

The Mediating Role of Job Satisfaction in the Relationship between Organizational Justice and Organizational Citizenship Behavior

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Abstract

Organizational citizenship behavior (OCB) over time has emerged as a topic of debate among scholars and practitioners. What constitutes or encourages such behaviors among employees, especially when they are neither recognized nor paid, is an utmost concern. This study conceptualizes and empirically tests that demonstration of citizenship behaviors is determined by the perceptions which employees hold about the justice in their organization. Furthermore, the relationship between justice perceptions and citizenship behaviors is mediated by the level of job satisfaction among employees. In order to test this hypothesis, this study employed a quantitative strategy and cross-sectional survey method for the collection of data. Data was collected from 149 employees through a self-administered structured questionnaire. Data was collected from different organizations of different sectors mainly in Lahore. Findings revealed that positive perception of employees in relation to organizational justice was a significant antecedent to employees' job satisfaction, which in turn mediated the relationship between justice perceptions and citizenship behaviors. These findings can be helpful for managers and organizational leaders to create justice in all aspects of organizational life. This study has also highlighted that job satisfaction is an important factor to promote citizenship sense through the inclusion of organizational justice. The variables selected for the model were few and it was beyond the scope of this research to incorporate all the factors. This study can improve academics' understanding of the influence that organizational justice and job satisfaction might have on employees' organizational citizenship behaviors in their jobs in the context of Pakistan.

Keywords: organizational citizenship behavior, job satisfaction, organizational justice, mediation

1. Introduction

Human resources are considered critical repositories of capabilities and behaviors which are considered the prime source of competitive advantage difficult to imitate or substitute by rivals (Erkutlu, 2011). Business organizations all over the world are highly

enthusiastic in searching for and developing behaviors that are critical for the development of competitive advantage. Out of many work behaviors that are being considered relevant, “organization citizenship behavior (OCB)” has been one of the most talked about (Bhal, 2006; Bienstock et al., 2003; Bolino et al., 2010; Chou & Pearson, 2012; Cun, 2012; Ertürk, 2007; Gonzalez & Garazo, 2006; Jawahar & Stone, 2015; Murphy et al., 2002; Sun et al., 2007; Tziner & Sharoni, 2014). Bateman and Organ, (1983) for the first time introduced the term Organizational Citizenship Behavior (OCB) and it was Organ (1988) who argued that, organizational citizenship behavior influences organizational performance by facilitating resource transformations, innovation and adaptability.

Several researches have been conducted in order to find the reasons behind the employees’ willingness to perform OCB and their primary focus was to identify predictors of OCB initially in workplace attitudes. There are several work related behaviors that have been found related with OCB, but job satisfaction (Bateman & Organ, 1983; Murphy et al., 2002; Organ & Moorman, 1993; Organ & Ryan, 1995) and organizational justice (Blakely et al., 2005; Moorman, 1991; Organ & Moorman, 1993; Williams et al., 2002; Yilmaz & Tasdan, 2009) have been studied most frequently (Crede et al., 2007). Job satisfaction has long been associated with job performance as an outcome. This simplistic formulation of a relationship begs criticism. While most managers seem to accept this, academic researchers have argued that this relationship may need further scrutiny as there may be better explanatory factors that can help explain performance with respect to these factors (Behrman & Perreault Jr, 1984; Birnbaum & Somers, 1993; Brown & Peterson, 1994; Dubinsky & Hartley, 1986; Hampton et al., 1986; Iaffaldano & Muchinsky, 1985; Keaveney & Nelson, 1993).

Greenberg (1987) worked on how an employee evaluates organizational behavior and the resulting attitude and behavior of the employees was captured by the term organizational justice. Organizational justice in previous studies is related to different positive organizational outcomes with a positive relationship such as job satisfaction (Lam et al., 2002; McCain, Tsai, & Bellino, 2010), and OCB (Moorman, 1991; Moorman, Niehoff, & Organ, 1993; Williams et al., 2002; Yilmaz & Tasdan, 2009). Organizational citizenship behavior (OCB) has proved that it is strongly related to performance due to which it has become more important to researchers today (Bateman & Organ, 1983; Piercy et al., 2006). It is therefore suggested that, OCB’s will be responsible for enhancement in business performance. On the other hand while a few studies suggest the relationship between organizational justice (OJ) and OCB it is worth noting that an integrated framework of study which incorporates the three explanatory factors like JS, OJ and OCB to explain the subject of OCB-performance has rarely been carried out.

