

Impacts of passion with job, perceived justice on OCB and creative behaviors

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ABSTRACT

How to support employees to have more and more organizational citizenship behaviors (OCB) and creative behaviors is an interesting question not only for researchers but also for practitioners. The aim of this study is to analyze the impacts of passion with the job and perceived justice on OCB and creative behaviors in the context of small and medium-sized companies in Hochiminh city. Structural equation modeling was employed to test the proposed hypotheses by using the data of 229 employees. Results of the study indicate that proposed antecedents have significant influences on dependent constructs. Such findings have implications for theory and practice. In theory, it supports the equity theory and the social exchange theory. In practice, managers should carefully select the candidate who will work for the organization and provide a comfortable working environment in order to support employees to have voluntary activities and creativity.

1. Introduction

According to Garg and Rastogi (2006), the success of an organization is significantly attributed to the engagement as well as the employees' effort. The amount of time and energy that employees spend on their work can largely affect the degree to which the companies can (DiPaola & da Neves, 2009). Introducing by Smith, Organ, and Near (1983), OCB is the concept that encompasses voluntary behaviors of employees and useful for organizations. It is of great importance to understand that OCB is supportive of the organization's success. There was countless research that analyzes the antecedents of OCB. Furthermore, in the era of technological revolution 4.0, innovation seems to take the lead in doing the company a favor when competing with rivals. The more innovative mindset that employees have when performing a job, the better the result will be. It is an interesting topic to find out how creative behaviors of employees can be influenced by antecedents (Akturan & Çekmecelioğlu, 2016). Based on the equity theory and social exchange theory, the research analyzes the influences of the passion of job, perceived justice on OCB and creative behaviors of employees. Passion is defined as "a strong inclination or desire towards an activity that one likes and finds important and in which one invests time and energy" (Vallerand & Houliort, 2003). The research of Cheasakul and Varma (2016) concluded that OCB can be affected by passion with the job. Intrinsic motivation is essential for creative activities (Amabile, Hill, Hennessey, & Tighe, 1994). It is likely that when people are passionate about their job, they will often come up with methods to get their work improved. Perceived justice is a vital element that affects employees' behaviors and work attitudes (Cohen-Charash & Spector, 2001).

The result of Chan and Lai research in 2017 was favorable to the idea that as employees are perceived as possessing more justice, they would have more OCB. Moreover, when people have voluntary and useful behaviors for the organization they work at a will, they can attempt new ideas, new ways to make their work better. OCB is positively affected by the creative behaviors of employees (Akturan & Çekmecelioglu, 2016).

2. Theoretical basis

2.1. The conceptualization of key variables

2.1.1. Passion with job

During the early twentieth-first century, the question “How people’s lives can be worth living?” raised psychologists’ concerns (Seligman & Csikszentmihalyi, 2000). The new concept “Passion” was introduced by Vallerand et al. (2003): it is supposed to provide energy for people to pursue their work, cope up with challenges. A strong tendency toward an activity that is favorable to somebody and they are willing to spend time and energy has been defined as passion (Teng, 2019; Tran & Nguyen, 2020; Vallerand et al., 2003). A passion is something that people reckon is part and parcel of their lives or something people like or something that the amount of time they spend is superior to others. Passion could result from an individual (e.g., one’s idol), an activity (such as playing football, singing), or an object (e.g., stamp) (Vallerand, 2010; Vallerand & Houliort, 2003).

2.1.2. Perceived justice

Aguiar-Quintana, Araujo-Cabrera, and Park (2020); Colquitt, Greenberg, and Zapata-Phelan (2005) argued that justice is an essential concept. It has considerable impacts on employees’ attitudes as well as behaviors in an organization (Usmani & Jamal, 2013). According to Greenberg (1990), “the degree to which the organizational decisions are considered to be fair by employees” reflects organizational justice or perceived justice by employees in organizations. Organizational justice is a multifaceted concept that covers three aspects. At first glance, McFarlin and Sweeney (1992) suggested two components: distributive justice and procedural justice (formal procedures). Distributive justice refers to how fair the outcomes that one person receives (Adams, 1965). Thibaut and Walker (1975) supposed that procedural justice is determined by the level of fairness of the process that results in the outcome. Later, the third component (interactional justice) was mentioned by Bies and Moag (1986). The subordinates’ mindset about the fairness of the interpersonal treatment they received from leaders constitutes interactional justice. In this research, perceived justice is considered as the second-order constructs which include three first-order constructs: formal procedures, interactional justice, and distributive justice.

