

Mediating role of Job Satisfaction between Organizational Justice and Organizational Citizenship Behavior: Empirical Evidence from Pharmaceutical industry of Pakistan

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Abstract

In this modern era where organizations are realizing the real strategic worth of employees and how employees with the right skills and attitude plays the vital role in the success of any organization, the role of organizational justice and organizational citizenship behavior is also being realized by organizations. This study aims to add in literature by highlighting the importance of organizational justice and organizational citizenship behavior and how organizational justice leads to job satisfaction which ultimately leads to Organizational Citizenship Behavior. 334 employees from 3 pharmaceutical companies participated in the study. Using Structural Equation Modeling (SEM), the study results clearly show that job satisfaction partially mediates the relationship between organizational justice and organizational citizenship behavior and mediation value is significant for path organizational justice to job satisfaction whereas for job satisfaction to organizational citizenship behavior is insignificant. The result provides the useful insights for organizational behavior practitioners and policy makers to craft workplace policies and appropriate trainings designs. Future areas of study are suggested at the end.

Keywords: Organizational Justice, Organizational Citizenship Behaviors, Job Satisfaction, Organizational behavior,

1. Introduction

In this modern era where organizations are realizing the real strategic worth of employees and how employees with the right skills and attitude play the vital role in the success of any organization, the role of organizational justice and organizational citizenship behavior is also being realized by organizations (Bhatti, Waris, & Zaheer, 2011; Cullen, Edwards, Casper & Gue, 2014; Peus, Frey, Gerkhardt, Fischer, & Traut-Mattausch, 2009). In this era of realization of organizational behavior, organization are highly interested to know that how they can turn their employees towards positive attitudes and behaviors which can eventually lead to better performance of employees and organization. Organizational citizenship behavior is one of the key element in modern era through which an organization can expect to increase productivity of groups of employees and to enhance a positive and attractive culture of the organization. Employees motivation to assist and help other colleagues, to go extra mile for the organization like by giving extra time, performing tasks not mentioned in their job descriptions, defending and praising organization's reputation etc. are all falls under the organizational citizenship behavior and in this time of high competition for best productivity in limited resources, the organizational citizenship behavior plays an important role in assisting organizations to achieve this goal (Bolino et al., 2018). However, the behavior of employees largely shaped by how fair they are treated at work by their employers and this perception of employees of being treated fairly or unfairly effects the attitude and behavior of the employees in an organization (Cohen & Diamant, 2019; Yean, 2016).

Studies have shown that there are number of positive and negative outcomes of the perception of organizational justice. As such Jafari and Bidarian (2012) concluded that lack of organizational justice effects the employee's job satisfaction that eventually effects the employee's productivity. Thus organizational justice indirectly leads to job satisfaction which eventually result in positive psychological behaviors such as organizational citizenship behavior. Job satisfaction has been studied since decades and studies have concluded that many factors leading to job satisfaction. In this regards, Dappa, Bhatti and Aljarah (2019) investigated the role of transformation leadership on job satisfaction. Similarly, Vratskikh, Al-Lozi and Maqableh (2016) found the mediating role of job satisfaction between emotional intelligence and job performance. Many studies related to organizational citizenship behavior, job satisfaction has also been acknowledged as one of the main contributing factor in achieving organizational citizenship behavior. As such, a study of Imran, Majeed and Ayub (2015) has taken job satisfaction as mediating effect of organizational justice which eventually leads to organizational citizenship behavior. However, the study has limited with operationalization of variables in terms of its analysis. Thus a contemporary literature demands

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an empirical study to fill this gap with better operationalization and methodological approach to generalize the results for the stakeholders. As studies like Imran, Majeed and Ayub (2015) and Halil and Cem (2010) have shown that perceived organizational justice has strong relationship with job satisfaction and organizational citizenship behavior. However, with respect to Pakistan there is a great variation in the presence of organizational justice in organizations which needs to be investigated. Thus the present study fills this gap by investigating the impact of organizational justice on organizational citizenship behavior with the mediating role of job satisfaction.

2. Literature Review

2.1 Organizational Justice

The concept of organizational justice explains what employee perceives as fairness in the workplace when they are at their job. The way employee perceives this fairness can be further divided into four categories which are: Distributive: It is the fairness in outcomes. Procedural: how the outcomes are achieved, the perception towards processes. Informational: the records provided for justice-related events. Interactional: how the interpersonal reactions are judged. (Gerald, Martha & Robert, 2005). The idea of organization justice came into being because of Greenberg (1987) which means that the way the employee perceives organizational behavior and its impacts on employees' behavior and attitude, for instance if an employee witnesses the exception of half of the workers who were not needed by the firm anymore so he might get the feeling of injustice and his attitude towards work will ultimately change and his efficiency and effectiveness will highly be impacted due to this reason (Imran, Majeed, & Ayub, 2015).

