

# **The mediating role of organizational silence on the relationship between perceived justice and organizational citizenship behavior in Rasht Azad University**

mahboobeh shakeri\*,

**Abstract** The present study has paid attention to the mediating role of organizational silence on the relationship between perceived justice and organizational citizenship behavior in Rasht Islamic Azad University. This research is an applied research with descriptive method. The study population is all University staff which are 315 persons. Using Morgan table 175 people were investigated as the ultimate sample. The research measuring tools are standard questionnaires, Niehoff and Moorman for organizational justice, Organ and Konovsky for OCB, and Vakola and Bouradas for organizational silence. The comments of a group of professors has been used to content validity of the questionnaire. Cronbach's alpha coefficient was used to calculate reliability of the questionnaire, and it's logical consistency was measured. In order to test the hypothesis, structural equation modeling, spss and Lisrel softwares were used. The results showed there is a significant inverse relationship between distributive justice and organizational silence with the value of -0.39, also significant inverse relationship between interactional justice and organizational silence with the value of -0.54, but there is no significant relationship between procedural justice and organizational silence. There is a significant inverse relationship between organizational silence and organizational citizenship behavior with the value of -0.67. The organizational silence has an intermediary role on the relationship between distributive justice and organizational citizenship behavior with the value of 0.26. Also organizational silence on the relationship between interactional justice and organizational citizenship behavior has an intermediary role with the value of 0.36. But the mediating role of organizational silence on the

---

**relationship between procedural justice and organizational citizenship behavior is not significant. Key words: Organizational citizenship behavior, organizational justice, organizational silence, distributive justice, procedural justice, interactional justice**

**Keywords : Key words: Organizational citizenship behavior, organizational justice, organizational silence, distributive justice, procedural justice, interactional justice**

[Islamic Azad University, Rasht Branch - Thesis Database](#)  
[دانشگاه آزاد اسلامی، واحد رشت - سامانه بانک اطلاعات پایان نامه ها](#)