2.1.3. Organizational citizenship behavior (OCB)

The term “Organizational citizenship behavior” was first shown up in the article of Smith et al. in 1983, and lately, it drew numerous researchers’ attention. There are wide varieties of definitions regarding OCB, however, the one introduced by Organ (1988) is considered to be the most renowned. Not only can the organization but members can also gain benefits from OCB. Those are individual and voluntary behaviors yet are not officially recognized by the organization. For instance, with the assistance of OCB, the organization can be operated in a way that is more productive and efficient, and a higher level of customer satisfaction can also be achieved. Moreover, employees who possess OCB, have the lower ratio of intention to quit or absenteeism (N. P. Podsakoff, Whiting, Podsakoff, & Blume, 2009). Seven types of OCB was mentioned in the research of Organ, Podsakoff, and MacKenzie (2006): altruism, generalized compliance,

sportsmanship, civic virtue, courtesy, loyalty and self-development. However, other researchers saw eye to eye on the mindset that it is not a piece of cake to tell the seven kind of behaviors apart, therefore, they proposed only three followed behaviors: helping behavior, civic virtue, and sportsmanship (MacKenzie, Podsakoff, & Fetter, 1991; Podsakoff & MacKenzie, 1994; Podsakoff, MacKenzie, & Fetter, 1993).

2.1.4. Creative behaviors

According to Amabile (1983) and Perry-Smith (2006), the manner in which innovative and useful ideas, products, services, processes, procedures, or solutions are produced is referred to as creativity. It came as no surprise that in the knowledge-based economy, the employees' creativity is crucial to an organization's existence and development (Newman, Tse, Schwarz & Nielsen, 2018; Zhou & Hoever, 2014). Furthermore, customer satisfaction and loyalty are also increased (Gumusluoglu & Ilsev, 2009). Consequently, organizations need to come up with solutions to boost employees' creative behaviors (Gong, Huang, & Farh, 2009) with a view to improving cutting-edge advantages. It is of great importance to keep in mind that innovation originates from the interaction between a person's thoughts and social-cultural environments, not a product of people's brains (Whitelock, Faulkner, & Miell, 2008).

2.2. Theoretical framework

2.2.1. Equity theory

Equity theories were introduced by Adams (1965), (Pritchard, 1969). However, among these theories, the equity theory of Adams (1965) has gained widespread attention from researchers. Very often, what people pay (inputs) is compared to what they receive (outcomes) in one relationship. Outcomes and inputs form a ratio. People consciously or unconsciously compare his/her ratio with others. When a person perceives that his/her ratio bears a strong resemblance to others, equity occurs. In contrast, inequity shows up in response to the perception that his/her ratio bear little or no resemblance to others. What is more, for those who are in direct relationship such as business partners or when both personal and other are related to a third party, for instance, two employees being paid by one manager, inequity can happen. In business settings, the business manager could take advantage of the implications withdrawn from the equity theory. It is advisable for authorities that employees should be surrounded with working environment where they perceive the fairness.

2.2.2. Social exchange theory

Since the year 1950s, social exchange theory was built as psychological theory and it served as well explanations for human's economic activities. At first sight, this theory was utilized to explain human behaviors (Homans, 1958), then organizational behaviors (Blau, 1964; Emerson, 1962). In the communication process, reciprocity is supposed to be the most important rule (Cropanzano & Mitchell, 2005). People see eye to eye on this rule and others' behaviors are attributed to his/her behaviors (Cropanzano & Mitchell, 2005). If one person provides a benefit, the receiver will think that he/she needs to offer a benefit as well. The benefit may be originated from social benefit (such as emotion, social impact) or economic benefit (money, goods, information) (Muthusamy & White, 2005). According to this theory, if employees form the perception that what they contribute to the organization is recognized or the organization takes care of them, in all probability they will hold more positive feelings toward the organization, and they will be committed to the organization for such a long time.