The concept of justice is well known and explained through a lot of literature, it is basically some action taken keeping in consideration several personal and societal factors such as religion, ethics, being fair, equity and law, the action taken are considered to be morally right. People notice justice in different situations very closely in their day to day events, this is a natural phenomenon (Halil & Cem, 2010). Actions taken by different firms are also taken in consideration by the people on daily basis and they do relate to them and react upon them accordingly. The behavior of a person depends on how they see the actions of the firm as of if they consider them to be fair or unfair and then their attitudes change accordingly. Organizations do keep fairness or justice as of their high concerns because once the impact of injustice is created on the people of organization so this could impact their work and attitude towards the job highly. There are several aspects in an organization in a workplace environment where the concept of justice and fair play comes in. Some of the basic factors which we could say that are counted into opportunities for promotion, behavior towards employees from top management and selection procedures (Imran, Majeed, & Ayub, 2015). Many researchers have studied organizational justice along with its outcomes mostly in the subject of industrial/organizational psychology (Colquitt et al., 2001; Masuda et al., 2012; Schneider, González-Romá, Ostroff & West, 2017).

Literature suggests that the judgments which are drawn on justice are correlated but they can only be predicted according to the type of work and the outcomes achieved from it (Miller, 2017). However, the classification is also proven by the literature which provides a criterion to know the outcomes of fairness and other types of justice. It is said that the research on contemporary justice analyzes the major aspects for why do employee worry about justice and the criteria which leads to creation of fairness (Gerald, Martha & Robert, 2005). By learning from the literature it can be deduced that the major share literature on justice has emphasized on the employee perception of viewing the things happening with them in the workplace are they fairly treated or not, however some recent researches also claim to understand and learn the employee reaction on treatment with others. Due to which researchers also got to come across the concept of corporate social responsibility and how the employees tend to react towards it. To sum it up it can be said that justice research has many steps to it, when it is explored in detail many chapters and areas are uncovered. Justice perceptions are different from person to person, within different work groups and in different work climate and are also effected by different cultural groups (Daniel & Gary, 1997).

2.2 Distributive justice

Distributive justice has been studied a lot in the fields of philosophy and social sciences (Keren-Paz, 2018; Lamont, 2017). The process is the major element which reaches to the final outcome, process is worked according to the administration of law. In the field of philosophy and social sciences, this theory is said to be the perception of fairness in the distribution of rewards and cost across the members. For instance, if there is a group of people who are doing similar everyday tasks but are paid differently, few are given high wages however few are on lower so here there is inequality and the group members would

definitely notice the distributive justice has been neglected (Khan & Ullah).. There are certain norms which are developed by the groups to deduct whether there is any injustice occurring or not. So when distributive justice occurs these norms are viewed. Norms are basically a threshold maintained by the group that is what they want and require and is considered to be normal (Lubatkin, Ling & Schulze, 2007).

2.3 Procedural justice

When there is calculated fairness in processes that manages disagreement and resolves it and also properly divide the resources that is known to be procedural justice. Procedural justice is studied as management of justice in a certain organization with consideration of law and also the management of events taking place legally (Bottoms & Tankebe, 2012). It is quite appropriate to apply the concept of procedural justice in the areas where legal activities are not involved such as the process which is required to resolve any conflict in an organization or to allocate benefits between the employees (Imran, Majeed, & Ayub, 2015). The major meaning or work of procedural justice is to evaluate the fairness of processes by which the organization heads tend to take decisions, it can also be connected to other types of justice easily such as distributive justice where the fairness of rightly allocation of resources is done and of retributive justice where punishments are given to the ones who deserve. Before taking any decisions it is important to see both the sides of the picture that is to know the stories of all parties and then summing them up and evaluating to take proper and fair decision, this process is then categorized as fair with respect to procedural justice. If the procedure that is taking place properly it would ultimately lead to fair results as suggested by some of the theories, moreover in such case it is not even compulsory to consider distributive and restorative justice. Interpersonal interactions are also one of the impacting factors of procedural justice, the result of such interactions have strong impact on conflict management. (Halil & Cem, 2010).

