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A Study on the Relationship between the Organizational Citizenship Behavior and Organizational Fairness with Mediating Effect of Employees Work Satisfaction



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Abstract: Organizational citizenship behaviors (OCB) promote organizational efficiency. Organizational justice acts as a stimulus for the growth of human society. Job satisfaction is ultimately a result of the employee's own state of mind. The major goal of this study was to check the relationship between the OCB and firm justice with mediating effect of workers' job satisfaction at NADRA Pakistan. This investigation is based on information collected from 370 employees, including front-line administrators. Descriptive statistics, correlation analysis, and regression analysis were employed as statistical methodologies for data analysis. The findings indicated a significant correlation between the concept of OJ and the manifestation of citizenship behavior. Furthermore, the results illustrate a favorable correlation between OJ and OCB, which was facilitated by the mediating effect of job satisfaction. The implications of these findings hold great importance not only for the management of NADRA, but also for other entities that have the potential to aid the government and society.

Key Words: Organizational Citizenship Behavior, Organizational Efficiency, Organizational Justice, Job Satisfaction, Employee Productivity

JEL Classification:

Introduction

Globally, business organizations are keen to learn about new behaviors that are critical for the establishment of competitive advantage. One of the most frequently discussed work habits is OCB. Organizational citizenship behaviors (OCB) promote organizational efficiency as well as employee productivity. [Ouyang](#) et al., (2015) usage of organizational

citizenship behavior is well acknowledged in the scientific literature. It has grown in popularity as a research field over the last few decades. In the same way that [Koning](#) and Van Kleef (2015) describe organizational citizenship behavior as voluntary individual activity, they also explain that the optimal incentive structure is unknown, either directly or indirectly, and that it governs the entire system. [Khan](#) and Rashid (2012) used many

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employees from different companies to demonstrate the link between job contentment and citizenship.

Organizational justice and its application have historically been recognized as essential human rights, acting as a stimulus for the growth of human society. Notions about justice have evolved with religious and metaphysical notions that have been evaluated in scientific tests. Organizational justice necessitates a significant number of job opportunities and workers, particular acts made by the organization's members who serve as its foundation, and the completion of each assignment in order to achieve the company's aims (Ibrahim & Aslinda, 2013). Job safety boosts human productivity by motivating employees to devote themselves to the business, ensuring their physical and emotional well-being, increasing public confidence, and allowing people to live satisfying lives while easily learning new skills for the job (Nadiri & Tanova, 2010). Different perceptions of work fairness have variable levels of impact on several dimensions of job satisfaction and organizational involvement. Similarly, Wang (2015) proposed a critical link between total job satisfaction and corporate justice. Furthermore, there is a link between intuitional fairness and total work productivity. Work or client pleasure is a prevalent aspect of company activity. It is an employee's attitude toward his boss. Work participation is regarded as a bravery comprised of analytical and metacognitive components. Without dedicated workers, no company can achieve success. The degree of job satisfaction and productivity exhibited by employees is a significant determinant of the success of an organization. Organizational justice is a significant factor in determining job satisfaction, as it pertains to an individual's perceptions and reactive attitudes towards the perceived fairness of the organization's treatment.

Problem Statement

There has been a lot of study on how improving organizational justice influences behavior in the workplace. Organizational

justice (OJ) has been shown to improve both job satisfaction and employees' willingness to help out in the workplace. Also, several studies have shown that contentment in one's employment is one of the most important factors contributing to or influencing OCB. These results pose an intriguing new mystery about how alcoholic beverages cause OCB. Rauf (2015) claims that more study is needed to determine how OJ affects JS and OCB. Examining whether or not OJ effects OCB via job satisfaction is equally crucial. Since a thorough investigation into the function of occupations in mediating OJ and OCB is necessary, it is critical to ascertain whether or not job satisfaction mediates the connection between OJ and OCB. Previous studies have shown that OJ improves OCB (citizenship in the workplace). It is imperative to conduct a hypothesis test to ascertain whether organizational justice will consistently augment organizational citizenship behavior (OCB) within the context of public sector entities such as NADRA (National Data Base & Registration Authority).

