Research on the Relationship between Perceived Organizational Support, Organizational Justice and Organizational Citizenship Behavior

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Abstract

Organizational support is the employee's feelings about whether the organization values and cares about their well-being. Organizational citizenship behavior is altruistic behavior that is beneficial to the organization outside of their personal roles. Organizational justice is the individual's intuition about how the organization treats them fairly. Research shows that the more employees feel support from the organization and the organization's fairness, the more they behave in terms of citizenship. Therefore, this paper establishes the relationship model of organizational support, organizational fairness and organizational citizenship behavior, designs corresponding questionnaires, and conducts reliability and validity analysis, correlation analysis and regression analysis of the questionnaires. The research results show that both organizational support and organizational fairness are significantly positively related to organizational citizenship behavior, but the work support dimension under the organizational support is found to be untrue through hypothesis testing.

Keywords

Organizational support, organizational justice, organizational citizenship behavior, regression analysis.

1. Introduction

Peter Drucker, a modern management guru, believes that the most fundamental resource of an enterprise is no longer capital, natural resources, or labor. Instead, it will be talent. Human resources of enterprises have become the most important core competitiveness of enterprises. Therefore, how to effectively manage and use human resources has become an important issue for managers, and "organizational citizenship behavior" is one of the important topics. Organ defines organizational citizenship behavior as "the sum of various behaviors that have not been clearly or directly confirmed in the formal compensation system of the organization, but are beneficial to the overall performance of the organization".

Since the concept of organizational citizenship was put forward, theoretical discussions and empirical research on its predictors have occupied the center of this topic. Podsakoff summarizes the predictors of organizational citizenship behaviors into employee characteristics, task characteristics, organizational characteristics and leader behavior Four categories. Earlier research on the characteristics of employees focused on two areas of organizational citizenship behavior: the first is the "ethical" factor in the general sense, which Organ and Ryan see as employee satisfaction, organizational fairness, organizational fairness, and perceived organizational support; Another area is the various types of dominance factors proposed by Organ and Ryan, such as responsibility, positive emotions, and negative emotions. And in the past two decades in China, a large number of empirical studies have emerged,

mainly focusing on the exploration of the antecedent and consequence variables of organizational citizenship behavior. Regarding the dynamic mechanism of organizational citizenship behavior, scholars agree that organizational fairness is an important factor in promoting organizational citizenship behavior. At the same time, the relationship between organizational support and organizational citizenship behavior has attracted the attention of many scholars. Existing research results show that the more the organization members can feel the support from the organization, the more they show the organizational citizenship behavior in return.

Therefore, on this basis, this paper selects two predictors of organizational citizenship behavior: organizational support and organizational fairness. The purpose is to further explore the relationship between organizational support, organizational fairness and organizational citizenship behavior in Chinese enterprises. At present, empirical research on these three relationships is still relatively lacking at home and abroad. The research in this article is of great significance both in supplementing the empirical research results of topics in this field and in accumulating theories and experience of Chinese business management. From the perspective of organizational support and organizational fairness, through analysis of a large number of theories and related literature, this paper proposes a relationship model of organizational support, organizational fairness, and organizational citizenship behavior (see Fig 1), and validates the model through empirical research .
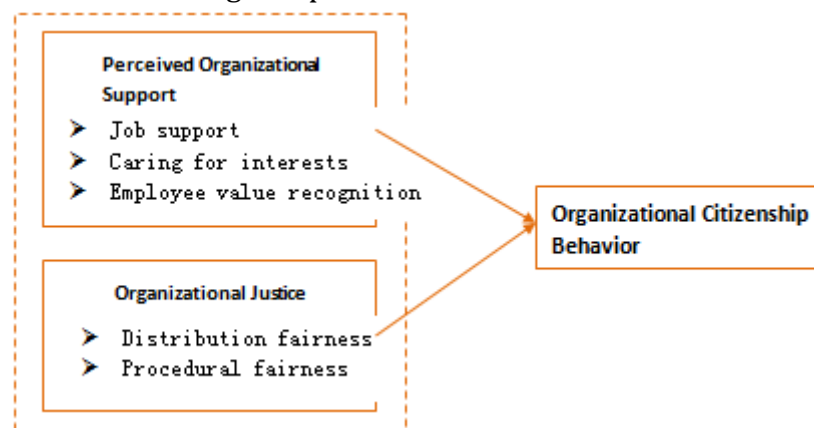

Fig 1. Relationship model

2. Literature Review and Research Hypotheses

2.1. Organizational Support

In 1986, American psychologist Eisenberger and others believed that previous research unilaterally emphasized "employees 'commitment to organizations" and ignored "organizations' commitments to employees". They proposed on the basis of social exchange theory, the principle of reciprocity, and organizational anthropomorphism Organizational support. The theory proposes that organizational support is a comprehensive view of an employee regarding the importance the organization attaches to its contributions and its well-being [1,2].