2.3.1 Categories of Procedural Justice

There are several theories in the context of procedural justice different researchers have found different things about this subject. To sum it up the entire subject could be categorized in three sub topics which are the outcomes model, the balancing model, and the participation mode (Yochi & Paul, 2001). While outcomes model explains that if there is a need to evaluate the fairness of the procedure of the process then the outcome needs to be considered, if the result is correct that means the procedural justice is rightly used. However, the model has quite a lot of limitations for instance if two processes have similar outcomes then both are correct. Further is explained in the following topics as of what other factors impact the fairness of a process (Halil & Cem, 2010). Whereas, balancing model discusses that processes do cost a lot sometimes, this theory explains the balance between the cost of the process and its outcomes. It is said the process is called to be fair if the cost of the process is equally balanced by the outcomes and benefits received from the process. There is high chance of biasness in this model as to avoid some unwanted costs their might be false verdicts (Joy & Margaret, 2009). Finally, the participation model explains that procedure is considered to be fair where the people who are directed impacted by a certain procedure have the rights to participate in the decision making. Besides, having three well known model, another model which has received the attention in literature is Group engagement model (Adamovic, 2018) Group engagement can be considered as both mandatory and optional attitude for an individual. Studies have explained the mandatory behavior as something which is compulsory for the group and it is encouraged by giving in rewards for doing so otherwise punish if the individual doesn't follow it (Tyler & Blader, 2003). Similarly, the optional behavior also known as discretionary behavior is derived by one's internal values and is considered to be valuable for a group. It all depends on the processes of group which influence the social identity of its members in which different values are considered. It totally depends on the member how they could relate themselves to the procedural justice of the group, it is important that they use it wisely to know and understand the group better. Due to this the person can relate themselves more towards the group and adopt its procedures, attitudes and values easily. A circular relation is maintained between the member and group's procedural justice processes, this impacts the members to know what is fair and unfair with respect to the values of the group. Furthermore, this will make the individual more involved in their groups (Judith, 2003).

2.3 Interactional Justice

This type of justice depends upon interactions made by a certain individual as to how they are conveying their word. It's also how the person is treated when they are told about certain decisions along with the clear justification for a particular action or decision. A study conducted by Yochi and Paul (2001)

explains that there are two elements of interactional justice namely interpersonal and informational justice. Interpersonal justice means how a person is being treated, what kind of respect he sees in the eyes of their fellow when they are getting into some sort of transaction. It means what attitude and behavior a person receives for higher authorities and other people involved in the process to determine the results however in informational justice it is how the acceptability of justifications is given out to a person with respect to timeliness, specificity, and truthfulness also in this kind of justice explanations are given out as to tell the individual why a specific process is used and what outcomes would be received by it (Halil & Cem, 2010).

2.4 Job satisfaction

Literature has many other definitions of job satisfaction which could be summarized as it as simply how secure, peaceful and happy a person is at their workplace with their job. These factors are analyzed and studied at two levels one is global which is if the person is overall happy with the job or not, second is on the level of different aspects that is if a person is happy with different elements at job (Liu, Aunguroch & Yunibhand, 2016).

By the term job satisfaction, it can be deducted that how much a person is happy with their job, it can be said that the satisfaction is higher when a person is more involved into their work and love their work, this satisfaction could be because of incentives and rewards received or maybe by the nature of work. Satisfaction can also be because of the co-workers or a very supportive management, to sum it up when a job doesn't seem like a burden then it is counted to be a good job where the employee is satisfied. While discussing the relationship between job satisfaction, organizational justice and organizational citizenship behavior, a recent study by Swaminathan & Jawahar (2013) identifies the significant relationship between job satisfaction and organizational citizenship behavior among staff at public school at Jakarta, Malaysia. Similarly, Tharikh, Ying & Saad (2016) find the positive significant results among teachers at Perak. The three major components to major the satisfaction level of a job could be: (i) Cognitive: Evaluation could be done based on some assessment. (ii) Affective: that is emotional (iii) Behavioral: which is how one acts when on job. Researchers who studied the components, deducted that the satisfaction level could be different in all the three components (Halil & Cem, 2010).

2.5 Organizational Citizenship Behavior

This is a concept which defines that why an employee has a voluntary behavior towards something and it is not related to the rewards offered to him by the organization, also known as extrinsic rewards. This behavior basically implies to the people who voluntary help others and want to contribute more and more in the organizational work, they want to put in lots of efforts due to which they perform extra tasks voluntarily, the tasks which are not even in their job descriptions and they are also not forced to do such tasks (Sussana, 2016). The employee having such behavior is not directly getting any sort of rewards or recognition for this behavior but this behavior altogether benefits the organization and the team.

