

# Organizational Justice And Its Influence On Job Satisfaction With The Mediation Of Organizational Citizenship Behaviour

K. Sankar<sup>1</sup>, Dr. M. Kamaraj<sup>2</sup>, Dr. K. Vishnukumar<sup>3</sup>

<sup>1</sup>Ph.D. Research Scholar Dept. of Business Administration Annamalai University Annamalai Nagar-608002

<sup>2</sup>Associate Professor and Research Supervisor Dept. of Business Administration Annamalai University Annamalai Nagar-608002

<sup>3</sup>Co Guide & Chief Manager NLC India Ltd, Neyveli

## ABSTRACT

The research tries to identify the organizational justice and its influence on job satisfaction with the mediation of organizational citizenship behaviour. The result demonstrated that the organizational justice significantly influences OCB among a public sector power generation organization, NLCIL employees in India. It is found that the organizational justice significantly influences job satisfaction among NLCIL employees. The result demonstrated that the OCB significantly influences job satisfaction among NLCIL employees. It is ascertained that there is mediating effect of Organizational Citizenship Behaviour between Organizational Justice and Job Satisfaction. Hence, the research concluded that organizational justice and employee job satisfaction should get equal consideration. In addition to contributing to the body of knowledge on organizational behaviour, the study's conclusions provide NLCIL executives with important insights on how to foster a positive work environment through organizational outcomes including citizenship organizational behaviour and employee job satisfaction.

**KEYWORDS:** Organizational Justice, Organizational Citizenship Behaviour and Job Satisfaction.

## INTRODUCTION

By generating social capital, organizational citizenship behaviours (OCBs) are optional actions that surpass in-role expectations and improve organizational performance (Bolino, et al. 2002). Since formal job descriptions can never cover the full range of behaviours needed for organizational success, a successful organization needs employees who are dedicated to putting in effort not only in accordance with the job requirements but also beyond and beyond them (George & Brief, 1992). Accordingly, assisting new hires, being on time for work and departure, supporting others when their workload increases, coming up with original ideas to improve the caliber of work, and protecting an organization's resources are all crucial components of organizational citizenship behaviour (Mohammad, et al. 2016).

Organizations must determine what causes or increases employee OCBs. In the global context, a significant number of organizational studies have demonstrated that OCBs can be caused by a variety of dispositional and attitudinal factors; however, studies (Chen & Jin, 2014; Ilies, et al. 2007; Mashi, 2017; Wan, 2017) have demonstrated that attitudinal factors, particularly job satisfaction and organizational justices, are among the primary and reliable predictors of OCBs. Additionally, meta-analysis studies (Organ & Ryan, 1995) on the dispositional and attitudinal predictors of OCBs conclude that employees who were satisfied with their jobs and felt they were treated fairly were more likely to participate in OCBs. To the best of our knowledge, no research has been done on organizational justice, which may have an impact on OCBs, or the mediating mechanism through which employee job satisfaction affects OCBs in NLC, Neyveli, even though a large body of literature in the global context has demonstrated the association of OCBs with employee attitudes and behaviours. Moreover, experts (Hameed Al-ali, et al. 2019; Sesen & Basim, 2012) indicated that adding a relevant mediator, such as work satisfaction, helps to understand the link between the two notions. Therefore, to answer the enigma surrounding the relationship between organizational justice and OCBs, this study proposes a novel

theoretical framework that integrates the employee job satisfaction construct in the suggested research model.

Organizational justice contributes to OCB progress in addition to employee work satisfaction. Organizational justice, according to Wan (2016), is the fairness of decisions made by a company, the process by which decisions are made, and the treatment that workers get from one another. Additionally, Asadullah, et al. (2017) briefly discuss justices as workers' opinions on how fair a company is. Employee behaviour and attitude are greatly influenced by it, and it facilitates productive and successful teamwork (Rupp, et al. 2017). According to earlier research, work satisfaction and employees' engagement in role and extra-role performance are positively impacted by organizational justice (Rauf, 2015). Additionally, it has been shown that when workers feel they are receiving fair treatment at work, they perform better and go above and above the call of duty (Yardan, et al. 2016). Existing research consistently shows how certain aspects of organizational justice affect OCBs in a global setting. The total impacts of perceived justice on organizational citizenship behaviour, however, have not yet been thoroughly studied (Mohammad, et al. 2019; Sheeraz, et al. 2021).