Eisenberger et al. Through factor analysis made it clear that perceived organizational support is a single-dimensional structure. McMillin's research on service personnel supplements the views of Eisenberger and others. He proposed a functional model of social support: a complete organizational support integration model includes both social and emotional support that affects the quality of service delivery, as well as core service tasks [3]. Instrumental support of execution quality, social emotional support refers to a series of behaviors that help individuals meet the needs of basic groups (such as intimacy, emotion,

and care) within the scope of an individual's interpersonal relationships. Instrumental support is a series of elements that an organization helps employees to achieve dynamic needs (such as achievement, power and influence, self-esteem, and autonomy). It consists of three factors: information support, material support, and behavioral support. Ling Wenzheng and his colleagues obtained empirical research conclusions about the three-dimensional perception of organizational support, that is, a three-dimensional structural model of work support, employee value identification, and interest care in China's employee organizational support [4].

Social exchange theory is an important theory explaining the influencing factors of organizational citizenship behavior. According to social exchange theory, when employees perceive organizational support, they will have a sense of obligation to the organization and then exhibit behaviors that support organizational goals. Employees generally choose organizational citizenship behavior as a countermeasure. Return on organizational support. A large number of empirical studies at home and abroad support the correlation between organizational support and organizational citizenship behavior. The Rhoades and Eisenberger review noted that organizational support has a positive impact on employees' out-of-role behavior, such as consciously performing job duties, helping colleagues, and providing creative advice [5]. In addition, Eisenberger et al. And Wayne et al. Have all pointed out that organizational support has a significant effect on citizenship behavior toward organizations. Related research in China, such as Miao pointed out, organizational support has a significant positive impact on organizational citizenship behavior. Ling Wenyu and others used an empirical method to explore the structural dimensions of organizational employees' sense of organizational support and their relationship with related behavior variables. He pointed out that based on the principle of reciprocity, employees generally choose organizational citizenship behavior (profitable organizational behavior) as a return to organizational support Instead of choosing to improve efficiency. This is because improving efficiency is also affected by factors such as ability, work schedule and job design [6]. Wei Jiangru's research shows that there is a significant positive correlation between the perceived organizational support and organizational citizenship behavior of knowledge employees in high-tech companies.

2.2. Organizational Justice

Organizational justice refers to the individual's or group's intuition about the fairness with which organizations treat them. Its research began with Adams' theory of fairness. The fairness theory believes that under unfair circumstances, individuals will have a sense of tension, which will motivate individuals to take a series of actions to balance the sense of unfairness they feel. Organizational citizenship is an input factor in organizations, and raising or lowering organizational citizenship is a response to injustice [7,8].

Since the theory of organized fairness was put forward until 1975, the academic world has advocated analyzing this variable as a one-dimensional structure. The study shows that the two variables of procedural fairness and distributional fairness have more in common and cannot be distinguished. For example, Tsui regards organizational justice as a single dimension, and believes that this variable includes both distributional justice and procedural justice [9]. Later, when Greenberg studied the relationship between these two variables, he believed that there were obvious differences between fairness of distribution and fairness of procedure, and that these two variables were independent of each other [10]. Bies and Moag proposed the concept of interactive fairness. They believe that the way of interpersonal interaction in the implementation of the feedback of distribution results will affect the perception of fairness in employees' organizations [11]. Along with this, Greenberg proposed a new dimensional division method. He divided interaction fairness into interpersonal

fairness and information fairness, bringing the four dimensions of organizational fairness [12]. In China, Fan Jingli and others believe that the sense of organizational fairness can be divided into fairness of distribution and fairness of procedure [13]. Procedural fairness includes formal procedures and interactive fairness, and formal procedures consist of participation and appeal mechanisms.