Literature has found a relationship between organizational citizenship behavior with different attributes which are courtesy, altruism and conscientiousness of an organization. It can also be said that this behavior comes from within the employee that is it could be counted as part of employees' personality but some researchers have also claimed that it could also be because of good characteristics of the organization (Rasool & Rajput, 2017; Sussana, 2016). Due to which seeing the good image of the organization employees are ultimately motivated to work effortlessly for their organization to gain benefit for the organization itself.

2.7 Conceptual framework

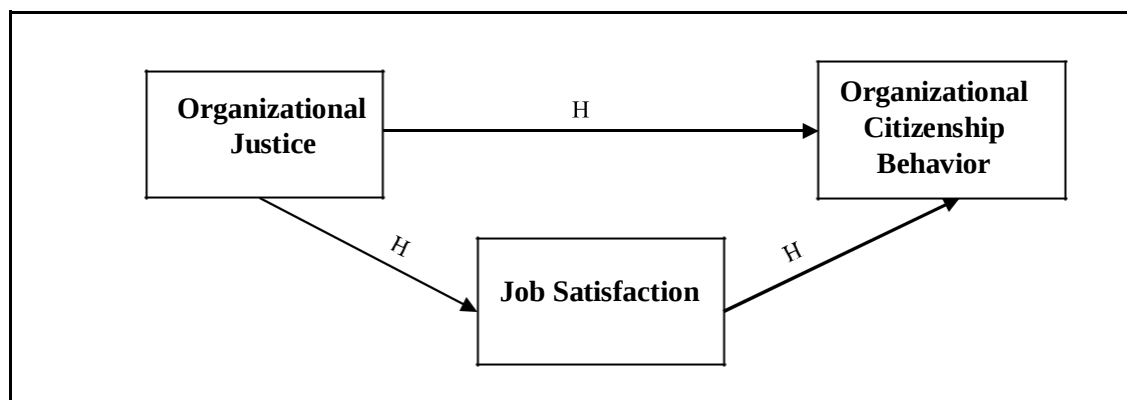


Figure 1: Conceptual Framework

3. Methodology

3.1 Research Design

While discussing the research design, research philosophy is the first stage in research where researcher decides his position regarding epistemology and ontology. There are specific set of stand which a researcher can take carry out a research, these sets of assumption / positions are called Research Paradigm (Ormston, Spencer, Barnard, & Snape, 2014). These paradigms also dictate research methodology the researcher has to follow. The methodology and research paradigm must go complement each other only such research can produce knowledge that is valid or make sense. While research philosophy is one aspect, another consideration is Research Paradigm. It is a set of beliefs, concepts and shared assumptions held by community of researchers (Mertens, 2012). Selection of suitable research paradigm will lead the way of researcher for the whole research. Adopted research paradigm also justify the methodological and technical choices of the research.

The present study adopts positivist approach due to quantitative nature of work (Antwi, & Hamza, 2015). Further, in this research ontological stand will be that there is single reality as this research seeks to study the single reality of relationship between Corporate Social Responsibility and Organizational Citizenship Behavior (opposite to intepretivism where reality can be multiple). The variables which we studied here have objective characteristics and tangible realities; they also exist separate or independent of the subject (opposite to interpretivism where reality is claimed to be socially constructed and researcher and research are one). As this research is quantitative in nature (Interpretivist is used for qualitative researches) and to fulfill the objective of this research which is to investigate the relationship of corporate social responsibility practices and organizational citizenship behavior, hypotheses were made and tested (scientific method). The data was collected using self administrated questionnaire and that data was statistically checked for the relationships and its validity was also checked statistically (in interpretivist the data is validated thru interviews). This research also aims to generalize it finding to other pharmaceutical companies (in qualitative researches one cannot easily generalize or compare the research). Thus this research is best suits to positivist paradigm. Similarly, the study is based on deductive approach as hypothesis are developed on the basis facts produced by another study (McCusker & Gunaydin, 2015)

3.4 Sample and instrument Selection

The population of this study consists of employees of three pharmaceutical companies located in Karachi. The size of the sample determines the statistical precision of the findings. The size of the sample is a function of change in the population parameters under study and the estimation of the quality that is needed by the researcher. Generally, larger samples result in more precise statistical findings (Sussana, 2016). Three pharmaceutical companies of Karachi, the required sample size is calculated. (Total No. of Employees of all three companies: 3400 = Sample Size Calculated: 357). However, final sample is 334 due to non-responsive data by the respondents. Structured questionnaire is used to collect primary data. Questionnaire has been adopted from the study of (Imran, Majeed, & Ayub, 2015) and validated through

pilot testing. Reliability and validity is established through experts' feedback on the questionnaire and all changes are incorporated for before final collection of data.

