

Supervisor's Interactional Justice, the Psychological Contract, and OCB: A Review and Proposed Reciprocal Model

Didit Darmawan^{1*}, Rahayu Mardikaningsih²

^{1, 2}Department of Management, Faculty of Economics, Universitas Sunan Giri Surabaya

Abstract

This study investigates the relationship between Supervisor's Interactional Justice, Psychological Contract, and Organizational Citizenship Behavior (OCB) in the modern work environment. Through a quantitative analysis involving 100 respondents, it was found that fair treatment from supervisors significantly contributes to employees' perceptions of their psychological contracts and motivates them to exhibit voluntary behaviors beneficial to the organization. The analysis results revealed a strong positive correlation among the three variables. These findings underscore the importance of interactional justice in fostering a productive work environment, where employees feel valued and motivated to contribute more. Implications for human resource management include the necessity for leadership development programs focused on interactional justice and effective communication. This research provides new insights into the dynamics of the relationships among the three variables and emphasizes the urgency of addressing issues of justice and psychological contracts within organizational settings. Further research is needed to explore other factors that may influence these relationships in the future.

Keywords:

Supervisor's Interactional Justice, Psychological Contract, Organizational Citizenship Behavior, Employees, Human Resource Management.

*Corresponding author

Email: dr.diditdarmawan@gmail.com

INTRODUCTION

In the modern workplace, the increasing focus on proactive employee behaviors, such as Organizational Citizenship Behavior (OCB), has become a major concern. OCB is voluntary behavior that goes beyond formal job demands and significantly contributes to organizational effectiveness (Vargas-Hernández et al., 2025). However, although OCB is recognized as a key element for success, many organizations face challenges in encouraging this behavior. This phenomenon indicates that certain factors influence employee motivation to demonstrate OCB, which are not yet fully understood, making it important to explore the relationship between perceived supervisor justice, psychological contract, and OCB (Yang, 2023).

© Darmawan, D. and Mardikaningsih, R. Published by Fakultas Ekonomi Universitas Negeri Surabaya, Indonesia. This article is published under Creative Commons Attribution License (Creative Commons: Attribution-NonCommercial 4.0 International) <https://creativecommons.org/licenses/by/4.0/legalcode>.

One component that potentially influences OCB is Supervisor's Interactional Justice (SIJ), which encompasses how superiors treat subordinates in daily interactions. SIJ encompasses fair, respectful, and transparent treatment, which can shape employees' perceptions of their work environment (Dai & Xie, 2016). However, many employees feel they are not being treated fairly by their superiors, which can lead to decreased motivation and commitment (Hariani et al., 2025). This dissatisfaction can worsen the relationship between superiors and subordinates, which in turn influences the emergence of OCB among employees (Pham et al., 2024). This relationship requires further research to understand the dynamics that occur.

Furthermore, the psychological contract, which encompasses mutual expectations and obligations between employees and the organization, also plays a crucial role (Ghaffaripour, 2023). When SIJ is perceived to be high, employees tend to have positive perceptions of their psychological contract (Kazmi et al., 2023). However, many organizations fail to meet employee expectations regarding this psychological contract, which can lead to breaches and dissatisfaction (Chapman & Rai, 2023). Employees who perceive their psychological contract to be violated may become less motivated to demonstrate OCB, creating a negative cycle (Ouyang, 2017). Therefore, it is important to explore the relationship between SIJ and the psychological contract in depth.

From a broader perspective, this phenomenon of dissatisfaction can have significant impacts on organizations. Employees who feel unfairly treated not only tend to reduce their OCB but can also experience a decline in overall performance. Disharmony in superior-subordinate relationships can lead to increased employee turnover, which is a serious problem for organizations. High turnover rates have the potential to incur high costs in training and recruitment, and can disrupt overall team productivity (De Clercq & Belausteguigoitia, 2021). This suggests that issues of interactional justice and the psychological contract need to be addressed seriously.

The lack of understanding regarding the relationship between SIJ, psychological contract, and OCB creates a gap in the literature. Most previous research has focused on one aspect without considering the interaction between these three elements. The absence of an integrative model explaining the interrelationships among these three variables results in an incomplete understanding of the dynamics that occur in the workplace. This presents a challenge for researchers and practitioners in formulating effective interventions to enhance OCB. Further research is needed to provide a clearer picture of this relationship.

Furthermore, changes in the work environment due to the global pandemic have further complicated this issue. Many organizations are now implementing hybrid and remote work models, which are changing the

dynamics of interactions between superiors and subordinates (Darden et al., 2025). Interactional justice becomes increasingly difficult to achieve, as limited face-to-face interactions can lead to misunderstandings (Santos et al., 2023). The inability to maintain fairness in interactions can exacerbate negative employee perceptions, potentially reducing OCB (Tayyab et al., 2023). Therefore, more attention is needed to examine how these environments influence the relationship between SIJ, psychological contracts, and OCB.