Objectives of the Study

The study's objectives were to explore the linkage between Organizational Justice and Employee Organizational Citizenship Behavior with mediating effect of Job Satisfaction.

Significance

The findings of the study will be tremendously valuable to public sector administrators and managers in learning how to boost employee job satisfaction through the promotion of organizational justice. Administrators can use the research findings to promote a more egalitarian culture. The findings of this study can help public sector organizations in Pakistan better understand how to promote employee happiness on the work and, as a result, boost organizational citizenship behavior. Considering NADRA's role as a provider of registration services to Pakistan's vast population, this research has both social and economic implications if it leads to an improvement in the agency's ability to create a work environment that fosters higher levels of

organizational citizenship behavior (OCB) among its staff. If employees feel more valued and respected in the workplace, they will be more motivated to put in extra effort, which will have a negative influence on the company's bottom line.

Literature Review

Job Satisfaction

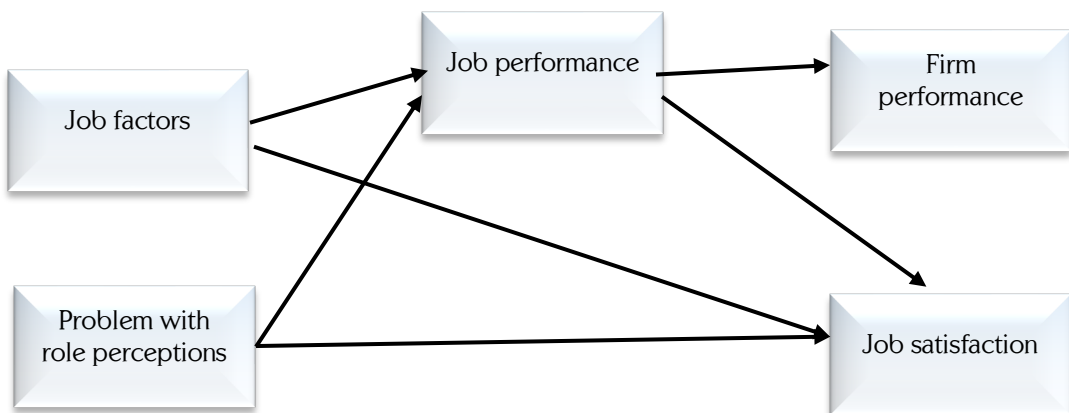
An "individual's positive emotional response to a particular job" (Judge et al., 2020) is what is meant by "job satisfaction," which is defined as "any combination of psychological, physiological, and environmental circumstances that cause a person to honestly say I am satisfied with my job" (Judge et al., 2020). Job satisfaction is ultimately a result of the employee's own state of mind; despite being affected by many external variables. In other words, job satisfaction gives a slew of advantages that add up to happiness. Job satisfaction refers to how an employee feels about their job in general, both favorably and adversely. Prior to being recruited by a corporate organization, a person's needs, wants, and experiences form his or her rejected expectations. An important component in determining job happiness is how effectively one's employment satisfies

their dreams and expectations. Work behavior and work happiness are closely related (Aziri, 2011).

When one examines the various negative repercussions of job discontent, such as diminished loyalty, increased absenteeism, an increase in accidents, and so on, the importance of job satisfaction becomes clear (Amin, 2021). Spector (1997) lists three essential elements for job happiness. To begin, corporations must uphold universal principles. Employee treatment is a top emphasis in these businesses. In such instances, a job satisfaction survey might be a useful measure of an employee's productivity. Employees who are satisfied with their jobs may be in good physical and mental health. Second, workers' activities will reflect their level of job satisfaction, which will have an impact on the company's daily operations. As a result, happy workers will exhibit good behaviors, whereas unhappy workers will exhibit negative ones. Finally, employee surveys can be used to assess organizational success. Job satisfaction can be defined and varies between organizational units. Based on this information, it will be feasible to determine which departments require changes in order to attain maximum efficiency.