4. Results

4.1 Demographic Profile

The results show in table 1 describes demographic profiling of respondents in terms of their age, gender, qualification and study specific questions related to their job experience and managerial level of current working. These questions were asked to determine the diversified characteristics of data. The results disclose that around 183 respondents were male and 151 were female comprising of 45% and 54% of sample respectively. Majority of the respondents have graduate to master's level degree which constitute around 74% of the respondents. Out of 334 respondents, employees having 1-9 years' experience remain significant for our study results. Based on managerial level, 7.8% were non managerial employees, 38.3 were junior level managers and remaining 50% were associated with middle to senior level of management.

Table 1: Respondents Demographic Characteristics (N=334)

Variable	Category	Percentage
Gender	Female	45.2%
	Male	54.8%
Age	20-25	32.9%
	26-35	46.7%
	36-45	12.9%
	45 & above	7.9%
		0.6%
Qualification	Matric or O-Levels	24.3%
	Undergraduate	38.8%
	Graduate	36%
	Masters	
Job Experience		18.3%
	Less Than a Year	28.7%
	1-3 Year	32.3%
	4-6 Years	17.4%
	7-9 Years	3.3%
	More than 10 Years	
Managerial Level	Non Managerial Employees	7.8%
	Junior Level Managers	38.3%
	Middle level Managers	38%
	Senior Level Managers	12.3%

4.2 Descriptive and Correlation Statistics

Descriptive statistics is used to define basic feature of the observation on the basis of results collected for each variable (Terre, Blanche & Durrheim, 1999). Table 2 point up descriptive statistics in terms of mean, standard deviation and measures to calculate data normality. As per the results, mean value for organizational justice was 3.22 that disclose that majority of the participants were have neutral to agree views for their organizational justice with standard deviation .651 which shows a large distance from the mean or vast spread of data. Besides mean value of job satisfaction being an independent variable was 3.0130 which endorse respondent's positive to neutral response towards job satisfaction with a large standard deviation 0.817. Further organizational citizenship behavior which is the dependent variable of our study depicts a mean score and standard deviation 3.613 and 0.670 respectively and shows that participants agreed upon organizational justice and job satisfaction positive impact on their organizational citizenship behavior. According to George & Mallery (2010), Skewness and kurtosis values are used to determine whether the data is normally distributed to further run regression test. The standard value should fall between +3.5 to -3.5, and in our results, the calculated values meets the criteria and proves normal distribution.

Table 2: Descriptive Statistics (N=334)

	Mean	S.D	Skewness	Kurtosis
Organizational Justice	3.2295	.65138	-.422	.666
Job Satisfaction	3.0130	.81741	-.097	-.321
Organizational Citizenship Behavior	3.6183	.67096	-.899	1.659

In Table 3, Pearson correlation was performed to measure the relation and the direction of relation between independent, mediating and independent variable. All results of correlation analysis show positive and strong correlation between organizational justice, job satisfaction and organizational citizenship behavior which is significant at 0.01 confidence level.

Table 3: Correlation Analysis

	Organizational Justice	Job Satisfaction	Organizational Citizenship Behavior
Organizational Justice	1		
Job Satisfaction	0.624	1	
Organizational Citizenship Behavior	0.543	0.436	1

4.3 Reliability Analysis

To find out the consistency of our research instrument, reliability test was used to measure data reliability. The reliability results of Organizational Justice, Job Satisfaction and Organizational Citizenship Behavior point up reliable results as it meets the standardized criteria of Cronbach alpha which falls under 0.6 to 0.9 range (Terre, Blanche & Durrheim, 1999).

Table 4: Reliability Test

Variable	No of items	Cronbach Alpha
Organizational Justice	6	0.743
Job Satisfaction	3	0.683
Organizational Citizenship Behavior	6	0.816

4.4 Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis used to confirm the items validity on related constructs whereas path analysis was performed to determine mediation relationship of job satisfaction between organizational justice and organizational citizenship behavior and to test study developed hypothesis. The below figure indicates the results of CFA in terms of standardized factor loading of each item on constructs. This method attempts to measure the association between pre- established theories and factor loadings of the study. Convergent validity was the basic objective to perform confirmatory factor analysis and to measure the correlation of different items on specific construct (Büyüköztürk, 2007). In Table 5, organizational justice and organizational citizenship behavior included 6, 6 items respectively, and all items loaded on its original factor. Besides, 6 items are also allocated to measure job satisfaction but only three items are loaded on its original construct and remaining three items were excluded from the study because of low factor loading.