From an organizational perspective, the challenge of creating a just work environment is becoming increasingly pressing. Many leaders fail to recognize the importance of interactional justice in building employee commitment (Seifert et al., 2016). Without understanding how SIJ impacts OCB, organizations risk losing the best potential of their employees. Prolonged dissatisfaction can create a negative work culture, where employees feel unappreciated and reluctant to contribute more (dos Santos et al., 2023). This reinforces the urgency of exploring the relationship between these three variables.

The link between OCB and organizational performance is also a significant concern. Employees who actively demonstrate OCB can contribute to increased productivity and innovation in the workplace (Alzayed et al., 2017). However, if OCB declines, the impact is not only felt at the individual level but can also reduce overall team performance (Hart et al., 2016). Organizations that fail to understand the factors influencing OCB risk losing competitiveness in the marketplace (Mohanty, 2023). Therefore, research on the relationship between SIJ, psychological contracts, and OCB is highly relevant for organizational development.

Overall, it is crucial to delve deeper into this relationship to identify underlying issues. A better understanding of how SIJ influences psychological contracts and OCB can provide new insights for management. Without comprehensive research, organizations will continue to face challenges in creating a work environment that supports employee engagement and performance. Therefore, this study is expected to provide a clearer picture of the dynamics of the relationship between these three variables, as well as the urgency of addressing these issues.

This study aims to investigate the relationship between Supervisor's Interactional Justice and Psychological Contract, and its impact on Organizational Citizenship Behavior (OCB). We wanted to understand whether there is a significant correlation between the way supervisors treat subordinates, known as interactional justice, and employees' perceptions of their psychological contracts. The psychological contract reflects the mutual expectations and obligations between employees and the organization.

Furthermore, this study will also explore whether the psychological contract itself is correlated with OCB, which is voluntary behavior that occurs

outside of formal job demands. OCB is important because it can increase team effectiveness and add value to the organization. In this regard, we will investigate the extent to which psychological contract fulfillment motivates employees to behave proactively and contribute more at work.

Finally, this study will analyze whether OCB correlates with Supervisor's Interactional Justice. In other words, we want to understand whether positive behaviors demonstrated by employees through OCB can influence supervisors' perceptions of interactional justice. Through this study, it is hoped that the reciprocal relationship between these three variables will be revealed, providing new insights into the dynamics of workplace interactions that can be useful for the development of human resource management theory and practice.

LITERATURE REVIEW

Supervisor's Interactional Justice

Supervisor's Interactional Justice (SIJ) refers to how supervisors interact with their subordinates, including how they provide explanations, show respect, and treat subordinates fairly (Dai & Xie, 2016). The quality of these interactions significantly influences employees' perceptions of fairness (Karthick, 2024). According to Bies and Moag (1986), SIJ consists of two main components: interpersonal justice (behaviors that demonstrate respect and consideration) and informational justice (how well information is conveyed). Understanding these two components is crucial for creating a fair and supportive work environment (Wiseman & Stillwell, 2022). Indicators of SIJ include clear communication, fair treatment, and respect in daily interactions (Fouquereau et al., 2020). These indicators contribute to increased job satisfaction and employee motivation (Wiseman, J.A., & Stillwell, A. (2022). Research by Colquitt (2001) shows that SIJ can influence employee job satisfaction and commitment, which in turn impacts their behavior in the workplace. A positive relationship between SIJ and employee behavior is crucial for organizational success (Otto & Mamatoglu, 2015).

Psychological Contract

A psychological contract is a mutual perception between employees and organizations regarding their respective expectations and obligations (Guest & Rodrigues, 2024). A clear understanding of the psychological contract can influence positive work relationships (Sohel-Uz-Zaman et al., 2025). Rousseau (1995) defined a psychological contract as an unspoken agreement involving employee expectations of what the organization will provide, and vice versa. This agreement creates the foundation for mutually beneficial interactions between employees and the organization. Indicators of a psychological contract include job-related expectations, career development, and job security. These indicators are crucial for maintaining employee engagement and commitment.