Organ pointed out that organizational fairness is positively related to organizational citizenship behavior, because employees view citizenship behavior as an input in individual input-output and output ratio, and increasing or decreasing organizational citizenship behavior can be regarded as a response to unfairness [14]. Citizen behavior is an employee's spontaneous behavior, when employees feel unfair, if they choose less investment in behaviors within the role, it may cause loss of their benefits, such as salary reductions and demotions. However, if you choose to reduce investment in out-of-role behaviors, you will be less likely to harm your own interests, so employees will choose to change out-of-role behaviors. Moorman found that if employees believe they are treated fairly, they will show a more positive attitude towards work and work results. This statement expresses the employee's psychology of return, because when employees perceive that the measurement of their output is fair, or that the organization's decision-making process is fair, based on the psychology of return, employees may Do something beyond the role in return for the organization [15]. Farh Pointed out that organizational fairness and organizational citizenship are highly correlated. Greenberg research show that when individuals are treated unfairly, they can lead to negative emotions or bad behavior towards individuals who are treated fairly [16].

2.3. Organizational Citizenship

The emergence of the concept of "organizational citizenship behavior" can be traced back to 1983. Smith, Near and Organ considered it to be an autonomous behavior beyond the role definition of employees, and this behavior is conducive to the organization's benefit or effectiveness [17]. After many years of discussion and demonstration, organizational citizenship behavior was defined in 1988 as "the sum of behaviors that have not been clearly or directly confirmed in the organization's formal compensation system, but are beneficial to the effectiveness of the organization's operations." From the above definitions of organizational citizenship behavior, three characteristics of organizational citizenship behavior can be obtained: the concept of organizational citizenship behavior is opposite to in-role behavior and is not an out-of-role behavior required by formal rules and regulations; organizational citizenship behavior It is beneficial to the operation of the organization and can improve the overall effectiveness of the organization [18,19]. The behavior of organizational citizenship is not within the scope of the standard rules for rewards and punishments.

OCB is a multi-dimensional structure. Based on previous research, Organ divides organizational citizenship behavior into five dimensions, namely: altruism (beneficial behaviors shown by employees at work, such as helping colleagues solve work-related problems), Due diligence (employees maintain a positive and responsible attitude in the work, and require their own behavior to a higher standard), athlete spirit (employees maintain the interests of the organization with a positive working attitude in non-favorable situations), citizen virtue (Ethical behaviors shown by employees at work), civility and politeness (basically polite behaviors of employees at work, such as humility and respect for others, proactively helping others, etc.) [20].Podsakoff and others first tested Organ's five-dimensional model of organizational citizenship behavior and summarized various perspectives on organizational citizenship behavior. They divided it into seven dimensions: helping behavior, sportsmanship, organizational loyalty, organizational obedience, and self-driven. Citizen morality, and self-development [21]. Furthermore, Williams and Anderson

divided organizational citizenship behavior into two dimensions: organizational citizenship behavior and individual citizenship behavior. In our country, Fan Jingli believes that the organizational citizenship behavior of Chinese enterprises is not completely equivalent to the western theory of organizational citizenship behavior [22]. It contains five dimensions: identification with organization, altruistic behavior, professionalism, interpersonal harmony, and protection of corporate resources.

Based on the above theoretical analysis, this article makes the following assumptions:

Hypothesis 1: Organizational support is positively related to organizational citizenship behavior.

Hypothesis 1a: Job support is positively related to organizational citizenship behavior.

Hypothesis 1b: Employee value identity is positively related to organizational citizenship behavior.

Hypothesis 1c: Caring interests are positively related to organizational citizenship behavior.

Hypothesis 2: Organizational justice is positively related to organizational citizenship behavior.

Hypothesis 2a: Distribution equity is positively correlated with organizational citizenship behavior.

Hypothesis 2b: Procedural fairness is positively related to organizational citizenship behavior.

3. Research Design

3.1. Research Samples and Data Collection

This article mainly collects the required data through questionnaire surveys. In the process of questionnaire design, we fully absorbed the relevant knowledge of this article from domestic and foreign literatures, combined with the actual research of this article, designed the measurement items of each research variable, and formed the questionnaire of this article. A total of 200 questionnaires were distributed in this study, and 164 questionnaires were finally recovered, with a recovery rate of 82%. The situation of the questionnaire participants is shown in Table 1.