2.3. Hypotheses

According to Vallerand and Houliort (2003), when people are passionate about the job, they want to do the job that they are favorable to, they can spend their time and energy on the job they are interested in and they want to contribute to the development of the organization. Though OCB are voluntary, user behaviors, the organization does not reward these officially (Organ, 1988). It might be that as employees are more passionate about the job, it stands high chances that they provide more OCB to the organization correspondingly. It is a matter of fact that when individuals are fond of a job or an organization, they can perform their job or work for the organization without hesitations or considering receiving any benefit in returns. The study of Cheasakul and Varma (2016) has confirmed the positive influence of passion on the job on OCB. Thus, the relationship between passion with job and OCB is hypothesized as follows:

H1: Passion with job positively relates to OCB

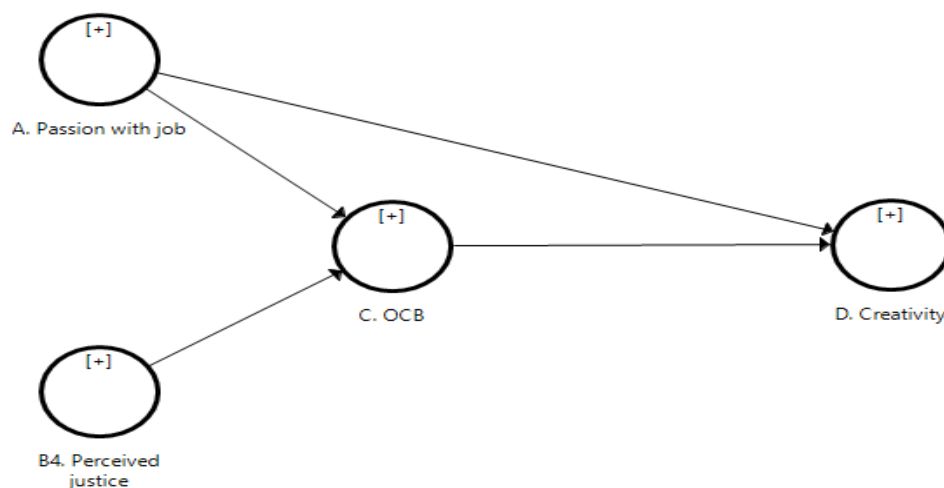
Once employees have creative behaviors, their daily tasks will be innovated efficiently (Amabile, 1983). When people perform the job with passion, they often think about how to get their work improved. In fact, it is not easy at all to invigorate the work without concentration. Therefore, if people have a passion for a job, they will end up having more innovative behaviors. The research of De Bernardi and Pedrini (2020) confirmed the idea that people are active, dynamic when they have a passion for something. Thus, the relationship between passion with the job and creative behaviors is hypothesized as follows:

H2: Passion with job positively relates to creative behaviors

In his research, Organ (1988) argued that OCB is affected by an important prefix: perceived justice. Moorman (1991) also pointed out the fact that the equity theory and the social exchange theory could serve as an explanation for the relationship between perceived justice and OCB. Employees will immerse the time and energy themselves to resolve the problems if inequity arises (Adams, 1965). Therefore, having more voluntary and useful actions for the organization is not easy for them. According to the literature, as individuals sense the treatment is fairer, they have more tendency to participate in OCB (e.g., Wong, Ngo, & Wong, 2006). Obviously, only when employees perceive that their contributions are evaluated fairly by their leaders can they advocate the organization by providing more OCBs. If inequity appears to someone, he/she will do only what is compulsory (by the organization) and stops his/her OCB (Fassina, Jones, & Uggerslev, 2007). Numerous research has confirmed the positive impacts of perceived justice on OCB. Cohen-Charash and Spector (2001) argued that distributive justice and procedural justice (two dimensions of perceived justice) were significant antecedents of OCB while the study of Colquitt, Colon, Wesson, Porter, and Ng (2001) concluded that OCB was supportive of fair interpersonal treatment from managers. Therefore, the relationship between perceived justice and OCB is hypothesized as follows:

H3: Perceived justice positively relates to OCB

The organization can take advantage of employees' creative behaviors by having higher productivity, better work quality, or customer satisfaction and loyalty (Gumusluoglu & Ilsev, 2009; Zhou & Hoefer, 2014). OCB is nothing sort of user behavior for not only organizations but also for individuals. (Podsakoff et al., 2009). Correspondingly, when employees have more OCB, there is high certainty that they have more creative behaviors. It is argued that potential creativity can be increased when employees want to contribute voluntarily to the success of the organization. The research of Akturan and Çekmecelioğlu (2016) also confirmed the effects of OCB on creative behaviors. Thus, the relationship between OCB and creative behaviors is hypothesized as follows:

H4: OCB positively relates to creative behaviors**Figure 1.** The proposed research model**3. Research methods**

With a view to evaluating the proposed relationships between variables, a quantitative approach was utilized by using cross-sectional data. Items of Formal procedures, Interactive justice and Distributive justice were adopted from Moorman (1991). Passion with job three items was adopted from Carbonneau, Vallerand, Fernet, and Guay (2008), OCB five items were adopted from Özdemiş and Ergun (2015). Finally, the research of Rice (2006) provided six items for Creative behaviors. Furthermore, a global single-item “Please assess the extent to which you perceived the justice in your organization” was created to measure the construct “Perceived justice”. The five-point Likert-type scale ranging 1 (strongly disagree) to 5 (strongly agree) was used to measure items. Consequently, the authors built a survey questionnaire to gather primary data from employees in different industries in Hochiminh city, the most important economic center in Vietnam.

The survey is comprised of two stages. Firstly, a pilot with 57 reviewees was done to check the reliability and validity of indicators. The authors also contacted respondents to check the meaning of questionnaires and to revise the questionnaires (if necessary). The result of the pilot confirmed that the questionnaires are appropriate for the official survey. Next, the authors conducted the official survey. A total of 229 questionnaires were received for data analysis.

The convenient sampling method was utilized to conduct the survey. The authors decided to use an online survey. The link to the survey was sent to friends from all walks of life. With the software Smart PLS, the number of over 200 respondents is satisfied to analyze (Hair, Hult, Ringle, & Sarstedt, 2017).

Partial least squares structural equation modeling (PLS-SEM) was used by using Smart PLS version 3.2.8. PLS-SEM is advantageous over co-variance-based SEM, particularly once there is a complex model to evaluate and the research framework is exploratory in nature (Hair et al., 2017). The conceptual framework of this study was complex as shown in Figure 1. Hence, PLS-SEM was preferred for data analysis in this study. PLS-SEM separately evaluates measurement and structural model.

4. Research results

Most of the respondents were less than 35-year-old (92%), were having a bachelor’s degree

and above (96%). Half of the respondents are white-collar workers. More than half (57%) of reviewers' income ranged from 300 USD to 700 USD/month and 20% of respondents were having a monthly income of 700 USD/month and above.

Perceived justice is a second-order construct. Therefore, the relationship between the second-order construct (Perceived justice) and its first-order constructs (Formal procedures, Interactive justice, Distributive justice) must be analyzed before assessing the influences of exogenous constructs on endogenous latent variables.

4.1. Assessment of the relationship between the second-order construct and its first-order constructs

It is vital to understand that "Perceived justice" is a reflective-formative higher-order construct. Therefore, there are two steps in order to evaluate the relationship between the second-order construct and its first-order constructs:

✓ Step 1: Assess the indicator reliability, the internal consistency, the convergent validity and discriminant validity of three first-order constructs (Formal procedures, Interactive justice, and Distributive justice).

✓ Step 2: Assess the convergent validity, the collinearity issues, the significance and relevance of the formative indicators of the second-order construct (Perceived justice) .