(Jangra & Sandhu, 2024). Research by Conway and Briner (2005) shows that breaches of the psychological contract can lead to dissatisfaction, reduced motivation, and even detrimental behavior within an organization. These violations can damage trust and good relations between employees and the organization (Singh & Dhan, 2023). Therefore, understanding the psychological contract is crucial for encouraging positive behaviors such as Organizational Citizenship Behavior (OCB). Awareness of the psychological contract can improve employee performance and commitment in achieving organizational goals.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is voluntary behavior that is not included in an employee's formal duties but contributes to organizational effectiveness (Vargas-Hernández & González-Ávila, 2025). This behavior reflects an employee's commitment to the success of the team and the organization as a whole (Pickford & Joy, 2016). Organ and Ryan (1995) define OCB as behaviors that include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These types of behaviors demonstrate an employee's dedication to creating a positive work environment (Pandya, 2025). Indicators of OCB include willingness to help coworkers, maintaining a positive attitude at work, and participating in organizational activities outside of official duties (Azmi et al., 2016). These indicators are important for building a collaborative and supportive work culture. Research by Podsakoff et al. (2000) shows that OCB contributes significantly to team and organizational performance, as well as increasing job satisfaction among employees. The contribution of OCB to performance and job satisfaction shows how important voluntary behavior is in achieving organizational goals (Organ, 2015).

RESEARCH METHOD

This study uses an associative quantitative approach to analyze the relationship between Supervisor's Interactional Justice, Psychological Contract, and Organizational Citizenship Behavior (OCB). The study population consists of students of Sunan Giri University Surabaya who also have employee status. Respondents were selected using a purposive sampling technique, with the main criteria being students who actively participate in academic activities while working. This study will involve 100 respondents who meet these criteria, and is expected to provide a representative picture of the interaction between the three variables in this perspective.

Data collection was conducted through a questionnaire consisting of several sections. The questionnaire was designed to measure respondents' perceptions regarding SIJ, psychological contracts, and OCB. Each section of the questionnaire used a Likert scale from 1 to 5, where 1 indicates strongly

disagree and 5 indicates strongly agree. Prior to questionnaire distribution, a pilot test was conducted to ensure the validity and reliability of the measuring instrument. The validity test used factor analysis, while the reliability test was conducted using Cronbach's alpha. The results of this pilot test will ensure that the questionnaire can measure variables accurately and consistently.

Table 1.

Indicator Table as the Basis of the Questionnaire

Variables and Origin Theory	Indicator	Explanation of Each Indicator	Example Questions (Likert Scale)
Organizational Citizenship Behavior (OCB) (<i>Theory: Organ, 2015</i>)	Altruism	Voluntary behavior is helping other coworkers who are facing difficulties or excessive workload.	"I volunteer to help my coworkers who are having difficulties in their work."
	Awareness	Work behavior that exceeds the minimum expected standards, such as time discipline and work quality.	"I often work beyond the minimum standards set by the organization."
	Sportsmanship	A positive attitude in tolerating less than ideal working conditions or changes without complaining.	"I tend not to complain about small problems that occur at work."
	Courtesy	Proactive behavior to prevent problems from arising by consulting or providing information to colleagues.	"I always try to tell my coworkers if my actions will affect their work."
	Civic Virtue	Active and responsible participation in organizational activities, such as meetings and discussions for mutual progress.	"I actively follow developments and participate in organizational activities."
Psychological Contract (<i>Theory: Rousseau, 1995</i>)	Organizational Obligations	Employee perceptions regarding the promises or obligations that the organization must give to him.	"I believe this organization promises to provide me with career development opportunities."
	Employee Obligations	An employee's perception of the promises or obligations he or she must make to the organization in return.	"I feel obligated to work beyond my job description for the success of the organization."
	Fulfillment of Promises	The extent to which employees feel that the organization has fulfilled the promises it has made to them.	"So far, the organization has fulfilled most of the promises it made to me."

Supervisor's Interactional Justice <i>(Theory: Bies & Moag, 1986)</i>	Trust & Commitment	The level of trust and emotional attachment that grows from the reciprocal relationship between employees and the organization.	"I have high confidence that the organization will treat me fairly."
	Interpersonal Justice	The perception that the supervisor treats subordinates with respect, dignity, and empathy.	"My supervisor treats me with respect and maintains my dignity as an individual."
	Informational Justice	The perception that the supervisor provides honest, adequate, and transparent explanations regarding decisions.	"My boss provides a reasonable explanation for every important decision he makes."

Note:

Source: Author(s) work

After data collection, analysis was conducted using statistical software to test the established hypotheses. Correlational analysis was applied to determine the relationship between SIJ, psychological contract, and OCB. Pearson's correlation test was used to evaluate the strength and direction of the relationship between the variables. Thus, this study is expected to provide insight into the interactions between variables and their respective contributions to the behavior of employees who simultaneously pursue academic and professional lives.

FINDINGS AND DISCUSSION

This analysis aims to test the strength and direction of the relationship between three main variables, namely Supervisor's Interactional Justice, Psychological Contract, and Organizational Citizenship Behavior (OCB). Data were obtained from a survey completed by 100 respondents using a Likert scale (1-5). The Pearson correlation test was used to evaluate the hypothesis that there is a positive relationship between these variables.

Before testing the correlation, the data was processed using descriptive statistics. The following table shows the mean and standard deviation for the total score for each variable. The mean score is above the midpoint of the scale (3.0), indicating that respondents generally have a fairly positive perception of the three variables (Table 2).