Table 1. Basic situation of the questionnaires

Personal characteristics variable	category	Number	Proportion
Gender	male	80	48.78%
	female	84	51.22%
Age	20 Following	16	9.76%
	20-30	124	75.61%
	30-40	20	12.2%
	40 Above	4	2.44%
Education	High school	10	6.1%
	Junior College	19	11.59%
	Undergraduate	96	58.54%
	Master degree or above	39	23.78%
Working life	1Below year	76	46.34%
	1-3year	48	29.27%
	3-10year	32	19.51%
	10More than year	8	4.88%

3.2. Research Methods

This article uses SPSS 20.0 to analyze and verify the relationship between organizational support and organizational fairness to organizational citizenship behavior, including reliability and validity measurements, descriptive statistics, correlation analysis, and regression analysis.

3.3. Variable Measurement and its Reliability and Validity Analysis

3.3.1. Organizational Support

This study uses a scale from a systematic study by Chinese scholar Ling Wenhuan on the sense of organizational support of domestic enterprise employees. It was measured from three dimensions, including work support, employee value identification, and interest, and finally nine questions were identified. The organization of the item supports the sensory questionnaire. Among them, work support refers to the organization that allows employees to perform the most suitable work, and provides timely assistance when employees encounter problems at work, so that employees can reach their full potential; the value of identification means that the organization values the work value and goals of employees, The value recognition of the organization is proud of the employees 'achievements; Caring for the interest means that the organization cares about the interests of employees, including salaries and living conditions, and provides help for employees' problems in their lives. The scoring method adopts the Likert five-point scale scoring method. Each question is from 1 point (very disagree) to 5 points (strongly agree).

The reliability analysis of the initial questionnaire was performed using SPSS 20.0 statistical analysis software. The results showed that the overall organizational support scale and the reliability indicators of each dimension were good.

Table 2. reliability index of the questionnaire of organizational support

category	Item	Alpha coefficient
Overall reliability	9	0.891
Work support	3	0.819
Employee value recognition	3	0.751
Interest interest	3	0.682

3.3.2. Organizational Justice

For the measurement of organizational fairness, this study uses a scale developed by Fan Jingli and others. The scale includes two dimensions of procedural fairness and distributional fairness. Among them, distributional fairness refers to the individual's intuition about the fairness of the results obtained, and procedural fairness refers to the individual's intuition about the fairness of the procedures and methods used to determine the results. Consisting of a total of 7 items. The scale was developed by Fan Jingli and others based on Chinese cultural background and has proven to have good validity and reliability. The scoring method adopts the Likert five-point scale scoring method. Each question is from 1 point (very disagree) to 5 points (strongly agree).

The reliability analysis of the initial questionnaire was performed using SPSS20.0 statistical analysis software. The results showed that the overall organizational fairness scale and the reliability indicators of each dimension were good.

Table 3. reliability index of organizational equity questionnaire

Category	Item	Alpha coefficient
Overall reliability	7	0.913
Distributive justice	3	0.864
Procedural fairness	4	0.849

3.3.3. Organize Citizenship Behavior

This article uses the dimensions of organizational citizenship behaviors defined by Fan Jingli to define the dimensions of organizational citizenship behaviors in China. There are five dimensions, namely: identification with organizations, assistance to colleagues, interpersonal harmony, clear public and private, and professionalism. The scale is composed of 13 items, and the scoring method adopts Likert five-point scale scoring method. Each question is from 1 point (very disagree) to 5 points (strongly agree).

The reliability analysis of the initial questionnaire was performed using SPSS 20.0 statistical analysis software. The results showed that the overall organizational citizenship behavior scale and the reliability indicators of each dimension were good.

Table 4. reliability index of OCB questionnaire

category	Item	Alpha coefficient
Overall reliability	13	0.821
Identification Organization	3	0.785
Assisting colleagues	2	0.744
interpersonal harmony	2	0.581
Public-private distinction	3	0.840
Professionalism	3	0.651

This research is to sort out the relevant literature in the past. Based on previous research, the operational definitions of variables such as organizational support, organizational fairness, and organizational citizenship behavior were clarified. The reliability and validity of the questionnaire was used as a good applicability questionnaire. The measurement tool guarantees the validity and scientificity of the measurement.

Table 5. validity indexes of each scale

	KMO value	Chi square	Df	Sig.
Organizational support	.887	707.240	36	.000
Organizational justice	.907	694.415	21	.000
Organizational citizenship behavior	.839	1077.929	78	.000
Overall validity	.912	316.240	406	.000

On this basis, this article analyzes the validity of variables such as organizational support, organizational fairness, and organizational citizenship behavior, as shown in Table 5, because the KMO values of each scale are greater than 0.7, indicating the effectiveness of each scale in this paper. The degree is good, and subsequent correlation analysis and regression analysis can be performed.