The literature suggests that, job satisfaction may lead to performance but there are other human behaviors like OCB that also impacts performance and the literature points out that the impact of OCB is higher when compared with the impact of job satisfaction on performance (Bateman & Organ, 1983; Organ & Ryan, 1995; Smith et al., 1983; Williams & Anderson, 1991). It is important to note that, the ambiguity lying in the relationship between job satisfaction and performance and as discussed earlier regarding the role of job satisfaction’s function as a mediator of the relationship between various workplace behaviors points towards a gap whether job satisfaction causes performance directly or indirectly.

The objective of this study is to understand the relationship between employee perceptions of OJ and OCB and to see if the attitudinal variable of individual job satisfaction affects this relationship as an intervening variable. This effort can further develop and influence academics' understanding that how organizational justice and job satisfaction together may influence employees' organizational citizenship behaviors in their jobs. Study of such relationship should offer managers with information valuable enough to develop plans to maintain organizational citizenship behavior and inspire employees' to improve their performance.

The study aims to concentrate on the following two questions:

Q1. Is there any relationship between organizational justice and OCB?

Q2. Does job satisfaction mediate the relationship between organizational justice and OCB?

2. Literature Review

2.1 Organizational Citizenship Behavior (OCB)

Chester Bernard's (1938) concept of "willingness to cooperate" led Dennis Organ and his colleagues three decades ago to introduce the term "Organizational Citizenship Behavior" (Bateman & Organ, 1983; Smith et al., 1983). Organ (1988) defined OCB as, "*the behaviors that are not recognized in terms of any formal benefits and rewards. Individuals practice these behaviors on voluntary basis it is optional not mandatory and depends on individual's own discretion*". Employees engaging in OCBs reflect their satisfaction with organization's work environment and as a way of rewarding their organization in return (Bowling, 2010).

2.2 OCB and Performance

According to Borman and Motowidlo (1997) the conventional view confines the performance to task performance only which is the effectiveness with which employees carry out actions that contributes to the organizational technical side. The changing organization environment today has moved further towards team based instead of conventional long hierarchical structures (Becton et al., 2008). The employees' positive organizational behaviors contribute mostly to job performance and organizational effectiveness (Kidwell et al., 1997; Organ, 1988; Podsakoff et al., 2000). The voluntary contributions like cooperation, helping behavior, and individual initiatives from employees are rising and under spotlight from academics and practitioners keeping in view their need and significance (Bolino & Turnley, 2005; Coleman & Borman, 2000; Jawahar & Stone, 2015; LePine et al., 2001; Organ & Paine, 1999; Paine & Organ, 2000; Podsakoff et al., 2000; Tziner & Sharoni, 2014; Wan, 2016). Researchers have acknowledged three broad performance areas: task performance, OCB and deviant workplace behaviors (Rotundo & Sackett, 2002). OCB researchers emphasized that such behaviors are important to increase organizational efficiency in terms of the organizational maintenance function by means of low utilization of organizations scarce resources (Bolino, 1999; Organ, 1988).

2.3 Antecedents of OCB

It is imperative to think about the factors which influence engagement in OCB. The antecedents of OCB have been generally categorized into three areas: a) According to Organ (1994) the impact of personality to demonstrate OCB is very low. Although a

correlation has been found between the four traits of the big five personality model and OCB, but it is not very substantive (Borman et al., 2001). b) The attitudinal variables exhibit a strong relationship with OCB and demonstrated to be strong predictors. These attitudinal variables are; job satisfaction – the strongest in its impact on OCB and organizational commitment and employee engagement (Organ et al., 2006). c) Leadership/group factors. The last type of antecedents is the leadership practices. These practices can be divided into transformational, transactional leadership practices, and practices related to either the path-goal theory of leadership, or the leader-member exchange (LMX) theory of leadership (Organ et al., 2005; Organ et al., 2006).

Job satisfaction being a better predictor of OCBs has been emphasized in the past (Smith et al., 1983). Organ (1990) pointed out that JS measures job fairness, therefore, scholars anticipated that alternatively perception of justice is able to predict OCB in a better way than JS (Farh et al., 1990; Organ & Moorman, 1993). Several studies conducted through 1990s and present have acknowledged that fairness and OCB's are highly related (Jawahar & Stone, 2015; Moorman, 1991; Organ & Ryan, 1995; Podsakoff et al., 2000; Wan, 2016; Williams et al., 2002).