Table 2.

Statistik Deskriptif Variabel Penelitian

Variables	N	Mean	Standard Deviation	Information
-----------	---	------	-----------------------	-------------

Supervisor's Interactional Justice	100	3.95	0.88	Supervisors' perceptions of fairness tend to be high.
Psychological Contract	100	3.88	0.82	Perceptions of psychological contract fulfillment tend to be good.
Organizational Citizenship Behavior	100	4.05	0.75	The levels of OCB reported by employees tend to be high.

The following table presents the main results of the correlation analysis. It shows the correlation coefficient (r) and significance level (p-value) for each pair of variables.

Variables	Supervisor's Interactional Justice	Psychological Contract	Organizational Citizenship Behavior
Supervisor's Interactional Justice	1	.648**	.572**
Psychological Contract	.648**	1	.681**
Organizational Citizenship Behavior	.572**	.681**	1

Note: **Significant correlation at the 0.01 level ($p < 0.01$); The numbers in the table are the Pearson correlation coefficient (r) values.

Source: Author(s) work

Based on these results it can be stated that:

1. The Relationship between Supervisor Justice and Psychological Contract
There is a strong positive correlation between Supervisor's Interactional Justice and Psychological Contract ($r=.648$, $p<.01$). This means that the more employees perceive fair and respectful treatment from their supervisors, the stronger their belief that the organization's promises have been fulfilled and their working relationship is positive.
2. The Relationship between Supervisory Justice and OCB
There is a strong positive correlation between Supervisor's Interactional Justice and Organizational Citizenship Behavior ($r=.572$, $p<.01$). This means that employees who feel treated fairly by their superiors are significantly more likely to exhibit extra-curricular behaviors (OCB), such as helping coworkers and contributing more to the organization.
3. The Relationship between Psychological Contract and OCB
There is a strong positive correlation between Psychological Contract and Organizational Citizenship Behavior ($r=.681$, $p<.01$). This is the strongest correlation in this analysis. This suggests that when employees perceive the organization's promises have been fulfilled (a healthy psychological contract), they are highly motivated to reciprocate by exhibiting high levels of OCB behavior.

Thus, based on these results, it can be stated that the three variables are positively and significantly related to each other. Supervisor's Interactional

Justice appears to be an important foundation that influences the perception of Psychological Contract, and both together contribute strongly to the emergence of Organizational Citizenship Behavior (Figure 1).

Figure 1.

Conceptual Model of the Relationship between Main Variables.



Source: Author(s) work

The finding of a strong positive correlation between Supervisor's Interactional Justice and Psychological Contract aligns with established theoretical frameworks and is supported by substantial empirical evidence. This relationship can be explained through Social Exchange Theory (SET), pioneered by Blau (1964). This theory states that social relationships, including those in the workplace, are based on a reciprocal exchange process. When a supervisor (acting as an organizational agent) treats employees with respect, dignity, and provides transparent information (interactional justice), employees interpret this as a form of social investment and support from the organization (Mehdi & Ali, 2023). This positive treatment creates a felt obligation in employees to reciprocate, further strengthening their perception that the organization will fulfill its promises, thus forming a healthy and positive psychological contract (Shen, 2022).

More specifically, both dimensions of interactional justice play a crucial role. Interpersonal justice (courteous and respectful treatment) directly maintains the relational aspect of the psychological contract, which includes trust, loyalty, and emotional support. On the other hand, informational justice (honest and adequate explanations) strengthens the transactional and relational aspects by reducing uncertainty and building trust. When supervisors openly explain the reasons behind a decision, even if it is unpleasant, employees are

more likely to feel valued and understand the context, thus preventing the perception of psychological contract breach (Griep et al., 2024). Research by Coyle-Shapiro and Conway (2005) confirmed that the quality of the social exchange relationship between leaders and subordinates (LMX) significantly influences employees' perceptions of the fulfillment of organizational obligations.

The theoretical implication of these findings is the strengthening of the supervisor's role as the personification of the organization in the process of forming and maintaining psychological contracts. These findings emphasize that psychological contracts are not simply shaped by formal policies or promises made during recruitment, but are dynamically negotiated and interpreted through daily interactions with direct supervisors. This contributes to the literature by demonstrating that interactional justice is not simply a passive antecedent, but rather an active mechanism through which employees "measure" organizational goodwill and commitment. Therefore, theoretical models of psychological contracts need to explicitly integrate the quality of supervisor interactions as a primary predictor, rather than simply as a contextual factor.