4. Research Results

4.1. Correlation Analysis

This article focuses on the impact of organizational justice and organizational support on organizational citizenship behavior. Before conducting research through regression analysis, a simple correlation analysis of organizational support, organizational equity, and organizational citizenship behavior is required. The variables are the target variables that need to be studied in this paper.

4.1.1. Relationship between Organizational Support and Organizational Citizenship Behavior

Pearson correlation analysis of overall organizational support and overall organizational citizenship behavior. The results passed the significance test with a significance of 0.01, and the correlation coefficient was 0.696, showing a positive correlation. It shows that the degree of correlation between organizational support and organizational citizenship behavior is very high, which confirms the hypothesis 1 to be tested in this article: organizational support is positively correlated with organizational citizenship behavior, that is, the higher the organizational support perception, the higher the organizational citizenship behavior.

Also use SPSS 20.0 to find the average of the three factors of organizational support. Use this average as the employee's score on this factor, and then correlate it with the overall organizational citizenship behavior score and its factor score Analysis (see Table 6).

Table 6. correlation matrix between organizational support and organizational citizenship behavior

	Organizational citizenship behavior	Identification Organization	Assisting colleagues	interpersonal harmony	Public-private distinction	Professionalism
Work support	.627**	.700**	.638**	.672**	.165*	.672**
Employee value recognition	.661**	.717**	.572**	.657**	.229**	.657**
Interest interest	.582**	.588**	.571**	.600**	.204**	.600**

**. significant correlation at. 01 level (bilateral).

 *. At the level of 0.05 (bilateral).

Table 6 shows the Pearson correlation coefficient and significance test for each dimension of organizational support and each dimension of organizational citizenship behavior. The results of the data in the table show that the three factors of organizational support have passed the significance test of their relevance to organizational citizenship behavior, indicating that there is a correlation between job support, employee value recognition and caring interests and the overall level of organizational citizenship behavior. And the correlation between the five dimensions of organizational support and organizational citizenship behavior has reached a significant level.

In the correlation analysis between work support and organizational citizenship behavior, a significance test with a significance of 0.01 was passed, and the correlation coefficient was 0.627, which was positively correlated, thereby verifying the hypothesis H1a: work support is

positively correlated with organizational citizenship behavior. This shows that the higher the organization's job support, the higher the organizational citizenship behavior. That is, when the organization allows employees to perform the most suitable work, provides timely assistance when employees encounter work problems, and allows employees to reach their full potential, employees will exhibit higher civic behavior.

Employee value identification also passed a significance test with a significance level of 0.01, and the correlation coefficient with organizational citizenship behavior was 0.661, which was positively correlated, thereby verifying hypothesis H1b: employee value identification is positively correlated with organizational citizenship behavior. This shows that the higher the employee's sense of value, the higher the level of professionalism. That is, when an organization never dismisses employees easily, retains employees who are leaving, and is proud of their achievements, employees will have higher citizenship behavior.

In the correlation between interest and organizational citizenship behavior, a significant test with a significance of 0.01 was passed, and the correlation coefficient was 0.582, which verified the hypothesis H1c: interest interest is positively correlated with organizational citizenship behavior. It shows that the higher the relationship interest, the higher the organizational citizenship behavior. In other words, when the organization cares about the living conditions of employees, provides help for problems encountered in the lives of employees, and cares about the salary of employees, employees will show higher civic behavior.

4.1.2. Organizational Justice and Organizational Citizenship

Pearson correlation analysis of overall organizational fairness and overall organizational citizenship behavior. The results passed the significance test with a significance of 0.01, and the correlation coefficient was 0.673, showing a positive correlation. It shows that the degree of correlation between organizational fairness and organizational citizenship behavior is very high, which confirms the hypothesis 2 to be tested in this article: organizational fairness is positively related to organizational citizenship behavior, that is, the higher the organizational fairness, the higher the organizational citizenship behavior. This is consistent with the conclusion in previous studies that organizational fairness and organizational citizenship are strongly related.

In order to understand the impact of various factors of organizational fairness on organizational citizenship behavior, this study calculates the average of the three factors of organizational fairness, uses this average as the employee's score on this factor, and then compares it with the overall organizational citizenship Pearson correlation analysis was performed on the behavior score and its factors (see Table 7).