4.1.1. Assess the indicator reliability, the internal consistency, the convergent validity and discriminant validity of three first-order constructs (Formal procedures, Interactive justice, and Distributive justice)

Table 1

Variables' information

Variables	Outer loading	CR	AVE	Outer weight
A. Passion with job		0.914	0.780	
A1	0.911			0.404
A2	0.849			0.367
A3	0.888			0.360
B1. Formal procedures		0.944	0.737	
B11	0.825			0.180
B12	0.891			0.202
B13	0.843			0.190
B14	0.849			0.191
B15	0.863			0.200
B16	0.878			0.201
B2. Interactive justice		0.937	0.715	
B21	0.815			0.195
B22	0.754			0.164
B23	0.804			0.200

Variables	Outer loading	CR	AVE	Outer weight
B24	0.906			0.210
B25	0.910			0.215
B26	0.872			0.196
B3. Distributive justice		0.930	0.728	
B31	0.867			0.248
B32	0.730			0.199
B33	0.921			0.250
B34	0.913			0.255
B35	0.822			0.214
B4. Perceived justice				
B1	0.865			0.397
B2	0.884			0.411
B3	0.866			0.339
C. Organizational citizenship behaviors		0.897	0.635	
C1	0.802			0.275
C2	0.801			0.256
C3	0.797			0.251
C4	0.775			0.232
C5	0.808			0.241
D. Creative behaviors		0.928	0.682	
D1	0.770			0.193
D2	0.883			0.215
D3	0.862			0.203
D4	0.761			0.175
D5	0.867			0.213
D6	0.804			0.210

Source: Smartpls 3.0 processing results of authors

Indicators with low outer loading below 0.4 should be removed from the constructs while others higher than 0.7 should be kept from the constructs (Bagozzi, Yi, & Phillips, 1991; Hair, Ringle, & Sarstedt, 2011). Besides that, indicators with outer loadings between 0.4 and 0.7 should be dropped only when dropping them leads to the improvement in the composite reliability or the average variance extracted. Based on this rule, all indicators of the three first orders are kept. With a CR value higher than 0.7, all constructs achieve internal consistency (Hair et al., 2017). Thanks to an AVE value higher than 0.5, it is possible to conclude that all three first-order variables have convergent validity (Hair et al., 2017).

Table 2

HTMT ratio

	B1. Formal procedures	B2. Interactive justice	A. Passion with job	C. OCB
B2. Interactive justice	0.665			
B3. Distributive justice	0.685	0.733		
C. OCB			0.638	
D. Creative behaviors			0.750	0.802

Source: Smartpls 3.0 processing results of authors

HTMT ratio was used to assess the discriminant validity. Thanks to an HTMT ratio below 0.900, all variables achieve discriminant validity (Henseler, Ringle, & Sarstedt, 2014).

4.1.2. Assess the convergent validity, the collinearity issues, the significance and relevance of the formative indicators of the second-order construct (Perceived justice)

The redundancy analysis of Perceived justice yields an estimate of 0.928, which is above the recommended threshold of 0.70, thus providing support for the formative construct's convergent validity (Hair et al., 2017).

Table 3

VIF values

	B4. Perceived justice	C. OCB	D. Creative behaviors
B1. Formal procedures	1.881		
B2. Interactive justice	2.056		
B3. Distributive justice	2.116		
B4. Perceived justice		1.697	
A. Passion with job		1.697	1.436
C. OCB			1.436

Source: Smartpls 3.0 processing results of authors

Three first-order constructs have VIF values of 1.881, 2.056 and 2.116, respectively. Hence, VIF values are uniformly below the threshold value of 5. Therefore, collinearity does not reach critical levels in the formative constructs.

Table 4

The relationship between first-order construct and second-order constructs

Relationship	Coefficient	P Values	Conclusion
B1. Formal procedures -> B4. Perceived justice	0.389	0%	Supported
B2. Interactive justice -> B4. Perceived justice	0.422	0%	Supported
B3. Distributive justice -> B4. Perceived justice	0.335	0%	Supported

Source: Smartpls 3.0 processing results of authors

All p values are less than 5%, therefore, all three indicators (Formal procedures, Interactive justice, and Distributive justice) have significance and relevance.