Figure 1

Depicts elements of the Christen, Iyer, and Soberman (2006) job satisfaction model.



- Job-related variables
- Perceptions of roles
- Workplace performance
- Company performance

Organizational Citizenship Behavior

For discretionary behaviors that go beyond one's formal role and are intended to help other people within the organization (Organ, 2018) is called organizational citizenship behavior (OCB). According to Podsakoff and MacKenzie (2014) organizational culture and behavior (OCB) is viewed as incredibly beneficial to organizations and crucial to their survival. Individuals are less likely to penalise those who choose not to engage in these actions since they are subjective. Dennis Organ originated the concept in the mid-1980s, and it has since gained popularity. It is widely believed that an employee's level of organizational citizenship has a significant effect on the effectiveness and efficiency of work teams and organizations, which in turn affects the productivity of the firm as a whole. Job satisfaction still predicts prosocial conduct at work more than any other factor, even after 17 years of study (Dipaola & Tschannen-Moran, 2001). OCB can boost productivity and efficacy, which benefits the firm as a whole. To be fair, only a minority of behavioral scientists believe that job satisfaction is the sole predictor of OCB (Ridwan et al., 2020). A variety of factors, including work happiness, influence the prediction of organizational citizenship behavior. Emotional evaluations of job satisfaction are less likely than rational assessments to link with workplace citizenship (Sharma et al., 2011).

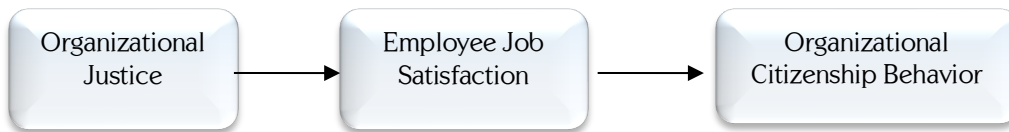
Organizational Fairness

The degree to which employees believe they are treated fairly at work is referred to as organizational justice. This idea was introduced by Greenberg (1987) to describe how employees perceive the fairness of their workplaces and how this affects outcomes such as OCB, commitment, and job satisfaction. The word "organizational justice" refers to a group's members' agreement on the

organization's treatment of them and following actions. Management exhibits justice when it treats its employees fairly and in compliance with the law, ethical standards, and religious ideas (Jami & Agha, 2022). OC, according to Jameel et al. (2020), indicates employees' opinion of themselves as a vital component of the business, as well as a sense of pride in their position within the firm. The theoretical foundation for the concept of organizational justice is Adams' equity theory (Foote David et al., 2008). Workers in any given organization, according to this hypothesis, would continually analyze their own performance in relation to that of their peers. Employees will engage in Organizational Citizenship Behavior Farid et al., (2019) in appreciation for the organization's good treatment.

The concept of "organizational justice" refers to the social norms that form the basis for the rules established to allocate or make decisions about the allocation of acquisitions among employees. These acquisitions include things like tasks, goods, services, rewards, punishments, wages, positions, opportunities, and roles within an organization. Numerous justice typologies have been produced by experts in the field (Noruzy et al., 2011). Most businesses rely on fairness-based management techniques to inspire dedication in their staff. The study conducted by Raziq and Maulabakhsh (2015) examined the correlation between organizational justice and change. In order to adapt to the constantly changing external environment, a company must undertake significant changes such as mergers, layoffs, product innovation, and the adoption of new technological systems. Organizational changes can have significant and widespread impacts on all members of a company, potentially resulting in resistance that could impede the change process and lead to negative outcomes for both the organization and its employees. The significance of fairness perceptions is noteworthy in this context. The employees' inclination to acknowledge and assess the individuals accountable for the alterations may be impacted by their subjective interpretations of the degree of equity inherent in the changes.