Additionally, the findings of earlier studies regarding the mediating function of work satisfaction in the relationship between organizational justice and OCBs are contradictory. According to some research, for example, the association between organizational justice and OCBs is mediated by work satisfaction (Le, et al. 2018; Mashi, 2017; Saif & Shahzad, 2017; Rauf, 2015). According to other research, there was no mediating effect of work satisfaction in the association between OCBs and organizational justice (Mahmoudi, et al. 2017). To resolve this conflict, the current study looks at the relationship between organizational citizenship behaviour and organizational justice through employee job satisfaction, paying special attention to non-academic staff members in the institutions that are being studied.

## **REVIEW OF LITERATURE**

### **ORGANIZATIONAL JUSTICE AND OCB**

Employees' propensity to act as citizens at work can be influenced by a variety of organizational and dispositional factors (Mohammad, et al. 2019). Employee perceptions of fairness are one important factor (Chen & Jin, 2014). The impact of perceived organizational justice on organizational citizenship behaviour has been the subject of several academic research. Organizational justice has a direct and considerable impact on citizenship behaviour, according to Noruzy, et al. (2011), who confirmed the causal linkages between the two. Additionally, when organizational justice is implemented, employees' behavioural results improve (Waribo, et al. 2020). According to a study done in a Turkish service organization, citizenship behaviour and the feeling of justice are significantly positively correlated (Mohammed, et al. 2020). Even recent research with a variety of populations and industries (Majeed, et al. 2018; Ozbek, et al. 2015; Hassan, et al. 2016) have shown that citizenship behaviour is positively impacted by organizational justice. Therefore, the following is the initial hypothesis that is put forth:

H<sub>A1</sub>: Organizational justice has a significant influence on organizational citizenship behavior.

### **ORGANIZATIONAL JUSTICE AND EMPLOYEE JOB SATISFACTION**

Job satisfaction is one of the consequences that result from employees' perceptions of fairness. Existing research has consistently shown a connection between employee work satisfaction and views of justice (Pan, et al. 2018). Due to their fair treatment inside the company, employees' job satisfaction increased because of organizational justice (Garcia-Izquierdo, et al. 2012). Additionally, justice fosters good attitudes of dedication, trust, and work satisfaction, which in turn fosters positive and healthy interpersonal and professional behaviour (Baldwin, 2006). Research by Rauf (2014) sought to determine how work happiness was affected by the impression of organizational justice. The study's findings showed that employee work satisfaction is strongly predicted by the impression of justice. Like this, research carried out in Pakistan compared public and private universities to examine how organizational justice affected work satisfaction. The findings demonstrated a favourable correlation between employee job satisfaction and organizational justice (Afrid & Baloch, 2018). Considering the debate and the previously mentioned material, the following hypothesis is therefore put up.

H<sub>A2</sub>: Organizational justice has a significant influence on job satisfaction

## **OCB AND JOB SATISFACTION**

According to existing research, happy workers are more likely to act outside of their roles (Kaur, et al. 2020). Regarding this, Hemakumara (2019) and Yeo, et al. (2013) noted that OCBs and organizational performance are impacted by employee job satisfaction. Additionally, work satisfaction has a favourable impact on teachers' organizational citizenship, according to a study done in Turkish educational settings (Sesen & Basim, 2012). Furthermore, a significant body of empirical research demonstrates that contented workers can perform their jobs well and are inspired to excel once they are given the chance to do so. They also exhibit high levels of organizational commitment and outperform those with low job satisfaction (Srivastava, 2013). Research by Ruiz-Palomino, et al. (2011), Rauf (2015), and Jenaababadi, et al. (2013) shown a correlation between OCB and work satisfaction. Simret (2022) discovered a favourable correlation between organizational citizenship behaviour and employee job satisfaction in Ethiopia's public sector. Considering the debate and the previously mentioned material, the following hypothesis is therefore put up.

H<sub>A3</sub>: Organizational citizenship behaviour has a significant influence on job satisfaction.