4.2. Assessment of the measurement model

The information provided in Table 2 and Table 3 demonstrated that all constructs (Passion with the job, OCB and Creative behaviors) achieve the convergent and discriminant validity while indicators have reliability and consistency.

4.3. Assessment of the structural model

It is necessary to evaluate six issues: collinearity issues, the significance and relevance of the structural model relationships, the level of R², the f² effect size, the predictive relevance Q² and the effect size q².

From the information in Table 4, with all inner VIF values which are less than 5, it is conclusive that collinearity issues do not exist in this model (Hair et al., 2017).

Table 5

The path coefficient and p-value

Hypothesis	Content	Coefficient	P Values	Conclusion
H1	A. Passion with job -> C. OCB	0.196	0%	Supported
H2	A. Passion with job -> D. Creative behaviors	0.389	0%	Supported
H3	B4. Perceived justice -> C. OCB	0.554	0%	Supported
H4	C. OCB -> D. Creative behaviors	0.497	0%	Supported

Source: Smartpls 3.0 processing results of authors

Most researchers use p values to assess significance levels. When assuming a significance level of 5%, the p-value must be smaller than 0.05 to conclude that the relationship under consideration is significant at a 5% level. The results in Table 6 show that Passion for the job was having a positive and significant impact on OCB and on Creative behaviors. Therefore, H1 and H2 were supported. Similarly, Perceived justice was found to have a positive and significant influence on OCB. Hence, H3 was also supported. Finally, OCB was having a positive and significant impact on Creative behaviors. Both two exogenous constructs “Passion with the job” and “Perceived justice” have positive impacts on the endogenous latent variable “OCB” but “Perceived justice” has greater impacts than “Passion with job” when the coefficient value is greater (0.554 in compared with 0.196).

Table 6

R-square and Q-square values

Variables	R ²	Level of predictive accuracy	Q ²	Predictive relevance
C. OCB	0.484	Moderate	0.276	Significant
D. Creative behaviors	0.612	Moderate	0.384	Significant

Source: Smartpls 3.0 processing results of authors

The R² value ranges from 0 to 1, with higher levels indicating higher levels of predictive accuracy. R² values of 0.75, 0.50, or 0.25 for endogenous latent variables can, as a rule of thumb, be respectively described as substantial, moderate, or weak (Hair et al., 2011; Henseler, Ringle, &

Sinkovics, 2009). However, it is essential to understand that it is not easy to provide rules of thumb for acceptable R^2 values as this depends on the model complexity and the research discipline. As can be seen in the Table 7, the R^2 value is quite high. Only two exogenous constructs (“Passion with job” and “Perceived justice”) can explain nearly 50% (48,4%) of the movement of the endogenous latent variable “OCB”. Similarly, 61.2% of the movement of the endogenous construct “Creative behaviors” is explained by only two exogenous construct “Passion with job” and “OCB”. It is conclusive that the proposed research model reaches the parsimony when there are only two exogenous constructs that can explain a half of the movement of the endogenous constructs.

Q^2 value is another criteria to assess predictive accuracy introduced by Geisser (1974) and Stone (1974). This measure is an indicator of the model’s out-of-sample predictive power or predictive relevance. Q^2 values larger than zero for a specific reflective endogenous latent variable indicate the path model’s predictive relevance for a particular dependent construct. The result of the Smart PLS analysis showed that exogenous constructs have the predictive relevance with endogenous latent variables.

Table 7

The effect size f-square and q-square

Hypothesis	Content	f2	Level of effects	q2	Predictive relevance
H1	A. Passion with job -> C. OCB	0.044	Small	0.015	Small
H2	A. Passion with job -> D. Creative behaviors	0.272	Medium	0.112	Small
H3	B4. Perceived justice -> C. OCB	0.351	Large	0.146	Medium
H4	C. OCB -> D. Creative behaviors	0.443	Large	0.057	Small

Source: Smartpls 3.0 processing results of authors

In addition to evaluating the R^2 values of all endogenous constructs, the change in the R^2 value when a specified exogenous construct is omitted from the model can be used to evaluate whether the omitted construct has a substantive impact on the endogenous constructs. This measure is referred to as the f^2 effect size and is increasingly encouraged by journal editors and reviewers. Guidelines for assessing f^2 are that values of 0.02, 0.15 and 0.35, respectively, represent small, medium, and large effects (Cohen, 1988) of the exogenous latent variable. Effect size values of less than 0.02 indicate that there is no effect. From the information in Table 8, it is conclusive that Perceived justice is an important antecedent of OCB and OCB is a vital antecedent of Creative behaviors.

