuals with this dimension do not complain excessively and remain professional. Courtesy refers to behaviors that respect others and prevent interpersonal conflict, such as proactively providing needed information to coworkers. Finally, civic virtue describes active participation in organizational life, such as attending meetings, providing input, and paying attention to company policies. These dimensions have been developed and validated by a number of researchers, including Podsakoff et al. (2000), who also emphasize the importance of the relevance of the organizational context in measuring OCB. Each dimension has behavioral indicators that can be measured using survey instruments based on employee perceptions.

## **3. Materials and Method**

### **Research Sample**

Study used a sample of 150 employees of a Restaurant Service Company in Yogyakarta.

### **Method of collecting data**

The questionnaire method is a method of collecting data by using a list of questions asked to employees of a Restaurant Service Company in Yogyakarta.

### **Operational Definition of Research Variables and Their Indicators**

#### ***Ethical Leadership***

Ethical leadership refers to the behavior of leaders who consistently demonstrate integrity, honesty, fairness, and adherence to moral and ethical values in decision-making and organizational interactions. Ethical leaders not only comply with rules but also encourage employees to do the right thing, even in difficult situations. In the context of a restaurant service company, where human interaction is very high, ethical leaders can create examples and trust that influence positive employee behavior (Brown, Treviño, and Harrison, 2005). Indicators of ethical leadership include: Honesty and transparency in communication, Fair and impartial decision-making, Consistency between words and actions, Responsibility for the impact of actions on others, Concern for the welfare of subordinates, Encouraging and modeling ethical behavior.

#### ***Organizational Justice***

Organizational justice describes employees' perceptions of fairness in procedures, outcome distribution, and interactions within the work environment. According to Colquitt (2001), perceptions of fairness significantly influence work attitudes and commitment, and encourage engagement in voluntary behaviors such as OCB. In the restaurant industry,

organizational justice is important for maintaining loyalty and productivity amidst high work pressure. The Concept of Organizational Justice Organizational justice consists of three interrelated main dimensions: distributive justice, procedural justice, and interactional justice. Indicators of distributive justice include the appropriateness of outcomes to contributions, comparisons with coworkers, and the balance between input and output (Adams, 1965). Indicators of procedural justice include consistency of procedures, accuracy of information, the ability to correct decisions, and employee involvement in the process (Leventhal, 1980). Indicators of interactional justice include two subdimensions: interpersonal justice (courtesy, respect) and informational justice (clarity and honesty of information provided). Indicators include respect for employees, honest and clear information delivery, and humane treatment (Bies & Moag, 1986).

**Positive Work Environment**

A positive work environment is a workplace condition that supports psychological well-being, physical comfort, healthy social relationships, and certainty and transparency in work systems. A psychosocially healthy work environment can increase employee motivation and engagement (Spreitzer and Porath, 2012). In the dynamic and interaction-heavy restaurant context, a positive work atmosphere can be a key driver of loyalty and teamwork . Some specific indicators commonly used to measure a positive work environment include: a sense of job security, good relationships between employees, open communication, a pleasant work atmosphere, and emotional and professional support from leaders and colleagues (Luthans, 2002; Cameron et al., 2011).

**Instrument quality test**

**Validity Test Results**

The results of the validity test based on variables, indicators, and factor correlation values are as follows:

**Table 1.** Validity Test Results Matrix.

Variables	Indicator	Factor Correlation Value	Information
Ethical Leadership (X1)	Honesty and transparency in communication	0.82	Valid
	Fair and impartial decision making	0.76	Valid
	Consistency between words and actions	0.80	Valid
	Responsibility for the impact of actions on others	0.79	Valid
	Concern for the welfare of subordinates	0.85	Valid
	Encourage and model ethical behavior	0.88	Valid
Organizational Justice (X2)	Distributive Justice	0.79	Valid
	Procedural Justice	0.82	Valid
	Interactional Justice	0.77	Valid
Positive Work Environment (X3)	Feeling safe at work	0.83	Valid
	Good relations between employees	0.80	Valid
	Openness of communication	0.78	Valid

Variables	Indicator	Factor Correlation Value	Information
Organizational Citizenship Behavior (Y)	Pleasant working atmosphere	0.81	Valid
	Emotional and professional support from leaders and colleagues	0.85	Valid
	Altruism	0.84	Valid
	Conscientiousness	0.79	Valid
	Sportsmanship	0.77	Valid
	Courtesy	0.81	Valid
	Civic Virtue	0.86	Valid

Validity Criteria: Typically, an item is considered valid if the factor correlation value is >0.30 or 0.40, but in more rigorous research (such as this one), a benchmark of >0.70 is used for excellent validity. All of the above indicators are valid and suitable for use in testing the relationship between variables.