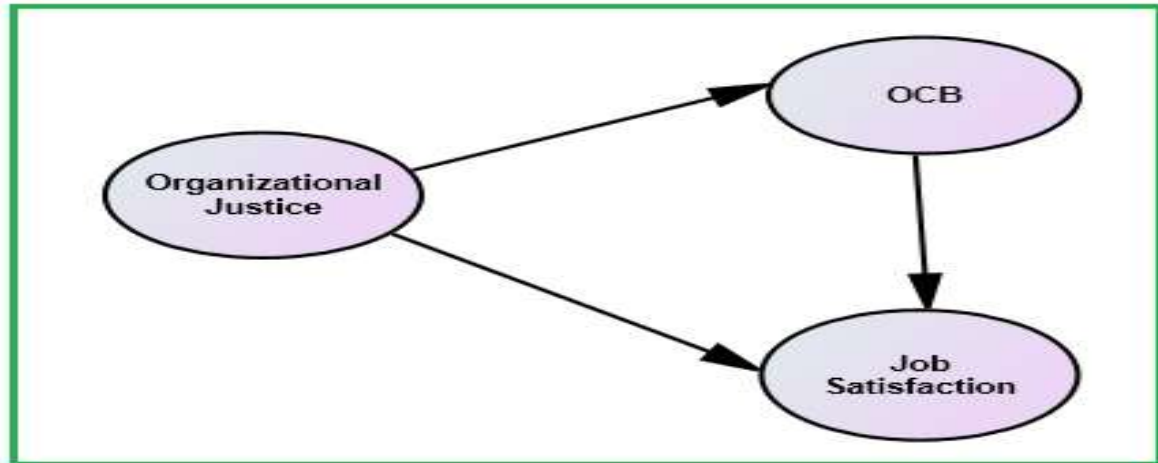
## **ORGANIZATIONAL JUSTICE, OCB, AND EMPLOYEE JOB SATISFACTION**

People's attitudes and behaviours can affect how they perceive and think about their workplaces, according to the Attitude-Behaviour theory (Fishbein & Ajzen, 2000). Accordingly, workers' perceptions of justice will affect how satisfied they are with their jobs, and this viewpoint may motivate them to take actions that advance their organizational contribution (Restubog, et al. 2008). As a result, earlier research has shown that job satisfaction serves as a mediating factor between organizational justice and employee attitudes and behaviours connected to their jobs. For example, Wan (2017) and Khan, et al. (2020) discovered that employee job satisfaction acts as a mediator between organizational justice and OCBs. Similarly, Saifi and Shahzad (2017) found that work satisfaction was a strong predictor of employees' favourable opinions of organizational justice, which in turn moderated the relationship between citizenship behaviours and justice beliefs. Furthermore, a study in Spain's banking and insurance sectors discovered that the association between ethical leadership and employee organizational citizenship behaviour was totally mediated by emotional commitment and work satisfaction (Ruiz-Palomino, et al. 2011).

High-power distance nation where people are more likely to respect authority figures, value social harmony and cooperation, accept power inequality, and rely heavily on rules and procedures, according to the Attitude-Behaviour theoretical argument (Hofstede, 1981). Consequently, these cultural values impact workers' views of fairness in the workplace, which impacts workers' attitudes and actions. Examining the connection between organizational justice and organizational success within the framework of Ethiopian cultural traits is therefore of relevance. More precisely, by looking at both factors at the same time, we were able to clarify the processes behind work satisfaction's mediating function in the relationship between organizational justice and OCB. Considering the debate and the previously mentioned material, the following hypothesis is therefore put up.

H<sub>A4</sub>: Organizational citizenship behaviour mediates the relationship between organizational justice and employee job satisfaction.

## CONCEPTUAL MODEL OF THE STUDY



**Figure 1: Conceptual Framework**

To precisely characterize the relationship between the research variables, a conceptual model was created. It is based on a theoretical framework and pertains to research issues, enabling the fusion of various concepts from various theories and connecting them to research questions (Adams, 2007). As such, it serves as a road map to help a researcher achieve the goals of the study. As a result, the conceptual model that follows is formulated.

### NEED FOR THE STUDY

The study's conclusions will support NLCIL administration. Knowing JS and OCB, two NLCIL workers, will be aided by this study. The impact of OJ on JS and OCB will also be aided by this study. The results of this study can assist NLCIL management in raising the positive JS and OCB of their workforce.

### OBJECTIVES

- To discover the influence of organizational justice on job satisfaction among NLCIL employees.
- To identify the influence of organizational justice on OCB among NLCIL employees.
- To find the influence of OCB on job satisfaction among NLCIL employees.
- To analyse the mediation effect of OCB between Organizational Justice and job satisfaction among NLCIL employees.

### MATERIALS AND METHODS

The researcher uses a descriptive study approach to investigate how organizational justice and work satisfaction are mediated by organizational citizenship activity. A carefully crafted questionnaire is used to gather information from NLCIL personnel in NLCIL, Neyveli, Tamilnadu. To investigate the connection between OCB, job satisfaction, and organizational justice, a descriptive study approach is used.