Similar to the f^2 effect size approach for assessing R^2 values, the relative impact of predictive relevance can be compared by means of the measure to the q^2 effect size. As a relative measure of predictive relevance, values of 0.02, 0.15, and 0.35 indicate that an exogenous construct has a small, medium, or large predictive relevance, respectively, for a certain endogenous construct. Only Perceived justice has a medium level of predictive relevance on OCB while in another hypothesis, exogenous variables have small predictive relevance on endogenous constructs.

In conclusion, the result of the survey proved the importance of the independent variable “Perceived justice” and “Passion with the job” with the dependent variable “OCB” and the essence of the exogenous construct “OCB” with the endogenous “Creative behaviors”. The proposed

research model is quite useful when it has only a few exogenous constructs, but it explains well the movement of endogenous latent variables.

5. Conclusions

5.1. Theoretical implications

This research is conducted to test how Passion with the job and Perceived justice affects OCB and how creative behaviors are influenced by Passion with job and OCB. The results revealed that Passion for the job and Perceived justice have positive and significant impacts on OCB. The results are in accordance with the work of Cheasakul and Varma (2016) and of Cohen-Charash and Spector (2001). On the other hand, the research also confirmed the impacts of Passion with the job and of OCB on Creativity. The results are in with the study of De Bernardi and Pedrini (2020) and of Akturan and Çekmecelioğlu (2016). By conducting the research, the equity theory and the social exchange theory is supported and strengthened. Moreover, another contribution of the research is applying a second-order construct with the concept “Perceived justice”. In fact, there are numerous studies about perceived justice but not many studies treat this construct as a reflective-formative higher-order construct.

5.2. Practical implications

The results show that both Passions with the job and Perceived justice have positive and significant influences on OCB. However, perceived justice outweighs passion with the job in terms of the degree of the impact they have (see Table 6). Therefore, to talk employees into having more organizational citizenship behaviors, a working environment that promotes better justice must be provided by the managers. Based on the value of outer weight (see Table 2), among three components of Perceived justice, workers highly appreciate interactive justice. Thus, it is conclusive that the care and the evaluation of supervisors are very important to the subordinate. Obviously, employees do not take leaders’ caring for granted. Being a part of the organization, employees place high hope on managers that their contributions will be recognized reasonably. What is more, the manager’s evaluation is also crucial to their career.

Passion for the job also has significant impacts on OCB and creative behaviors. Firstly, candidates must be selected carefully regardless of any position in the. It is down to earth that when people enjoy their job, they would be all ears to perform their job and contribute more to the organization. Secondly, for employees who are working in the company, authorities should put reasonable challenges for employees. If they are passionate about their job, challenges are their motivations rather than obstacles. It will force them to the fullest and boost their creativity. Furthermore, in some cases, employees feel that there is a discrepancy or inconsistency between the qualification that they have and the characteristic of the work that they undergo. Leaders should apply the internal transfer policy to help employees to get back the passion for the job.

5.3. Limitations and further research

Although the results of this study add to the current knowledge, nonetheless, certain limitations are also acknowledged that highlight the avenue for future research. Firstly, not only two factors: the passion for the job and perceived justice influences OCB and creative behaviors. Others are not included in this research which brings about chances for further research. Secondly, the study did not analyze the influence of demographic elements on OCB and creative behaviors. Future research may consider the longitudinal approach to further authenticate the results of this study while this research was cross-sectional in nature. Finally, in order to gather better findings, this study should be done in a wide range of regions and cultures.

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