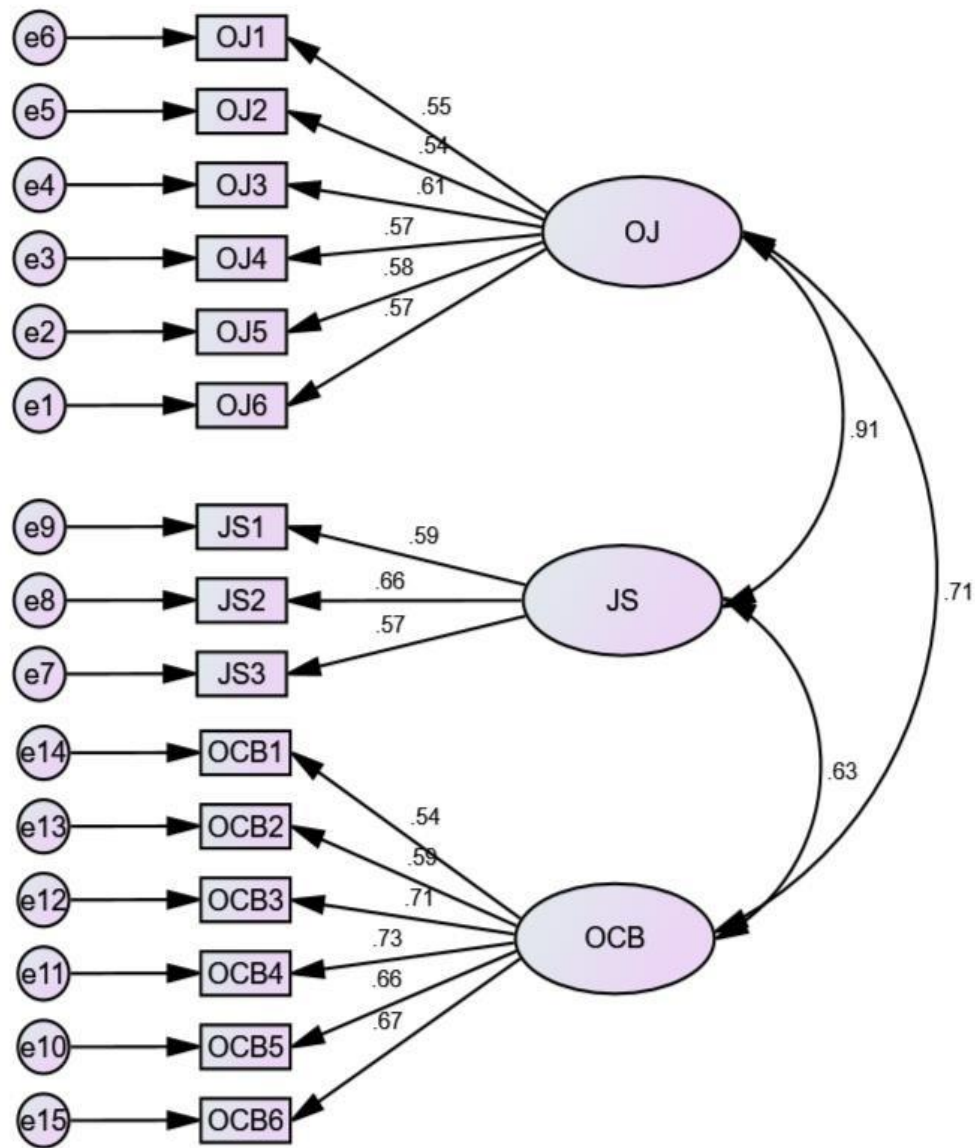


Figure 2: Confirmatory Factor Analysis

Table 5: Results of Confirmatory Factor Analysis (CFA)

Variable	Item	factor Loadings
Organizational Justice	OJ1	.55
	OJ2	.54
	OJ3	.61
	OJ4	.57
	OJ5	.58
	OJ6	.57
Job Satisfaction	JS1	.59
	JS2	.57
	JS3	.57

Organizational Citizenship Behavior	OCB1	.55
	OCB2	.59
	OCB3	.71
	OCB4	.73
	OCB5	.66
	OCB6	.67

4.5 Model Fitness Results of Factor Analysis

Model fitness of factor analysis could be assessed on various measurement models. We consider different indices to evaluate whether the model is a good fit for the data. For this study, we have adopted eight parameters which assess model fitness (Hair, Black, Babin, Anderson, & Tatham, 2006) including Adjusted Goodness of Fit Index, P. Value, Chi-square/df, Goodness-of-Fit Index (GFI), Root Mean Square Error of Approximation (RMSEA) and Tucker-Lewis Index (TLI). Majority of the values meet the criteria set by Hair et al., (2006) though the value of RMSEA and CMIN/DF shows a little deviation from the set threshold.