From a practical perspective, the implications for human resource management are clear. Organizations must recognize that the greatest investment in maintaining a healthy psychological contract lies in developing front-line leadership. Training programs for managers and supervisors should specifically target competencies in interactional justice, such as empathetic communication, providing constructive feedback, and transparency in decision-making. Furthermore, organizations can incorporate metrics on subordinates' perceptions of fairness into supervisors' performance evaluation systems. When organizational change occurs (such as restructuring), the supervisor's role in providing honest information and dignified treatment becomes crucial to preventing widespread damage to employees' psychological contracts.

The finding of a strong positive correlation between Supervisor's Interactional Justice and Organizational Citizenship Behavior (OCB) is one of the most consistent relationships in the management and organizational behavior literature. According to Chen et al. (2008), this is also rooted in Social Exchange Theory (SET) and the norm of reciprocity. When supervisors treat subordinates with interpersonal justice (respect and dignity) and informational justice (honesty and transparency), employees perceive these actions as going beyond the formal duties of a superior (Lilly, 2015). This positive treatment creates a sense of indebtedness or moral obligation in employees to reciprocate the kindness (Williams et al., 2002). Because OCB is voluntary and falls outside of formal job descriptions, it provides an ideal channel for employees to engage in this positive "reciprocity" (Organ, 1988; Burton et al., 2008).

Specifically, fair treatment from supervisors directly influences employees' psychological well-being, which encourages the emergence of OCB (Yang, 2023). Interpersonal justice, for example, fosters a sense of self-worth and a sense of being valued as an individual, which in turn increases trust in the supervisor (Colquitt et al., 2013). This trust provides a psychological foundation that allows employees to feel safe taking social risks by engaging in extra-personal behaviors, such as helping coworkers (altruism) or voicing constructive opinions (civic virtue) (Pham et al., 2024). Informational justice, on the other hand, by providing logical and timely explanations, reduces stress and uncertainty, and fosters the perception that the work environment is predictable and fair (Chen et al., 2008). According to Peelle (2007), this condition encourages employees to focus more on positive contributions and work beyond minimum standards (conscientiousness).

The theoretical implication of these findings is the affirmation that OCB is not solely a product of an individual's disposition or personality (e.g., someone being naturally helpful), but rather is strongly influenced by the social context created by the leader. These findings reinforce relationship-centered leadership models, such as Servant Leadership and Transformational Leadership, which emphasize the importance of respectful treatment and genuine communication. It also suggests that interactional justice can serve as a "social lubricant" that transforms transactional work relationships into more relational ones, where employees are intrinsically motivated to contribute to the collective good, rather than solely for personal rewards.

The practical implications for organizations are significant and actionable. First, these findings underscore that to encourage OCB, organizations do not always need to design elaborate formal incentive systems. Instead, investing in training supervisors to practice interactional justice can be a far more effective and lower-cost strategy. Leadership training should include modules on how to respectfully provide negative feedback, how to transparently communicate difficult decisions, and the importance of active listening. Second, in performance management systems, a supervisor's fair behavior should be one of the evaluation criteria, for example through 360-degree feedback from subordinates. By promoting and rewarding fair supervisors, organizations systematically build a culture that encourages trust and citizenship behavior.

The finding that Psychological Contract has the strongest correlation with Organizational Citizenship Behavior (OCB) confirms its central role as one of the most proximal and powerful predictors of extra-voluntary behavior. This relationship is convincingly explained by Social Exchange Theory (SET), where psychological contract fulfillment is considered central to high-quality social exchanges between employees and organizations (Al Samman et al., 2022). When employees perceive that the organization has fulfilled its

promises, both transactional (e.g., salary and bonuses) and relational (e.g., career support and job security), they feel obligated to reciprocate (Gardner et al., 2021). OCB, which is voluntary and beneficial to the organization, is the most logical and meaningful form of reciprocity, as it demonstrates that employees are willing to provide more than what is formally required (Chahar, 2019).

The mechanisms underlying this relationship are multifaceted (Coyle-Shapiro et al., 2016). First, fulfilling the psychological contract builds deep trust, the belief that the organization values their contributions and cares about their well-being. This trust reduces fear of exploitation and encourages employees to engage in prosocial behavior without expecting immediate rewards. Second, consistently fulfilling the psychological contract fosters affective commitment, the employee's emotional bond with the organization. Affectively committed employees work not just for a paycheck but because they identify with the organization's values and goals, making them intrinsically motivated to contribute to its success through OCB (Turnley et al., 2003). Thus, fulfilling promises transforms the employment relationship from a mere economic calculation to a strong socio-emotional bond (Simić et al., 2019).

The theoretical implications of these findings are significant. They position the psychological contract as a key mediator explaining why various human resource management practices (such as fair leadership, competitive compensation, or development opportunities) can influence OCB. This means that the effectiveness of these practices depends on the extent to which employees interpret them as signals that the organization is fulfilling its promises. These findings also highlight the importance of distinguishing between contract fulfillment and contract breach. While fulfillment actively encourages OCB, contract breach can drastically reduce it and even trigger counterproductive work behavior. This confirms that the psychological contract is the primary cognitive and affective lens through which employees evaluate and respond to their work relationships.