**Reliability Test Results**

Reliability testing was conducted to measure the internal consistency of the research instrument. The technique used was Cronbach's Alpha calculation. The criterion used to determine reliability is that if the Cronbach's Alpha value is greater than 0.70, the instrument is considered reliable. Based on the results of data processing, the Cronbach's Alpha value for each variable was obtained as follows:

**Table 2.** Reliability Test Results.

Variables	Cronbach's Alpha	Information
Ethical Leadership (X1)	0.912	Reliable
Organizational Justice (X2)	0.885	Reliable
Positive Work Environment (X3)	0.901	Reliable
Organizational Citizenship Behavior (Y)	0.917	Reliable

From the table above, it can be seen that all research variables have a Cronbach's Alpha value greater than 0.70. This indicates that all instruments in this study have high reliability and are suitable for further analysis. Conclusion of Reliability Test All variables in this study, namely Ethical Leadership, Organizational Justice, Positive Work Environment, and Organizational Citizenship Behavior, meet the reliability criteria. Thus, the questionnaire instrument in this study is stable, consistent, and reliable in measuring the constructs studied.

**Classical Assumption Test**

In this study, to ensure that the regression model used is valid and the results can be interpreted correctly, a classical assumption test was conducted. The results of the classical assumption test are as follows:

**Normality Test**

The normality test aims to determine whether the residual data from the regression model is normally distributed. This test is performed using the Kolmogorov-Smirnov (KS) test or the Jarque-Bera test. Normality Test Results: Based on the results of the normality test, the significance value of the Kolmogorov-Smirnov (KS) test is 0.342 ( $p > 0.05$ ). Thus, the residual data is normally distributed and the normality assumption is acceptable.

**Multicollinearity Test**

The multicollinearity test aims to determine whether there is a strong linear relationship between independent variables. This test is conducted by looking at the Variance Inflation Factor (VIF) value. Multicollinearity Test Results: The VIF values for the variables Ethical

Leadership (X1), Organizational Justice (X2), and Positive Work Environment (X3) are 1.23, 1.18, and 1.35, respectively. Since the VIF values for all variables are less than 10, there is no multicollinearity problem, and this assumption is met.

### Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is inequality of variance in the residual data that can interfere with the reliability of the regression estimate. This test is carried out using the Glejser test or the Scatterplot test. Heteroscedasticity Test Results: Based on the results of the Glejser test, the significance values for the variables Ethical Leadership (X1), Organizational Justice (X2), and Positive Work Environment (X3) are 0.602, 0.478, and 0.649 (all  $p > 0.05$ ). Thus, there is no heteroscedasticity and this assumption is met.

### Conclusion of the Classical Assumption Test

Based on the results of the classical assumption test conducted, it can be concluded that all classical assumptions in this study are met, namely: Normality: Residual data is normally distributed, Multicollinearity: There is no multicollinearity between independent variables, Heteroscedasticity: There is no heteroscedasticity in the data.

## 4. Results and Discussion

### Data Analysis Results and Discussion

#### a) Data Description

This study aims to analyze the influence of the variables Ethical Leadership (X1), Organizational Justice (X2), and Positive Work Environment (X3) on Organizational Citizenship Behavior (OCB) among employees of a restaurant service company in Yogyakarta. A total of 150 employees became respondents in this study. The data obtained were analyzed using multiple regression analysis with the help of SPSS to test the direct influence between variables.

#### b) Multiple Regression Analysis Results

To test the proposed hypothesis, multiple regression analysis was carried out with the following model:  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ . Y. Regression Coefficient Results:

**Table 3.** Results of multiple regression analysis.

Variables	Regression Coefficient (B)	t-Statistic	Sig. (p-value)
Ethical Leadership (X1)	0.358	4,125	0,000
Organizational Justice (X2)	0.297	3,467	0.001
Positive Work Environment (X3)	0.228	2,798	0.006
Constant (Intercept)	1,586		

### Hypothesis Testing:

#### a. The Influence of Ethical Leadership on OCB

The regression coefficient for ethical leadership is 0.358 with a p-value of 0.000 ( $p < 0.05$ ). Ethical leadership has a significant positive effect on organizational citizenship behavior. This means that the higher the ethical leadership in a company, the higher the organizational citizenship behavior of employees.