### QUESTIONNAIRE DESIGN

**Table 1: Questionnaire Construction**

S.No.	Variable	Items	Author
1	<b>Demographic Profile</b>	<b>8</b>	---
2	Organizational Justice	20	Niehoff & Moorman, 1993
3	OCB	16	Lee and Allenm 2002

4	Job Satisfaction	5	Judge, et al. 1998
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A carefully crafted questionnaire is used to gather information from NLCIL staff members in Neyveli, Tamilnadu. This study's questionnaire is broken up into four sections. A demographic profile of NLCIL personnel is presented in the first section of the questionnaire, followed by sections on organizational justice, OCB, and job satisfaction. Three parts are built up as a measuring scaling approach, while the first portion is set up as a category.

### RELIABILITY

To ensure the reliability of the research questionnaire's results, a pilot study was conducted. 150 NLCIL staff participate in the questionnaire verification process. The questionnaire has been modified considering the opinions of the NLCIL staff. Utilizing Cronbach's alpha, the dependability is tested. Every variable on this survey is more than 0.70. The outcomes demonstrate its dependability. This indicates that the reliability value of the questionnaire is excellent.

**Table 2: Reliability of the research**

S.No.	Variable	Items	Cronbach's Alpha
1	Organizational Justice	20	0.82
2	OCB	16	0.88
3	Job Satisfaction	5	0.90

Source: Primary data

### SAMPLING TECHNIQUE

Purposive sampling was used in this study to gather primary data from NLCIL employees in Neyveli. To gather the primary data, 150 NLCIL employees are contacted in this manner.

### STATISTICAL TOOLS

By examining the link between the independent variable (organizational justice) and the dependent variables (job satisfaction and OCB), path analysis is utilized to estimate the model. With OCB acting as a mediator, the researcher used route analysis to examine how organizational justice affects work satisfaction.

### RESULTS AND DISCUSSION

Table 3 shows the modal summary of how organizational justice affects work satisfaction with OCB acting as a mediator. To confirm the model fitness, the route model was given together with a mode summary. With  $p > 0.05$ , the chi-squared value is 1309.462. The model fit statistics, including RMSEA, RMR, NFI, CFI, AGFI, and GFI, are displayed in the table. The suggested limit, which is less than 0.08 (Indra, Balaji, and Velaudham, 2020; Velaudham and Baskar, 2016; and Vethirajan, 2020), is exceeded by RMR and RMSEA. According to Kantah Alias Deepak and Velaudham (2019) and Velaudham and Baskar (2015), NFI, CFI, AGFI, and GFI are all below the suggested level, that is, less than 0.90. A reasonable fit is implied by all model fit statistics (Premapriya et al., 2016; Victor and Velaudham, 2020).