2.4 Job Satisfaction and Performance

Job satisfaction (JS) and job performance due to its vague relationship has intrigued organizational researchers for nearly eight decades. Robbins & Judge (2012) defined JS as, “*a positive feeling concerning a job coming from an assessment of its qualities*”. The initial investigation of workplace attitudes and performance can be traced back to 1930's Hawthorn Studies and (Kornhauser & Sharp, 1932). There are several significant narratives published since then. One of the earliest research was, JS leads to job performance (Fishbein, 1973; Strauss, 1968). We are aware of two such early studies that investigated this unidirectional relationship (Keaveney & Nelson, 1993; Shore & Martin, 1989) the reported results were inconclusive. In another effort a different model was identified regarding the spuriousness of the relationship between JS and job performance, (Abdel-Halim, 1983; Keller, 1997; Rich, 1997) reported that once other variables were controlled a significant correlation between JS and performance became non-significant that points towards the presence of other intervening variables.

Several researchers also argued that job satisfaction measure fails to predict performance because it reflects more cognitive evaluation than the affect part (Brief & Roberson, 1989; Organ & Near, 1985). In order to find support for this argument it was demonstrated by Brief (1998) that the correlation between cognitions and JS was stronger (.70) than JS and affect (.43). On the other hand the premise that positive emotions and job performance are strongly related has also gathered considerable support (Wright & Staw, 1999). Consequently, Organ (1990) argued that when performance is broadly conceptualized and OCB is incorporated into it, its relationship with JS becomes stronger. Organ's argument with its foundation in equity theory suggests that as JS evaluates perceived fairness therefore it should have a strong relationship with OCB as compared to the usual measures of performance. In a more recent research (Imran, Arif, Cheema, & Azeem, 2014) found out a weak but significant relationship between job satisfaction and performance. (Velnampy, 2008) pointed out that, JS does impact future performance indirectly through job involvement but higher levels of performance also leave people more satisfied and committed.

Khan et al. (2012) concluded that, job satisfaction mediates between different aspects of job satisfaction such as salary and promotion, co-workers and supervisor relationship, job safety and working conditions, characteristics of work and performance. Numerous OCB studies found support for the above argument where JS was examined as a possible predictor (Dalal, 2005; LePine et al., 2002; Murphy et al., 2002; Organ & Ryan, 1995). There is little justification available explaining the JS and OCBs positive relationship one of it lays its foundation in principle of reciprocity (Cialdini, 2001; Gouldner, 1960) and social exchange theory (Cropanzano & Greenberg, 1997). Principle of reciprocity refers to how people reward kind actions and punishes unkind ones (Falk & Fischbacher, 2006). Homans (1961) defined social exchange “*as the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons.*” (Cropanzano & Mitchell, 2005) suggested that the idea (Homans, 1961) represented also highlights the exchanges of intangible aspect that may involve values like prestige or admiration other than tangibles like cash and assets.

As an attitude, job satisfaction bears an emotional component which may be another possibility when job satisfaction affects a person’s willingness to engage in OCBs (Brief, 1998; Brief & Roberson, 1989). This possibility support the employee emotions and extra-role behaviors direct relationship (Miles et al., 2002; Spector, et al., 2006). As the positive treatment from organization motivates positive emotion and a need to reciprocate, it is possible to say that the emotion based and the social exchange justifications are correlated (Rhoades & Eisenberger, 2002).

2.5 Job Satisfaction as a Mediator

The literature search reveals that, due to the job satisfaction’s relationship with performance it has been also tested as a mediator in various relationships with performance variables. (Crede et al., 2007) points out that, JS functions as a mediator between various antecedent variables and workplace behaviors relationship. (Kuo et al., 2014) concluded that, higher JS in a mediating role resulted in a decrease in work stress and turnover. Güleriyüz et al. (2008) found that the relationship between emotional intelligence and organizational commitment was mediated by JS. Yousaf and Sanders (2012) points out that the relationship between employability and organizational commitment was mediated by JS and recently career satisfaction along with perceptions of support mediates the organizational justice and citizenship behavior and counterproductive behaviors.