#### b. The Influence of Organizational Justice on OCB

The regression coefficient for Organizational Justice is 0.297 with a p-value of 0.001 ( $p < 0.05$ ). Organizational Justice has a significant positive effect on Organizational Citizenship Behavior. Thus, an increased sense of justice in the organization will encourage employees to demonstrate higher levels of citizenship behavior.

#### c. The Influence of Positive Work Environment on OCB

The regression coefficient for a positive work environment is 0.228 with a p-value of 0.006 ( $p < 0.05$ ). A positive work environment also has a significant positive effect on organizational citizenship behavior. This indicates that creating a supportive, safe, and enjoyable work environment will increase citizenship behavior among employees.

## Discussion

### **The Influence of Ethical Leadership on Organizational Citizenship Behavior (OCB)**

The analysis results show that Ethical Leadership has a positive and significant influence on Organizational Citizenship Behavior (OCB). This means that leaders who possess ethical characteristics, such as honesty, transparency, and responsibility, will encourage employees to demonstrate positive behaviors in the workplace, such as helping each other, collaborating, and being accountable for organizational tasks. Leaders who exemplify ethical behavior will inspire employees to engage in citizenship behaviors that support collective success.

### **The Influence of Organizational Justice on Organizational Citizenship Behavior (OCB)**

In addition to ethical leadership, organizational justice also positively influences organizational citizenship behavior. The distributive, procedural, and interactional justice employees receive in the workplace increases their trust in the company and their superiors. When employees feel fairly treated in terms of assignments, promotions, and daily treatment, they tend to demonstrate higher commitment and are willing to participate more in organizational activities, including citizenship behavior.

### **The Influence of a Positive Work Environment on Organizational Citizenship Behavior (OCB)**

A positive work environment has also been shown to significantly influence organizational citizenship behavior. Good relationships between employees, a supportive work environment, and emotional and professional support from superiors create a climate conducive to employees demonstrating proactive behavior that benefits the organization. A supportive environment not only increases job satisfaction but also encourages employees to behave more caringly toward the well-being of their colleagues and the organization as a whole.

Based on the results of the regression analysis, it can be concluded that Ethical Leadership, Organizational Justice, and a Positive Work Environment simultaneously have a significant influence on Organizational Citizenship Behavior (OCB) of employees at a restaurant service company in Yogyakarta. These three variables play a crucial role in enhancing citizenship behavior, which in turn can improve organizational performance and the company's long-term success.

## 5. Conclusion

Based on the results of the research and discussion that has been conducted, it can be concluded that Ethical Leadership, Organizational Justice, and Positive Work Environment have a positive and significant influence on Organizational Citizenship Behavior (OCB) in employees of restaurant service companies in Yogyakarta. Ethical leadership is proven to be able to encourage employees to display voluntary behavior that supports the organization through exemplary moral values such as honesty, responsibility, and transparency. Organizational justice, both from the distributive, procedural, and interactional aspects, increases employee trust and commitment so that they are more willing to contribute extra beyond formal duties. In addition, a positive work environment creates a conducive atmosphere, strengthens interpersonal relationships, and encourages proactive behavior and concern for the organization. Simultaneously, these three variables provide a strong contribution in increasing employee OCB. This shows that organizational success is not only determined by work systems and procedures, but also by the quality of leadership, perceptions of justice, and supportive work environment conditions. Thus, companies need to pay attention to and manage these three aspects optimally in order to improve organizational performance and achieve long-term success.

## Recommendations for Future Research

### ***Further Research with Other Variables***

This study has shown that Ethical Leadership, Organizational Justice, and Positive Work Environment have a significant influence on Organizational Citizenship Behavior (OCB). However, there are many other factors that can influence OCB that have not been examined in this study. Therefore, it is recommended to conduct further research by introducing additional variables that may have an influence, such as: Intrinsic and extrinsic motivation of employees, Job satisfaction and organizational commitment, Other leadership styles, such as Transformational Leadership or Charismatic Leadership, Employee personal factors, such as

personal values and personality. Research that includes these variables can provide a more comprehensive picture of the factors that influence OCB in the restaurant sector.

### ***Focus on Younger Generation Employees (Gen Z)***

With the growing younger generation (Gen Z) entering the workforce, future research could focus on the influence of ethical leadership, organizational justice, and positive work environment on OCB among Gen Z employees. This is important because this generation may have different perceptions of leadership and fairness in the workplace, as well as different values in terms of commitment to the organization and citizenship behavior..

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