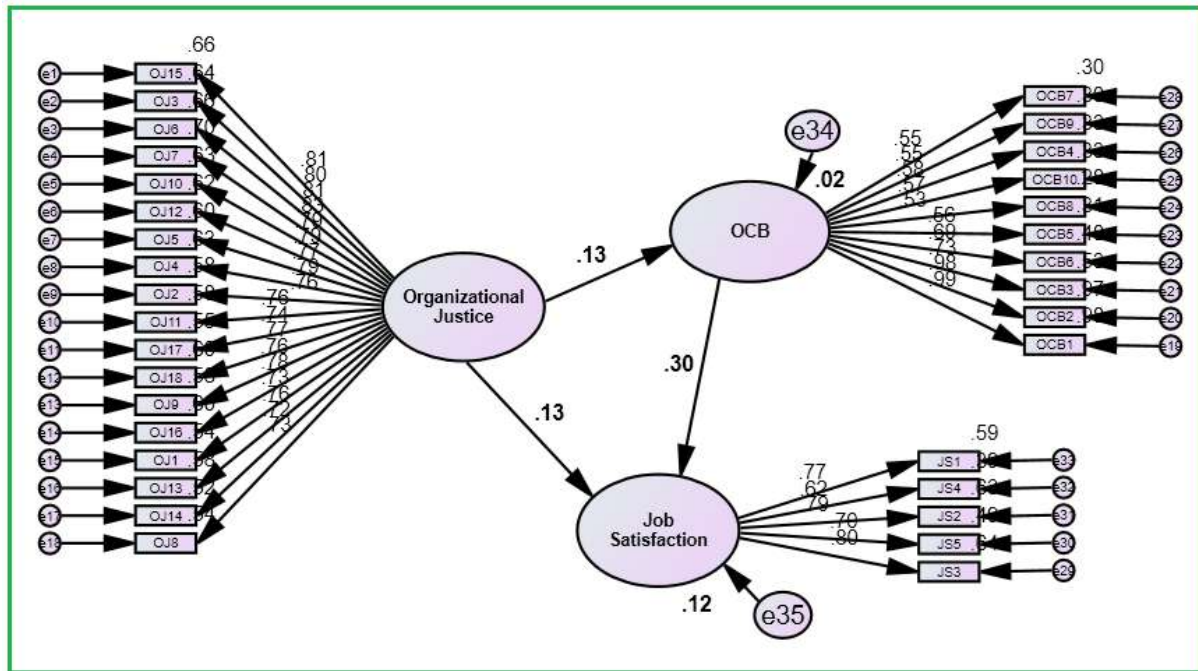


Figure 1.2: Influence of organizational justice on job satisfaction with mediating effect of OCB

Table 3: Model Fit Indication

S.No.	Model Fit Indicators	Calculated Values in the Analysis	Recommended Values
1	Chi-Square	1309.462	---
2	p	0.057	> 0.050
3	GFI	0.898	> 0.90
4	AGFI	0.835	
5	CFI	0.887	
6	NFI	0.885	
7	RMR	0.053	< 0.080
8	RMSEA	0.034	

Source: Primary data

**H<sub>A1</sub>:** Organizational justice has a significant influence on OCB.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 2.209;  $\beta$  value is 0.130 and p value is significant. The value of  $\beta$  is 0.130 that organizational justice explains 13% of the OCB. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the organizational justice significantly influences OCB among NLCIL employees. Noruzy, et al. (2011); Ozbek, et al. (2015); Hassan, et al. (2016); Majeed, et al. (2018); Waribo, et al. (2020); Mohammed, et al. (2020) have shown that citizenship behaviour is positively impacted by organizational justice.

Table 4: Regression Weights

DV		IV	Estimate	S.E.	C.R.	Beta	p
OCB	<---	Organizational Justice	0.116	0.052	2.209	0.130	0.027
Job Satisfaction	<---	Organizational Justice	0.103	0.048	2.163	0.132	0.031
Job Satisfaction	<---	OCB	0.265	0.053	4.949	0.302	0.001

Source: Primary data

**H<sub>A2</sub>:** Organizational justice has a significant influence on job satisfaction.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 2.163;  $\beta$  value is 0.132 and p value is significant. The value of  $\beta$  is 0.132 that organizational justice explains 13.2% of the job satisfaction. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the organizational justice significantly influences job satisfaction among NLCIL employees. Baldwin (2006); Garcia-Izquierdo, et al. (2012); Rauf (2014); Pan, et al. (2018); Afrid & Baloch (2018) demonstrated a favourable correlation between employee job satisfaction and organizational justice.

**H<sub>A3</sub>:** OCB has a significant influence on job satisfaction.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 4.949;  $\beta$  value is 0.302 and p value is significant. The value of  $\beta$  is 0.302 that OCB explains 30.2% of the job satisfaction. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the OCB significantly influences job satisfaction among NLCIL employees. Ruiz-Palomino, et al. (2011); Sesen & Basim (2012); Jenaababadi, et al. (2013); Yeo, et al. (2013); Srivastava (2013); Rauf (2015); Hemakumara (2019); Kaur, et al. (2020); Simret (2022) shown a correlation between OCB and work satisfaction.

**H<sub>A4</sub>:** OCB mediates the relationship between organizational justice and job satisfaction.

The direct effect of job satisfaction between organizational justice and OCB is 0.132, the indirect effect is 0.039 and the total effect is 0.171. The outcomes of the research indicate that the t-value is significant level ( $p=0.001$ ). Consequently, statistical outcomes ascertain that there is mediating effect of job satisfaction between organizational justice and OCB. Hofstede (1981); Restubog, et al. (2008); Ruiz-Palomino, et al. (2011); Saifi and Shahzad (2017); Wan (2017); Khan, et al. (2020) have found mediating effect of job satisfaction between organizational justice and OCB.