2.6 Organizational Justice (OJ)

There is growing interest of researchers in equity theory (Adams, 1965), due to its foundation for organizational justice. Greenberg (1987) proposed that, OJ is the employees’ opinion of in case the organization is treating them fairly or not. Organizational justice is a basic requirement for job satisfaction (Greenberg, 1990). If the employees are treated unfairly by the organization or the managers, they will expect the social exchange breach which can lead them to pull out that may be reflected in terms of decreased citizenship behaviors, lower performance, increased absenteeism, reduced job commitment, employees leaving the organization, and deviant workplace behaviors (Barling & Phillips, 1993; Cowherd & Levine, 1992; Folger & Konovsky, 1989; Hulin, 1991; Konovsky & Pugh, 1994; McFarlin & Sweeney, 1992; Moorman, 1991; Skarlicki, Folger, & Tesluk, 1999).

3. Theoretical Framework

The foundation of job satisfaction rests on the principles of reciprocity and social exchange theories as mentioned earlier. Organization Justice is based on equity theory which in turn draws its foundations from social exchange theory as well. The sub-types of OJ such as procedural, distributive, interactional, and informational justice with its foundation grounded in social exchange theories can also provide a strong link up with job satisfaction where job satisfaction may play a pivotal role in the relationship between perceived fairness and OCB. It is clear from the literature review that job satisfaction (Dalal, 2005; LePine et al., 2002; Organ & Ryan, 1995) and Organizational Justice (Blakely et al., 2005; Moorman, 1991; Organ & Ryan, 1995; Podsakoff et al., 2000; Tziner & Sharoni, 2014; Williams et al., 2002) influence OCB.

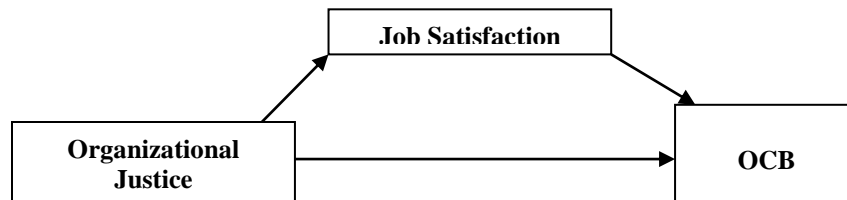


Figure 1: Theoretical Framework

In the above model OJ is taken as independent while JS is the mediator and OCB as a dependent variable, Figure 1. The relationship between JS and performance as well as OCB and performance are taken as given with strong literature support. This study applies the logic of OJ and JS to improve OCB which as indicated in literature strongly affects organizational performance.

3.1 Hypothesis

Organizational justice in previous studies is related to different positive organizational outcomes with a positive relationship such as job satisfaction (Lam et al., 2002; McCain et al., 2010), and OCB (Moorman, 1991; Moorman et al., 1993; Tziner & Sharoni, 2014; Williams et al., 2002; Yilmaz & Tasdan, 2009), this research hypothesize the following:

- **H₁:** Organizational justice will have a significant positive impact on organizational citizenship behaviors.

It is predicted that high job satisfaction influences employees' OCBs. This premise is supported in literature (Dalal, 2005; Rhoades & Eisenberger, 2002). When perception of working environment is fair within an organization, the employees' will engage in more OCBs in accordance with social exchange theory (Moorman & Blakely, 1995; Tziner & Sharoni, 2014; Wan, 2016), this research predicts the following:

- **H₂:** The perceptions of organizational justice and organizational citizenship behaviors relationship is mediated by job satisfaction.

4. Methodology

We selected managers from a variety of business organizations including manufacturing and services sector of Lahore, Pakistan, as participants e.g., manufacturing, financial, information technology. The top companies including national and multinational were surveyed. Respondents were each firm's managers (in all levels) from manufacturing,

human resource, sales, services and distribution and customer services department. Convenience sampling was used to reach the respondents. A total number of 420 responses were targeted for survey. The total number of responses received was 149. The scales included in the survey are as follows:

4.1 Organizational Citizenship Behavior

A 19 item scale developed by (Moorman & Blakely, 1995) was used to measure organizational citizenship behavior. OCB multi dimensions which include the constructs of interpersonal helping (five items), individual initiative (five items), personal industry (four items), loyal boosterism (five items) based on (Graham, 1989).