The practical implication for managers and organizations is that "managing promises" is a core competency in talent management. First, organizations must be very careful in managing employee expectations from the recruitment process. Overpromising (overselling the job) can backfire, damaging trust and OCB later on. Second, line managers must be trained to understand their role in fulfilling organizational promises, especially relational ones such as providing feedback, recognition, and support. Third, when contract breaches are unavoidable (e.g., due to an economic crisis), honest communication, empathy, and adequate explanation (i.e., interactional justice) become crucial to mitigate damage to trust and employees' willingness to

continue demonstrating OCB. Ultimately, to foster good "citizenship," organizations must first be good "citizens" by keeping their promises.

CONCLUSIONS

This research has demonstrated a significant positive relationship between Supervisor's Interactional Justice, Psychological Contract, and Organizational Citizenship Behavior. The analysis results indicate that fair treatment from supervisors not only influences employees' perceptions of their psychological contracts but also motivates them to engage in voluntary behaviors through Organizational Citizenship Behavior. Therefore, interactional justice becomes a crucial factor in creating a productive work environment where employees feel valued and are motivated to contribute more.

The findings from this study provide valuable insights for human resource management in efforts to cultivate a positive workplace culture. Organizations need to recognize that investing in leadership training focused on interactional justice can enhance employee satisfaction and commitment. Furthermore, management should pay attention to their interactions with employees to build trust and encourage higher levels of citizenship behavior.

LIMITATION & FURTHER RESEARCH

Since the research used a cross-sectional survey, it only captured perceptions at one point in time, making it difficult to determine causal relationships among Supervisor's Interactional Justice, Psychological Contract, and Organizational Citizenship Behavior (OCB). Future studies could adopt longitudinal or experimental approaches to better understand how these relationships evolve. The reliance on self-reported questionnaires may also introduce bias, as participants might respond in socially desirable ways; therefore, future research should consider multi-source data such as supervisor or peer evaluations.

References

- Al Samman, AM, Muttar, A. Kh., & Abdulaziz, M. (2022). How Employees' Organizational Citizenship Behaviors Get Affected by Characteristics of the Psychological Contract. *International Journal of Asian Social Science*. <https://doi.org/10.55493/5007.v12i6.4523>
- Alzayed, M., Jauhar, J., & Mohaidin, Z. (2017). The Mediating Effect of Affective Organizational Commitment in the Relationship between Organizational Justice and Organizational Citizenship Behavior: A Conceptual Model. *Asian Social Science*. <https://doi.org/10.5539/ASS.V13N5P165>

- Azmi, F.T., Desai, K., & Jayakrishnan, K. (2016). Organizational Citizenship Behavior (OCB): A Comprehensive Literature Review. *Sumedha Journal of Management*.
- Bies, R. J., & Moag, J. F. (1986). Interactional Justice: Communication Criteria of Fairness. *Research on Negotiation in Organizations*, 3, 43-55.
- Blau, P. M. (1964). *Exchange and power in social life*. John Wiley & Sons.
- Burton, J.P., Sablinski, C.J., & Sekiguchi, T. (2008). Linking Justice, Performance, and Citizenship via Leader–Member Exchange. *Journal of Business and Psychology*. <https://doi.org/10.1007/S10869-008-9075-Z>
- Chahar, B. (2019). Psychological Contract and Organizational Citizenship Behavior: Exploring the Integrality through Cross Validation. *Academy of Strategic Management Journal*.
- Chapman, M., & Rai, P. (2023). Supervisor interactional injustice and employee counterproductive work behavior and organizational citizenship behaviors: the mediating role of distrust. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/ijoa-10-2022-3447>
- Chen, Y.-J., Lin, C.-C., Tung, Y.-C., & Ko, Y. (2008). Associations of organizational justice and ingratiation with Organizational Citizenship Behavior: The beneficiary perspective. *Social Behavior and Personality*. <https://doi.org/10.2224/SBP.2008.36.3.289>
- Colquitt, J. A. (2001). On the Dimensionality of Organizational Justice: A Construct Validation of a Measure. *Journal of Applied Psychology*, 86(3), 386-400.
- Colquitt, JA, Scott, BA, Rodell, JB, Long, DM, Zapata, CP, Conlon, DE, & Wesson, MJ (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology*, 98 (2), 199–236.
- Conway, N., & Briner, R. B. (2005). Understanding Psychological Contracts at Work: A Critical Evaluation of a New Conceptual Framework. *International Journal of Management Reviews*, 7(2), 101-124.
- Coyle-Shapiro, J.A.-M., & Conway, N. (2005). Exchange relationships: Examining psychological contracts and social exchange theory. *Journal of Management*, 31 (5), 774–791.
- Coyle-Shapiro, J. A.-M., Diehl, M.-R., & Chang, C. (2016). The Employee–Organization Relationship and Organizational Citizenship Behavior. <https://doi.org/10.1093/oxfordhb/9780190219000.013.27>
- Dai, L., & Xie, H. (2016). Review and Prospects on Interactional Justice. *Open Journal of Social Sciences*. <https://doi.org/10.4236/jss.2016.41007>
- Darden, T.R., Brekashvili, P., Lambert, L.S., Currie, R., & Hardt, G.F. (2025). A psychological contract perspective of supervisors' satisfaction with

