

**Purpose:** The objective of this study is to examine the mediating impact of procedural justice between transformational leadership and OCB. The moderating impact of conflict (role and normative conflict) and work environment over procedural justice and OCB has also been checked. **Methodology:** Sample size includes the employees from telecom sector and FMCG's industry. Mediation analysis through regression has been used to check the mediating role of procedural justice between transformational leadership and OCB. Moderating analysis used to check the impact of conflict and work environment over procedural justice and OCB. **Findings:** Procedural justice mediates the relationship between transformational leadership and OCB in telecom, FMCG's and after controlling the effect of industry. Conflict and work environment strongly moderates the relationship between procedural justice and OCB in FMCG's. On the other hand conflict and work environment has a very weak moderating impact over procedural justice and OCB in telecom sector. After controlling the effect of industry conflict and work environment does not show any moderating impact. **Limitations/Implications:** There is a need of huge sample size in order check the mediating and moderating impact of variables. The sample size taken in the study was not enough. **Practical Implications:** The study will help managers of both telecom and FMCG's to improve the areas in which they lack and to make procedures which are in favor of both company and employees and give employees non-controlling and friendly environment. Managers should work on employee roles and norms in order to avoid conflict.

**Key Words:** Procedural justice, transformational leadership, OCB, conflict, work environment.