4.2 Organizational Justice

The scale developed by (Niehoff & Moorman, 1993) based on (Moorman, 1991) was used that measured OJ four dimensions with 20 items these dimensions were consolidated into a single measure. This method is in conformity with the past researches (Konovsky & Organ, 1996).

4.3 Job Satisfaction

A scale developed by (Cammann, Fichman, Jenkins, & Klesh, 1983) was used to measure JS including, “*All in all, I am satisfied with my job*”, “*In general, I don't like my job*”, which is reversed scored and “*In general, I like working here*”, this scale was also used by (Seibert et al., 2004). Participants were also asked to report their managerial position, age, gender, marital status and type of organization (public or private).

5. Data Analysis and Results

After defining and labeling, the data was entered in SPSS version 16. Data was scrutinized as a first step to identify any problems in the data such as outliers, missing values, coding problems and input errors, and to check the degree to which assumptions of statistical method we plan to utilize are met. The participants' profile of 149 respondents of which, 40.9% are front line managers, 50.3 % are middle managers, and 8.7% are top managers. 47.7 % belong to Public and 52.3 % to Private organizations. Majority of our participants 83.2 % are Male and 16.8 % are Females. The percentage of Married participants was 72.5, Unmarried 24.8, and Widowed/Divorced/Separated was 2.7. The majority of our sample population belongs to 21-30 years (32.9%) and 31-40 years is (32.9%) followed by 41-50 years (18.1 %) and 51-60 years (14.1 %), >60 years (1.3 %) and <20 years (0.7 %).

5.1 Descriptive Statistics

Descriptives in Table 1 show the mean, minimum and maximum values along with standard deviation, skewness and kurtosis came up in the allowable range, it was also noted that, for OCB, OJ and Job Satisfaction the data was found to be normal.

Table 1: Means, and Standard Deviations

| Variable | N | Mean | Std. Deviation | Skewness | Kurtosis |
|---------------------|-----|--------|----------------|----------|----------|
| 1. OCB | 149 | 5.6074 | .69340 | -.179 | -.393 |
| 2. OJ | 149 | 4.6432 | 1.13389 | .013 | -.749 |
| 3. Job Satisfaction | 149 | 5.2584 | 1.52635 | -.783 | -.384 |

5.2 Correlation between Variables

The correlations matrix shows a high correlation between OJ and JS varying together in the same direction with high significance (i.e. .000, $p < .001$). Hypothesis H₁ and H₂ implies that it is the aggregate OCB that influence performance as predicted by Organ (1988), it was necessary to consolidate the OCB along with organizational justice and job satisfaction data to get a single summated value to represent each variable and Cronbach alpha was checked for internal consistency *Table 2*, it was noted that, for OCB items it was 0.847. For organizational justice 0.93 and for job satisfaction items it was 0.795. The internal consistency for all the variables shows a high reliability value as suggested in the literature.

Table 2: Correlations, and Relibilities of Variables

| Variable | 1 | 2 | 3 |
|---------------------|----------------|---------------|----------------|
| 1. OCB | <i>(0.847)</i> | .308*** | .341** |
| 2. OJ | .308*** | <i>(0.93)</i> | .560*** |
| 3. Job Satisfaction | .341*** | .560*** | <i>(0.795)</i> |

^a $N=149$ Cronbach Alpha for each scale are listed on the diagonal in italics

* $p < .05$

** $p < .01$

*** $p < .001$

5.3 Factor Analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy test (KMO) was conducted to find out the sample size adequacy (Kaiser, 1974). Its value for OCB (.881) and Organizational Justice (.912) as well as the models (.829) were well over the satisfactory level that indicates the adequate inter-correlations whereas the highly significant value of chi square (.000) indicated that the data was suitable for factor analysis, *Table 3*.

Table 3: Kaiser-Meyer-Olkin Measure of Sampling Adequacy KMO

| | KMO | Chi-Square | Df | Sig. |
|-------|------|------------|-----|------|
| Model | .829 | 3700 | 861 | .000 |
| OCB | .881 | 1327 | 91 | .000 |
| OJ | .912 | 1504 | 66 | .000 |

Since the measurements in this paper had been adapted from instruments previously designed for study in other fields, an exploratory factor analysis analyses (principle components, varimax rotation) was applied on the organizational justice (20 items), and OCB (19 items) to check for the validity of the constructs in the context of Pakistan. According to Hair, Black, Babin, & Anderson (2010) Any decision to be made regarding the initial factor to be retained is made by considering several stopping criteria such as a) Factor with eigenvalues greater than 1.0. b) A predetermined number of factors based on research objectives and/or prior research. Table 3 contains the results of a factor analysis of OCB items.