- employees. *Journal of Management & Organization* .
<https://doi.org/10.1017/jmo.2024.50>
- De Clercq, D., & Belausteguigoitia, I. (2021). Disappointed but still dedicated: when and why career dissatisfied employees might still go beyond the call of duty. *Personnel Review* . <https://doi.org/10.1108/PR-05-2020-0365>
- dos Santos, E.A., Venturini, L.D.B., Sallaberry, J.D., Klein, L., & Flach, L. (2023). Organizational fairness and task performance: a study between different activities and positions in the justice sector. *Revista de Administração Da UFSM* . <https://doi.org/10.5902/1983465972136>
- Fouquereau, E., Morin, A. J. S., Huyghebaert, T., Chevalier, S., Coillot, H., & Gillett, N. (2020). On the Value of Considering Specific Facets of Interactional Justice Perceptions. *Frontiers in Psychology* .
<https://doi.org/10.3389/FPSYG.2020.00812>
- Gardner, D.G., Pierce, J.L., & Peng, H. (2021). Social exchange and psychological ownership as complementary pathways from psychological contract fulfillment to organizational citizenship behaviors. *Personnel Review*. <https://doi.org/10.1108/PR-12-2019-0688>
- Ghaffaripour, SH (2023). The Relationship Between Organizational Justice and Organizational Citizenship Behavior: Psychological Capital as a Mediator. *International Journal of Organizational Leadership* .
<https://doi.org/10.33844/ijol.2023.60356>
- Griep, Y., Vander Elst, T., Kraak, J.M., Hansen, S., & Beekman, E.M. (2024). Temporal Proximity Matters: The Impact of Justice Information Timing on Psychological Contract Breach Resolution .
<https://doi.org/10.1177/10596011241238796>
- Guest, D., & Rodrigues, R. (2024). Psychological contract theory .
<https://doi.org/10.4337/9781035308767.ch26>
- Hariani, M., D. Darmawan, & E. Masnawati. (2025). Dynamics of Work Pressure and Social Support in Education Personnel. *Journal of Industrial and Organizational Psychology* , 1(1), 25-32.
- Hart, A.L., Thomson, N.F., & Huning, T.M. (2016). The Mediating Role of Distributive, Procedural, and Interactional Justice on the Relationship between Downsizing and Organizational Citizenship Behavior. *Journal of Organizational Culture, Communications and Conflict* .
- Jangra, S., & Sandhu, S. (2024). Exploring the Link between Psychological Contract Contents and Human Resource Practices. *International Journal of Advanced Research and Innovation* .
<https://doi.org/10.69996/ijari.2024017>

- Karthick, K. K. (2024). The Role of Organizational Justice in Enhancing Employee Engagement and Well-being. *Journal of Informatics Education and Research* . <https://doi.org/10.52783/jier.v4i3.1779>
- Kazmi, S. Q. ul A., Zaman, S. U., & Bhojani, N. (2023). Organizational Citizenship Behavior and Organizational Justice; Mediatory Role of Job Satisfaction and Knowledge Sharing. *Research Journal for Societal Issues* . <https://doi.org/10.56976/rjsi.v5i1.60>
- Lilly, J.D. (2015). The Impact of Justice Type on Organizational Citizenship Behavior: Do Outcome Favorability and Leader Behavior Matter? *Current Psychology* . <https://doi.org/10.1007/S12144-014-9238-1>
- Mehdi, A. A., & Ali, S. (2023). Interactional Justice and Destructive Deviant Workplace Behavior: The Mediating Role of Perceived Supervisor Support in Developmental Projects . <https://doi.org/10.56868/ijmt.v1i2.18>
- Mohanty, S. (2023). Impact of Organizational Justice on Organizational Citizenship Behavior: empirical evidence from Higher Educational Institutions. *Journal of Evolutionary Studies in Business* . <https://doi.org/10.1344/jesb2023.8.2.36704>
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome* . Lexington Books.
- Organ, D. W. (2015). *Organizational Citizenship Behavior* . <https://doi.org/10.1016/B978-0-08-097086-8.22031-X>
- Organ, D. W., & Ryan, K. (1995). A Meta-Analytic Review of Attitudinal and Dispositional Predictors of Organizational Citizenship Behavior. *Personnel Psychology* , 48(4), 775-802.
- Otto, K., & Mamatoglu, N. (2015). Why Does Interactional Justice Promote Organizational Loyalty, Job Performance, and Prevent Mental Impairment? The Role of Social Support and Social Stressors. *The Journal of Psychology* . <https://doi.org/10.1080/00223980.2013.866535>
- Ouyang, Y. (2017). Multilevel modeling of direct effects and interactions of perceived organizational justice on subordinates' OCBs. *Problems and Perspectives in Management* .
- Pandya, V. (2025). Organizational Citizenship Behavior: Evolution, Measurement, Antecedents and Research Trajectory. *Explore research* . <https://doi.org/10.62823/exre/2025/02/03.89>
- Peelle, E. H. (2007). Reciprocating perceived organizational support through citizenship behaviors. *Journal of Managerial Issues* .
- Pham, NTB, Le, TT, Nguyen, HTH, Phan, ATT, & Nguyen, HN (2024). The effect of interactional justice on organizational citizenship behavior in Vietnam: A mediating role of work engagement. *International Journal*