Conceptual Model



The aforementioned model considers OJ as an autonomous variable, while JS operates as an intermediary variable and OCB serves as the reliant variable. The literature suggests a robust support for the association between JS and performance, as well as the association between OCB and performance. As per the extant literature, the present study enhances Organizational Citizenship Behavior (OCB), which holds significant implications for the overall performance of the organization. This is achieved by utilizing the principles of Object-Oriented JavaScript (OJ) and JavaScript (JS) logic.

Hypothesis

H1: Employee job satisfaction is positively correlated with organizational justice.

H2: There is a positive correlation between organizational citizenship behavior and organizational justice.

H3: The relationship between organizational citizenship behavior and job satisfaction is positive.

H4: Job satisfaction moderates the effect of organizational justice on organizational citizenship behavior.

Research Methodology

The study was descriptive in nature and it employed a quantitative research design. This investigation relies on data from 370 NADRA employees, including front-line managers. Descriptive statistics, correlation analysis, and regression analysis were among the statistical processes used for data analysis. The 9548 front desk employees of the NADRA in Pakistan made up the study's sample size. The majority of the 5461 front-desk staff members working for more than 845 Data Acquisition Units across Pakistan made up the study's sample. The sample size for this study was determined to be 370 using the Raosoft online sample size calculator.

Table 1

NADRA Pakistan	Population	Sample
	5461	370

Instrumentation

Researcher applied three standardized instruments to get the valuable data for analysis. These instruments include the Organizational Justice developed by Millimam

(1992), which had 6 items. The Organizational Citizenship Behavior, had 12 items, developed by Netemeyer (1997). Spector (1985) developed Job Satisfaction scale which had 6 items, was used for data collection.

Data Analysis

Table 2

Demographics of Respondents, Study Variables and Their Descriptive Statistics (N=370)

	Mean	SD	Minimum	Maximum
Age	1.7708	1.74733	1.00	2.00

Gender	1.2432	.23556	1.00	2.10
Marital status	1.4541	.87742	1.00	2.10
Years of Experience	2.1331	1.38465	1.00	3.00
Education	2.2321	.789342	1.00	3.00
Job Satisfaction	2.4543	1.044554	1.00	4.00
Organization Justice	2.8792	.765133	1.00	4.00
Organizational Citizenship Behavior	2.6268	1.89455	1.00	4.50

Table 2 indicates the mean scores of experience. There is a slight different demographic variables and study variables, including age, gender, marital status, and years between the means of independent and dependent variables.

Table 3

Correlation among Employee Job Satisfaction, Organizational Justice and Organizational Citizenship Behavior

	Organizational Citizenship Behavior	Organization Justice	Job Satisfaction
Organizational Citizenship Behavior	1	.522**	.579**
Organization Justice		1	.624**
Job Satisfaction			1

Table 3 displays that significant correlation exists among Organizational Justice, Employee JS and OCB. It also depicts that the culture, behavior and justice system of the institution leads to the job satisfaction of their employees.

Table 4

OCB and OJ Effect on JS of NADRA Employees

Model		Sum of Squares	df	Mean Square	F	p-value
1	Regression	410.811	2	222.421	1.07	.001 ^b
	Residual	21326.234	11	213.517		
	Total	2717.045	13			

Dependent variable: Job Satisfaction

Predictors: (Constant), Organizational Justice and Organizational Citizenship Behavior

through Regression Analysis

Multiple R=.253 Multiple R²= .267, Standard Error Estimate= 12.23

Table 4 reveals that there is significant impact of Organizational Justice, Organizational Citizenship Behavior on Job Satisfaction of NADRA employees as F value of 1.07 and p-value is >.05. The R=.253 indicates a moderate relationship between study variables. The effect of Organizational Justice,

Organizational Citizenship Behavior for 26.7% (R²= .267) of total variation of Job satisfaction. Hence the employee's satisfaction mitigates the effect of institutional justice among employees and their behavior will be modified accordingly.