Table 4: Exploratory Factor Analysis of OCB Items

| OCB Items | Component | | | | Cronbach's alpha |
|---|-----------|------|------|------|------------------|
| | 1 | 2 | 3 | 4 | |
| Interpersonal Help | .695 | | | | |
| OCBIntPHelp2 | .803 | | | | |
| OCBIntPHelp3 | .802 | | | | 0.84 |
| OCBIntPHelp4 | .762 | | | | |
| OCBIntPHelp5 | .681 | | | | |
| Individual Initiative errors | | .691 | | | |
| OCBIniterror2 | | .738 | | | |
| OCBIniterror3 | | .765 | | | 0.81 |
| OCBIniterror4 | | .780 | | | |
| OCBIniterror5 | | .799 | | | |
| OCBperind1 | | | | .782 | |
| OCBperind2 | | | | .709 | 0.7 |
| OCBperind3 | | | | .796 | |
| OCBperind4 | | | | .827 | |
| Loyalty | | | .690 | | |
| OCBloyalty2 | | | .749 | | |
| OCBloyalty3 | | | .817 | | 0.77 |
| OCBloyalty4 | | | .784 | | |
| OCBloyalty5 | | | .556 | | |
| Extraction Method: Principal Component Analysis. | | | | | |
| Rotation Method: Varimax with Kaiser Normalization. | | | | | |

In this case the results of the factor analysis support the factorial independence of the four constructs and are in general consistent with the results reported in (Moorman & Blakely, 1995), The acceptance of eigen value exceeding 0.5 depends upon the sample size, it is only acceptable when it exceeds 120 (Hair et al., 2010) in this case it is 149.

Table 5 contains the results of the factor analysis of the organizational justice items including distributive, procedural, and interactional fairness. The results of the factor analysis support the factorial independence of the three constructs consistent with the results reported in (Niehoff & Moorman, 1993).

Table 5: Exploratory Factor Analysis of Organizational Justice Items

| OJ Items | Component | | | Cronbach alpha |
|------------------------|-----------|------|------|----------------|
| | 1 | 2 | 3 | |
| Distributive Justice | | .771 | | |
| JusticeDJ2 | | .790 | | |
| JusticeDJ3 | | .823 | | 0.86 |
| JusticeDJ4 | | .702 | | |
| JusticeDJ5 | | .727 | | |
| Procedural fairness | | | .594 | |
| JusticePF2 | | | .714 | |
| JusticePF3 | | | .784 | 0.825 |
| JusticePF4 | | | .723 | |
| JusticePF5 | | | .687 | |
| JusticePF6 | | | .558 | |
| Interactional Fairness | .676 | | | |
| JusticeIF2 | .721 | | | |
| JusticeIF3 | .741 | | | |
| JusticeIF4 | .703 | | | |
| JusticeIF5 | .580 | | | 0.935 |
| JusticeIF6 | .820 | | | |
| JusticeIF7 | .853 | | | |
| JusticeIF8 | .796 | | | |
| JusticeIF9 | .760 | | | |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

After measuring reliability and descriptive statistics, hypothesis H_1 that, predicts “Organizational Justice will be positively associated with Organizational Citizenship Behaviors”, was tested using linear regression analysis by taking organization citizenship behavior as dependent variable organizational justice as independent variable. The value of statistical significance was .000 ($p < .05$), R square value of .095 Table 6 indicates that 9.5% of the variance can be predicted from the independent variable OJ, supporting H_1 ; although the effect was very weak pointing towards other factors that may impact the model.

Table 6: Results of Linear Regression Analysis of Justice on OCB

| Model | R | R Square | Adjusted R Square | Sig. |
|--------------------------------------|-------------------|----------|-------------------|------|
| 1 | .308 ^a | .095 | .089 | .000 |
| <i>a. Predictors: (Constant), OJ</i> | | | | |

The second hypothesis was tested through (Baron & Kenny, 1986) procedure based on hierarchical regression method to measure the variability of mediating variable based on three steps also known as the SOBEL test (Sobel, 1982).