Table 7. correlation matrix between organizational justice and organizational citizenship behavior

	Organizational citizenship behavior	Identification Organization	Assisting colleagues	interpersonal harmony	Public-private distinction	Professionalism
Distributive justice	.668**	.744**	.593**	.579**	.246**	.579**
Procedural fairness	.617**	.759**	.650**	.570**	.145	.570**

**. significant correlation at. 01 level (bilateral).

Table 7 shows the Pearson correlation coefficient and significance test for each dimension of organizational fairness and each dimension of organizational citizenship behavior. The results of the data in the table show that the two factors of organizational fairness have passed the significance test related to organizational citizenship behavior, indicating that there is a correlation between distributional equity and procedural fairness and the overall organizational citizenship behavior level. And the correlation between the five dimensions of organizational fairness and organizational citizenship behavior has reached a significant level.

In the correlation analysis of distribution fairness and overall organizational citizenship behavior, a significance test of 0.01 was passed, and the correlation coefficient was 0.668, which was positively correlated, thereby verifying the hypothesis H2a: Distributional fairness is positively correlated with organizational citizenship behavior. This shows that the higher the fair distribution of the organization, the higher the organizational citizenship behavior.

Procedural fairness also passed a significance test with a significance level of 0.01, and the correlation coefficient with organizational citizenship behavior was 0.617, which was positively correlated, thereby verifying hypothesis H2b: Procedural fairness is positively correlated with organizational citizenship behavior. The higher the fairness of the organization's procedures, the higher the organizational citizenship behavior.

4.2. Regression Analysis

In order to reveal the deeper relationship between organizational support, organizational fairness and organizational citizenship behavior, this paper will use the forced entry method in multiple regression analysis to further analyze the relationship between these variables.

4.2.1. Regression Analysis of Organizational Support and Organizational Citizenship Behavior

On the basis of the high degree of correlation between the two, further confirm the relationship between organizational support and organizational citizenship behavior. Regression analysis is performed using various factors of organizational support as independent variables and overall organizational citizenship behavior as dependent variables (see Table 8).

Table 8. regression analysis results of organizational support and organizational citizenship behavior

independent variable	Nonstandard regression coefficient		Standard regression coefficient	R^2	Adjustment R^2	F	T	Saliency
	B	Standard error	Beta					
Organizational support	.612	.050	.696	.484	.481	152.03	12.330	.000
Work support	.132	.078	.174	.394	.390	105.22	1.704	.090
Employee value recognition	.278	.074	.375	.438	.434	126.01	3.734	.000
Interest interest	.198	.069	.224	.339	.335	82.971	2.877	.005

In the linear regression analysis, this study takes organizational citizenship behavior as the dependent variable, organizational support and its dimensions as independent variables, and forcibly enters the regression model for analysis and constructs the regression equation. The results are shown in Table 8.

The regression coefficient of organizational support to organizational citizenship behavior was significant (β = 0.696, p <0.001), and the F test value reached a significant level (F = 152.04, p <0.001), indicating that organizational support has a significant predictive effect on organizational citizenship behavior. H1 is verified. The regression coefficient of work support to organizational citizenship behavior was not significant (β = 0.174, p = 0.090), and the F test value did not reach a significant level (p = 0.090), indicating that work support did not have a significant predictive effect on organizational citizenship behavior, and H1a was not Verify that this may be due to the existence of multicollinearity. The regression coefficient of employee value identification on organizational citizenship behavior was significant (β = 0.375, p <0.001), and the F test value reached a significant level (F = 126.01, p <0.001), indicating that employee value identification has a significant predictive effect on organizational citizenship behavior H1b was verified. The regression coefficient of interest interest on organizational citizenship behavior was significant (β = 0.224, p <0.005), and the F-test value reached a significant level (F = 82.971, p <0.005), indicating that interest interest has a significant predictive effect on organizational citizenship behavior. H1c obtained verification.

4.2.2. Regression Analysis of Organizational Fairness and Organizational Citizenship

On the basis of the high degree of correlation between the two, further confirm the relationship between organizational fairness and organizational citizenship behavior. Regression analysis is performed with each factor of organizational fairness as the independent variable and overall organizational citizenship behavior as the dependent variable (see Table 9).