**Table 5: Mediation Effects**

DV		Organizational Justice	OCB	Job Satisfaction
<b>OCB</b>	DE	0.130	0.000	0.000
	IDE	0.000	0.000	0.000
	<b>TE</b>	<b>0.130</b>	<b>0.000</b>	<b>0.000</b>
<b>Job Satisfaction</b>	DE	0.132	0.302	0.000
	IDE	0.039	0.000	0.000
	<b>TE</b>	<b>0.171</b>	<b>0.302</b>	<b>0.000</b>

Source: Primary data

According to the study's findings, the positive correlation between perceived organizational justice and organizational citizenship behaviour is mediated by employee job satisfaction. According to the study's context, this finding suggests that higher levels of employee satisfaction which are brought about by improved organizational justice—tend to boost organizational citizenship behaviour because contented workers are more eager to go above and beyond the call of duty (Yardan, et al. 2014). Therefore, via work satisfaction, organizational justice is the primary factor affecting organizational citizenship behaviour. This result aligns with most of the earlier research (Le, et al. 2018; Mashi, 2017; Rauf, 2015; Saif & Shahzad, 2017). More specifically, this study shows that the relationship between perceived organizational justice and organizational citizenship activity was partially mediated by employee job satisfaction. This study indicates a direct positive and substantial link between civic activity and perceived justice practices, in addition to a strong positive association between citizenship behaviour and employee work satisfaction. Stated differently, the stronger the connections between OCBs and Justice Practice, the higher the degree of work satisfaction. This conclusion is therefore consistent with social exchange theory, which postulates that reciprocal exchange is achieved when there is favourable

treatment in the employee-organization exchange, such as supervisory fairness and high views of justice. Additionally, this outcome confirms earlier research published by (Junur & Huang, 2019; Dearsi & Ratnawati, 2022). To open the "black box" between perceived organizational justice and organizational citizenship conduct at NLCIL, Neyveli, it is necessary to consider the special position of employee job satisfaction.

### **THEORETICAL CONTRIBUTIONS**

This study adds to the literature in several ways. First, this study builds on earlier findings by examining the intervene mechanism of employee job satisfaction in response to the call for additional research on the different impacts of employee job satisfaction on the relationship between organizational justice and behavioural outcomes (Kerwin, et al. 2014; Sesen & Basim, 2012; Waribo, et al. 2020). The current study confirms Blau's (1964) social exchange theory by reporting a strong mediating effect of work satisfaction in the relationship between perceived organizational justice and OCBs. The study specifically modelled OCBs from NLCIL contexts using Blau's theory of social exchange as a foundation. As a result, this study has the potential to enhance and advance organizational behaviour and HRM research.

### **PRACTICAL IMPLICATIONS**

The study's findings showed that the link between perceived justice and OCBs is significantly regulated by employee job satisfaction. Since a result, organizational justice and employee job satisfaction should get equal consideration, since they may also influence organizational citizenship behavior. In addition to contributing to the body of knowledge on organizational behavior, the study's conclusions provide NLCIL executives with important insights on how to foster a positive work environment through organizational outcomes including citizenship organizational behavior and employee job satisfaction.

### **CONCLUSION**

Job satisfaction is positively impacted by organizational justice, and this in turn encourages organizational citizenship behaviour. To put it simply, workers who believe that their employer treats them fairly are happier in their positions and are more likely to act in ways that advance the business. Accordingly, organizational justice has an indirect impact on OCB by first raising job satisfaction, which in turn encourages workers to engage in civic duties like lending a hand to coworkers or volunteering for additional work. Hence, the research tries to identify the organizational justice and its influence on job satisfaction with the mediation of organizational citizenship behaviour. The result demonstrated that the organizational justice significantly influences OCB among NLCIL employees. It is found that the organizational justice significantly influences job satisfaction among NLCIL employees. The result demonstrated that the OCB significantly influences job satisfaction among NLCIL employees. It is ascertained that there is mediating effect of job satisfaction between organizational justice and OCB. Hence, the research concluded that organizational justice and employee job satisfaction should get equal consideration, since they may also influence organizational citizenship behaviour. In addition to contributing to the body of knowledge on organizational behaviour, the study's conclusions provide NLCIL executives with important insights on how to foster a positive work environment through organizational outcomes including citizenship organizational behaviour and employee job satisfaction.

### **LIMITATIONS AND FUTURE RESEARCH IMPLICATIONS**

Future researchers were given implications based on the study's findings. This research is restricted to Neyveli's NLCIL. To improve the findings' generalizability, it is more crucial to consider other public sector organizations. The researcher created a model for this study in which organizational justice and citizenship behaviour were independent and dependent variables, respectively, and employee job satisfaction was the mediator variable. However, this model may be extended in future research on employee citizenship behaviour, with employee growth satisfaction serving as a mediating variable and the ethical actions of top management organizational leaders as the independent variable.

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