Table 6: Model Fitness

Model fit Indices	Measurement	Threshold
CMIN/DF	2.609	< 3 good ; < 5 permissible
CFI	0.903	Closer to 1 ; good
GFI	0.916	>0.90
AGFI	0.984	>0.80
RMR	0.053	< 0.08
TLI	0.9	>0.90
RMSEA	0.070	< 0.08
PCLOSE	0.002	> 0.05

4.6 Mediation Analysis

Mediation analysis was used to test research hypothesis. Organizational justice has selected as independent variable and organizational citizenship behavior as a dependent variable, further job satisfaction has been attested as mediator in this proposed model. AMOS 22.0 (Analysis of Moment Structures) is used to administer Structural Equation Modelling (SEM). This technique helps to analyze data through linear model and common factor analysis methods (Arbuckle, 2007). The error terms (D1 and D2) depicts errors corresponding to the variables in model. The following figure illustrates the tested research model. The variables involved in the model are organizational justice, job satisfaction and organizational citizenship behavior. The relationships among variables are determined through model fitness and its associating measures. The below table shows the values of overall fitness of the model. Model fitness shows better results after mediation analysis. The fitness measures illustrate chi square value (226.948) being the significant ($p < 0.05$). The model fit was administered through Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Comparative Fit Index (CFI) and Root Mean Square Error of Approximation (RMSEA) for measuring model fit. The values for model fit measure enumerate as follows: GFI (0.90), AGFI (0.90), CFI (0.90), TLI (0.88), and RMSEA (0.70). All the values show good fit since all the values are close to 1 (Gallagher, Ting & Palmer, 2008). Finally, Table 8 provides the results of hypotheses testing.

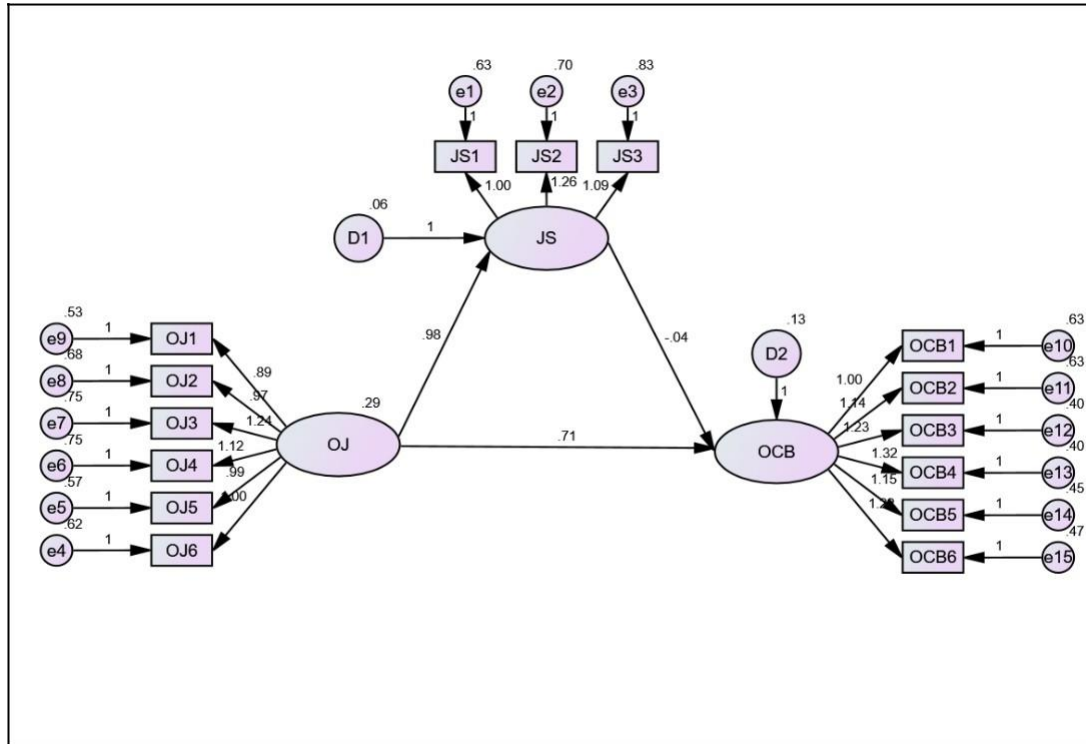


Figure 3: Indirect Relation of Organizational Justice with Organizational Citizenship Behavior through Job Satisfaction