Hypothesis H_2 predicts that, “the perceptions of organizational justice and organizational citizenship behaviors relationship is mediated by job satisfaction”. To test this hypothesis, a macro was used for SPSS written by Dr. Andrew F. Hayes (Preacher & Hayes, 2004) that, measures the indirect effect of X on Y through a single mediator M, and calculate Sobel’s test.

Although the performance of the Sobel test has been discussed frequently by many researchers with respect to its power (MacKinnon and Dwyer, 1993; MacKinnon, et al., 2001; MacKinnon, et al., 2002; Stone and Sobel, 1990), one of its assumptions is that the sampling distribution of the indirect effect is normal. But the sampling distribution of OJ and OCB tends to be asymmetric, with nonzero skewness and kurtosis *Table 1*. As discussed earlier, primarily we will use SOBEL test for this purpose.

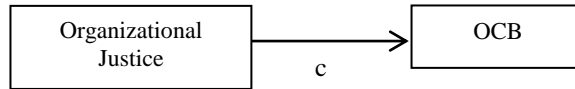


Figure 2: Organizational Justice to OCB

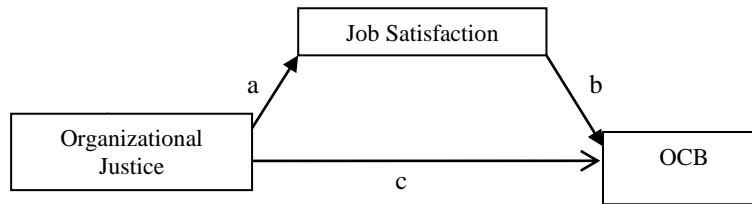


Figure 3: Job Satisfaction as a Mediator

To investigate the mediating role of JS, Sobel test was initiated using (Baron & Kenny, 1986) three step procedure.

- In our model *Figure 3* Organizational Justice is the Independent Variable; path a leads to Job Satisfaction (Mediator).
- Next is Path b starting from Job Satisfaction (Mediator) to OCB (Dependent Variable). The Sobel’s Indirect Effect is calculated by multiplying coefficients of Path ‘a’ and ‘b’ at the same time controlling for OJ.
- Path c and c’ in Fig 2, 3 respectively are used to calculate the Total Effects by adding the coefficients

Table 7: Direct and Total Effects

| Variables in Simple Mediation Model | | | | | |
|--|--------|------------------|--------|--------|------------------|
| Dependent Variable (DV) | Y | OCB | | | |
| Independent Variable (IV) | X | OJ | | | |
| Mediator Variable (MV) | M | Job Sat | | | |
| Descriptive Statistics And Pearson Correlations | | | | | |
| | Mean | Std Dev | Ocb | Oj | Job Satisfaction |
| OCB | 5.6074 | .6934 | 1.0000 | .3077 | .3414 |
| OJ | 4.6432 | 1.1339 | .3077 | 1.0000 | .5604 |
| Job Satis | 5.2584 | 1.5263 | .3414 | .5604 | 1.0000 |
| <i>Sample Size</i> | 149 | | | | |
| Direct And Total Effects | | | | | |
| | Coeff | Sig (Two Tailed) | | | |
| (Yx) | .1882 | .0001 | | | |
| (Mx) | .7544 | .0000 | | | |
| (Ym.X) | .1119 | .0089 | | | |
| (Yx.M) | .1038 | .0697 | | | |

Table 7, present the application of Sobel test of the three conditions as put forward by Baron and Kenny (1986). The table includes the significance tests for establishing mediation. The first condition (OJ to OCB, the Total effect path "c") is $p = .0001$ and is significant. The second condition (OJ to JS, path "a") was significant at $p = .0000$. The third condition to look for mediation was JS to OCB (while controlling for OJ) path 'b' was found to be significant and came up $p = .0089$. "c' " path (OJ to OCB, controlling for Job Satisfaction (the Mediator) was not significant and in this case $p = .0697$, showing that the perfect mediation exist. In Table 7, all of the variables of interest are significantly correlated, whereas the value of correlation coefficient for Organizational Justice and Job Satisfaction was 0.5604, which shows a strong relationship between the two variables. Our model fulfilled all of the requirements for establishing mediation.

5.4 Indirect Effect

The results of the Sobel test are presented in Table 8 along with the significance of the indirect effect. In Table 7, path a coefficient = .7544 and path b = .1119, using the Sobel test indirect effect is $(.7544 \times .1119) = .0844$, and is significant ($.0122, p < .05$).