- of Advances in Applied Sciences .
<https://doi.org/10.21833/ijaas.2024.04.005>
- Pickford, H. C., & Joy, G. (2016). Organizational Citizenship Behaviors: Definitions and Dimensions. Social Science Research Network .
<https://doi.org/10.2139/SSRN.2893021>
- Podsakoff, P. M., Whiting, S. W., Podsakoff, N. P., & Blume, B. D. (2009). Individual- and Organizational-Level Consequences of Organizational Citizenship Behaviors: A Meta-Analysis. *Journal of Applied Psychology* , 94(1), 122-141.
- Rousseau, D. M. (1995). *Psychological contracts in organizations: Understanding written and unwritten agreements* . Sage Publications.
- Santos, G., Pinho, J. C., Ferreira, A. P., & Vieira, M. V. (2023). Psychological contract breach and organizational citizenship behavior: the moderating role of contract type. *Management Research Review* .
<https://doi.org/10.1108/mrr-06-2022-0440>
- Seifert, M., Brockner, J., Bianchi, E.C., & Moon, H. (2016). How Workplace Fairness Affects Employee Commitment. *MIT Sloan Management Review* .
- Shen, Y. E. (2022). Differences in the moderating role of supervisors' and subordinates' cognition on distributive justice in the relationship between psychological contract and organizational identification. *Frontiers in Psychology* . <https://doi.org/10.3389/fpsyg.2022.1054940>
- Simić, I., Đorđević, B., & Milanović, S. (2019). The investigation of the influence of psychological contract types on organizational citizenship behavior. *Facta Universitatis. Series: Economics and Organization*.
<https://doi.org/10.22190/FUEO1904365S>
- Singh, S., & Dhan, S. A. (2023). A Theoretical Review of Psychological Contracts. *Social Science and Humanities Journal* .
<https://doi.org/10.18535/sshj.v7i08.866>
- Sohel-Uz-Zaman, AS Md., Kabir, AI, Polas, MRH, Anjalin, U., Al Fahad, A., & Karim, R. (2025). Understanding the Dynamics of Psychological Contracts . <https://doi.org/10.4018/979-8-3373-1005-3.ch018>
- Tayyab, H., Weng, Q., Popelnukha, A., Sungu, L.J., & Tetteh, A.N. (2023). Supervisor Perception of Psychological Contract Breach and Abusive Supervision. *Proceedings - Academy of Management* .
<https://doi.org/10.5465/amproc.2023.12161abstract>
- Turnley, W.H., Bolino, M.C., Lester, S.W., & Bloodgood, J.M. (2003). The impact of psychological contract fulfillment on the performance of in-role and organizational citizenship behaviors. *Journal of Management* , 29 (2), 187–206.
- Vargas-Hernández, J. G., & González-Ávila, F. J. (2025). Organizational Citizenship Behavior. *Advances in Human Resources Management and*

- Organizational Development Book Series .
<https://doi.org/10.4018/979-8-3373-0149-5.ch020>
- Williams, S., Pitre, R., & Zainuba, M. (2002). Justice and organizational citizenship behavior intentions: Fair rewards versus fair treatment. *Journal of Social Psychology* .
<https://doi.org/10.1080/00224540209603883>
- Wiseman, J. A., & Stillwell, A. (2022). Organizational Justice: Typology, Antecedents and Consequences. *Encyclopedia* .
<https://doi.org/10.3390/encyclopedia2030086>
- Yang, K. (2023). A Review of Research on Organizational Citizenship Behaviors. *Lecture Notes in Educational Psychology and Public Media* .
<https://doi.org/10.54254/2753-7048/17/20231212>