Table 5

Beta Coefficient from Regression Analysis of Organizational Citizenship Behavior, Organizational Justice on job satisfaction of NADRA employees

Predictor Variables		Unstandardized Coefficients		Standardized Coefficients	t	p-value
		B	Std. Error	Beta		
1	Organizational Justice	.274	.061	.25	5.80	>.05
2	Organizational Citizenship Behavior	.287	.270	.357	5.74	>.05

Table 5 shows the impact of OJ, OCB on JS, which is significant (t= 5.80; >.05 and t=5.74, >.05). Independent variables have influence on dependent variable.

Findings

According to the study, organizational justice, employee job satisfaction, and organizational citizenship behavior among NADRA personnel all significantly positively correlate. As shown by the study's F value of 1.07 and p-value of >.05., organizational justice and organizational citizenship behavior have a substantial impact on the job satisfaction of NADRA personnel. The moderate association between research variables is indicated by the R=.253 value. Organizational justice and citizenship behavior have a 26.7% (R2 =.267) impact on the overall variation in job satisfaction. The study's significant (t=5.80; >.05 and t=5.74; >.05) findings on organizational justice and organizational citizenship behavior's effects on work satisfaction. On the dependent variable, independent variables have an impact.

Discussion

The objective of this research was to examine the potential correlation between organizational citizenship behaviors and perceptions of organizational justice, while also considering the moderating influence of employee job satisfaction on this association. Previous research has extensively explored the concepts of organizational justice and organizational citizenship behavior (OCB). However, there is a dearth of literature on the interplay between these two factors when work satisfaction acts as a mediator. This

research inquiry was motivated by this gap in knowledge. As per the findings of [Crede et al. \(2007\)](#), JS functions as an intermediary agent between multiple precursor factors and the association among workplace behaviors. The study conducted by [Güleriyüz et al. \(2008\)](#) revealed that JS played a crucial role in linking emotional intelligence and organizational commitment. [Yousaf and Sanders \(2012\)](#) have reported that JS serves as a mediator in the association between employability and organizational commitment. The present investigation aligns with prior research conducted in diverse cultural settings that demonstrated a positive correlation between job satisfaction and organizational citizenship behavior (OCB) within the Pakistani context. [Altinkurt and Yilmaz \(2012\)](#) conducted a study in Turkey to investigate the relationship between organizational justice, trust, and citizenship behaviors. The findings of this study indicate that the implementation of fair organizational practices can foster positive citizenship behaviors among employees.

Conclusion

This study appears to establish a link between organizational justice and job happiness, as well as NADRA (Pakistan) employees' organizational citizenship activity. The front desk management data of 370 NADRA employees was used in the study. This investigation's data was examined utilizing reliability, factor analysis, correlation, and regression. Organizational justice was found to significantly correlate with both job satisfaction and organizational citizenship behavior. The same result was found by [Foot and Tang \(2008\)](#) as in earlier research. The results also demonstrated that organizational

justice increases job fulfillment and loyalty to the company. Nadiri and Hussain (2005) found similar results. The results also showed that the connection between organizational justice and citizenship behavior is tempered by job satisfaction. The results backed up the hypothesis that job satisfaction plays a mediating function between job satisfaction and OCB, and confirmed the positive correlation between the study's three variables.

Limitations

Study has its limitations in term of its sample. Researchers only conducted study for one

institution. The study may have comprised of different institutions to get the larger amount of the data. Further, the study results may not be generalizable as the data were obtained from only NADRA Pakistan.

Future Researches

Those interested in conducting research in the same field could look into the relationship between the same factors in two or more businesses. Similarly, similar research can analyze the role of trust as a mediator in the relationship between the same variables.

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