Table 8: Significance and Indirect Effect via Normal Distribution

| | Value | LL95CI | UL95CI | Sig(two tailed) |
|--------------|-------|--------|--------|-----------------|
| SOBEL | .0844 | .0184 | .1504 | .0122 |
| | | | | |

6. Discussion

The aim of this study was to look for relationship if any that exists between perceptions of organizational Justice and organizational citizenship behavior and the intervention of employee job satisfaction in this relationship.

In H₁ it was hypothesized that organizational justice will be positively associated with organizational citizenship behavior based on theory and existing literature that supports such a relationship (Konovsky & Pugh, 1994; Moorman, 1991; Organ & Moorman, 1993; Tziner & Sharoni, 2014). The relationship was shown to be significant .000 ($p < .05$) and the R square value of .089 supported *H₁*; the effect although positive but suggesting that, the strength of our model was weak pointing towards other factors that may influence this relationship. This relationship was reported by previous researchers demonstrating the relationship between organizational justice and organizational citizenship behavior was necessary for the development of our model. Blakely et al. (2005) supported the positive relationship between the two variables indicating that the good perception of justice leads to an increase in OCB, the finding was also reported in past researches (Organ & Ryan, 1995) suggesting that perceptions of fairness is necessary for OCBs.

The result with respect to the prediction in the primary hypothesis *H₂* that job satisfaction mediates the relationship between organizational justice and organizational citizenship behavior such that, the relationship will be stronger with the addition of job satisfaction suggest that, the respondent managers in different public and private sector organizations of Pakistan clearly believe that the discretionary behavior of OCB that is not a part of formal job description is high when employees have positive perceptions of organizational justice and are satisfied from their jobs. The results are in line with the prominent theme in the literature that, behavior follows attitudes. Previous studies have examined the relationship between organizational justice and OCB however, lack of sufficient research studying the relationship between these two factors where job satisfaction acts as a mediator was the reason to carry out this research. (Dalal, 2005; LePine et al., 2002) focused on job satisfaction where it was examined as a potential predictor in several OCB researches. (Kashif, Khan, & Rafi, 2011) effort was in line with the past researches conducted in the different cultural context showing that there is a positive relationship between Job satisfaction and OCB in the context of Pakistan.

The result of our finding provides a rather new insight to help explain the positive relationship between Organizational justice, job satisfaction and organizational citizenship behavior. It would be of benefit for management in the sense that they should not only focus on improving the good perceptions of organizational justice in their employees but make every effort to improve job satisfaction by facilitating all the factors

that leads to it to enhance their managers OCB in the organization that in turn effects the organizational performance.

7. Conclusion

The present study found support for job satisfaction as a mediator in the organizational justice – OCB relationship. Therefore, organizations must focus on how to foster job satisfaction along with organizational justice to evoke better performance, as employee base their decision to perform OCB on the fair treatment by the organization and the mediation effect of job satisfaction indicates a strong link based on the norm of reciprocity. The findings of the effort can be useful for researchers, practitioners, and organizations.

The researchers believe that, this effort will contribute towards understanding the relationship between the three variables which has been known for a while but its understanding has not been well defined. The knowledge of human psychology as part of organizational behavior holds a key position in management sciences. The research work carried out in the behavioral era has contributed a lot towards managing competitive organizations in the 21st century.

8. Limitations

It was not possible to incorporate all the variables that may have some impact on OCB. Data was collected from different organizations of different sectors and was mainly from Lahore. The population of Lahore is above 10 million approximately most of it belongs to other cities but it is not representative of the whole country population. This issue needs to be kept in mind when generalizing the results. The sampling method of convenience sampling comes along with some shortcomings as to compensate that, the sampling size was doubled although the required sample size was 210 still after sending 450 questionnaires which was more than double the size required only 149 responses were received.

9. Future implications

The following model can be tested keeping in view the demographics for better results as the scope of this research required testing of the model with aggregate variables only. The attitudinal variable of job satisfaction relies on many factors as well and to get a holistic picture of what exact source of job satisfaction; whether the affect or cognitive part actually leads to OCB also need to be brought into position. More variable can be adopted to get a more comprehensive view of the OCB its further implications can be explored with respect to the manufacturing and service sector as well as demographics. The span of the study can be increased to other major cities and provinces to get a more holistic view of the population.

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