Table 9. regression analysis results of organizational justice and organizational citizenship behavior

independent variable	Nonstandard regression coefficient		Standard regression coefficient	R^2	Adjustment R^2	F	T	Saliency
	B	Standard error	Beta					
Organizational justice	.499	.043	.673	.453	.450	134.21	11.585	.000
Distributive justice	.323	.065	.487	.446	.442	130.3	4.976	.000
Procedural fairness	.166	.072	.224	.381	.377	99.634	2.295	.023

In the linear regression analysis, this study takes organizational citizenship behavior as the dependent variable, organizational fairness and its dimensions as independent variables, and forcibly enters the regression model for analysis and constructs the regression equation. The results are shown in Table 9.

The regression coefficient of organizational fairness on organizational citizenship behavior was significant (β = 0.673, p <0.001), and the F-test value reached a significant level (F = 134.21, p <0.001), indicating that organizational fairness had a significant predictive effect on organizational citizenship behavior, and H2 obtained verification. The regression coefficient of distribution equity on organizational citizenship behavior was significant (β = 0.487, p <0.001), and the F test value reached a significant level (F = 130.3, p <0.001), indicating that distribution equity has a significant predictive effect on organizational citizenship behavior. H2a obtained verification. The regression coefficient of procedural fairness on organizational

citizenship behavior was significant (β = 0.224, p <0.05), and the F-test value reached a significant level (F = 99.634, p <0.05), indicating that employee value identification has a significant predictive effect on organizational citizenship behavior, H2b Get verified.

Table 10. summary of hypothesis test results

Number	Hypothetical content	Verification results
H1	Organizational support is positively related to organizational citizenship behavior.	pass
H1a	Job support is positively related to OCB.	Not pass
H1b	Employee value identification is positively related to organizational citizenship behavior.	pass
H1c	Caring for interests is positively related to OCB.	pass
H2	Organizational justice is positively related to organizational citizenship behavior.	pass
H2a	Fair distribution is positively related to OCB.	pass
H2b	Procedural justice is positively related to organizational citizenship behavior.	pass

Looking at Table 10, it can be seen from the results of comprehensive correlation analysis and regression analysis that Hypothesis 1 and Hypothesis 2 of this study have been basically verified. But the work support dimension in Hypothesis 1 fails the hypothesis test, that is, H1a is not true. This may be because when designing the scale, there are similarities between the items in the scale, which makes the final variables have multicollinearity, which causes H1a to fail the hypothesis test.

5. Conclusion

This study conducted an empirical analysis of the relationship between organizational support, organizational fairness, and organizational citizenship behavior through literature reviews and questionnaires, and finally reached the following conclusions:

(1) Organizational support is positively related to organizational citizenship behavior. Among them, in the three dimensions of organizational support, caring interests and employee value identity are strongly related to organizational citizenship behavior, but work support is not highly relevant to organizational citizenship behavior. This may be due to multiple co-existence among variables. Caused by linearity. In short, the results show that if employees feel the true support of the organization, they will spontaneously make performances that meet the requirements of the job, and will consciously invest in the behaviors that the organization expects. As a result, employees with a higher level of organizational support will exhibit higher civic behavior.

(2) Organizational justice is positively related to organizational citizenship behavior, that is, the higher the organizational justice, the higher the organizational citizenship behavior. This shows that employees will evaluate their own dedication and output ratio compared to the dedication and output ratio of others. When individuals perceive their output-dedication ratios to be lower than others' output-dedication ratios, anxiety will appear, and they may be dissatisfied with the organization's distribution rules. If the organization does not respond in a timely manner, then they may reduce their investment to achieve the balance they want. The quality and efficiency of work will be greatly reduced, and they will respond negatively to their work and organization. Reluctance to show behaviors that are conducive to the development of the company, such as organizational citizenship, is extremely detrimental to

the organization. As a result, employees with higher levels of organizational fairness will exhibit higher civic behavior.

From the above conclusions, it can be seen that the research on organizational citizenship behavior must emphasize the bilateral relationship between the organization and the employees, that is, emphasize the employee's citizenship behavior from a two-way perspective, and cannot emphasize the employee's citizenship behavior solely from the perspective of organizational justice. Promote the alliance between the company and the employees, emphasizing the employees' independent dedication and active participation, instead of managing employees as high pressure as in the past. Employees with high civic behaviors will consciously understand the organization's goals, and work with colleagues to improve work performance for the benefit of the organization and personal development, while organizations need to improve their own and actively provide an environment for execution to cultivate employee civic behavior. Therefore, employee engagement must be emphasized from a two-way perspective.

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