Table 7: Model Fitness Values

PCLOSE	TLI	RMSEA	AGFI	GFI	CFI	CMIN/DF
0.002	0.88	0.70	0.88	0.90	0.90	2.609
Chi-square = 226.948						

Table 8: Hypotheses Testing: Results of Path Analysis

		Estimate	S.E	C.R	P	Result
Job Satisfaction <---	Organizational Justice	.976	.130	7.527	0.000	Accepted
Organizational citizenship behavior <---	Job satisfaction	-.042	.281	-1.49	0.881	Rejected
Organizational Citizenship Behavior <---	Organizational Justice	.709	.311	2.282	.022	Accepted

5. Discussion

The study results clearly show that job satisfaction partially mediates the relationship between organizational justice and organizational citizenship behavior and mediation value is significant for path organizational justice to job satisfaction whereas for job satisfaction to organizational citizenship behavior it is insignificant.

Table 8 of path analysis shows organizational justice and job satisfaction regression results with beta coefficient ($\beta = 0.975$) at ($p = 0.000 < 0.05$) signifies positive impact of organizational justice on the job satisfaction of the employees working in diversified organizations in Pakistan. So the null hypothesis hence is rejected. Many researches have been conducted to find the importance of employee perception of organizational justice in different parameters and its ultimate impact on job satisfaction. Hence, our research finding also supports the results of Greenberg, (1987), who recognized that fair justice will impact on employee perception of the organization, helps in social development and nature satisfaction and loyalty

towards the job and organization. Similarly, different other researchers also dig out that organization efforts for developing a fair justice system could impact on job related outcomes such as loyalty, satisfaction and better commitment toward job (Wu & Wang, 2008).

While discussing the relation between job satisfaction and organizational citizenship behavior, Table 8 also shows path analysis regression results point up negative coefficient value (-.042) which is insignificant at ($p=0.881 > 0.05$) endeavors job satisfaction to have no impact on organizational citizenship behavior. So the null hypothesis fails to be rejected. A study conducted by Kamal (2015) in electricity and Gas Corporation in Algeria also disclosed greater role of job satisfaction in cultivating organizational citizenship behavior in employees. The level of OCB will be determined by the extent to which employee are satisfied with their job and organization. However, our study differs from the findings of Kamal (2015) and shows a negative relation between job satisfaction and organizational citizenship behavior. One of the possible explanations is Pakistani workplace culture where the leadership has significant role in shaping employee behavior. However, the power distance is high which causes the uncertainty among employees and do not allow to reflect citizenship behavior in employees at workplace.

Similarly, Organizational justice and Organizational Citizenship Behavior regression results also included in above table and instills positive influence of organizational justice in harnessing Organizational Citizenship Behavior practices in employees and nurture positive image of organization support within its workers. So the null hypothesis is rejected with coefficient value 0.709 which is significant at 0.022. In literature, we discussed various studies that inferred that employee puts an extra efforts and goes a mile beyond the typical job responsibilities only if they the perception that organization provides them recognition and it's fair and honest in its working. Moorman (1993) also organization justice is a significant trigger in producing self-less and citizenship behavior in employees. Our study results also match with the findings of Moorman (1993) which was conducted by taking 270 employees from different diverse organizations. Study results also shows resemblances with study of Chegini (2009), who performed the study with large sample of blue-collar employees from different manufacturing companies and level of organizational citizenship behavior they have, and also recognized the role organizational justice in motivating them.

6. Limitations and future area of the study

While conducting this research, we have also found limitations to conduct this study. First, as this study is limited to one city of Pakistan i.e. Karachi and only industry of organizations i.e. Pharmaceutical so its results can also be generalized at same level. Though, Karachi is a hub of Pakistan and reflects high diversity in term of different ethnicity, we still suggest to incorporate other provisions of Pakistan. Similarly, other industries and cross industries result may gauge the better insight in future. Second, this study takes officers and above level of employees into account and non-management employees are not be taken into account in this study. Though employees at managerial positions provide the better insights about organization, we do suggest to collect data from non-managerial employees to receive holistic picture of the variable of interest. Third the study has employed quantitative approach for generalizability, qualitative study may be used get further insights from employees. Fourth, the study has used employees inputs on the topic, employers' perspective will help to get other side of the coin. Further both perspectives may help the policy makers to craft the better policies for workplace. Fifth, the study is cross sectional and conducted at a single point of time. Future study may be conducted using longitudinal data to find the better causality.

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