

Does Organization Justice Influence the Organization Citizenship Behavior, Job Satisfaction & Organization Outcomes?

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ABSTRACT

Nowadays, organizations are striving for new ways to tackle change. In dynamic work settings successful organizations need multi skilled employees. Organizational injustice results in reduced additional role deeds, whereas workers who experience justice tends to move toward positive behaviors. This study explores the bond among organizational justice and OCB, job satisfaction and organizational consequences of the in the pharmacy firms in Thailand. For data collection questionnaire survey method was adapted. By using simple random sampling sample size of 170 employees selected out of which 150 respondents responded. The SPSS and AMOS software are utilized for numerical examination. Results show that organizational justice absolutely and meaningfully impacts organization citizenship behavior ($\beta = .55$), job satisfaction ($\beta = .46$) and organization outcomes ($\beta = .62$). Furthermore, this study gives the insight to the administration of the pharmacy firms in Thailand that through offering

equality and fairness sensitivities to the employees, they can improve the total efficiency of their pharmacy firms in Thailand.

Keywords: Organization justice, organization citizenship behavior, job satisfaction, organization outcomes (organization performance and organization commitment)

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INTRODUCTION

The internationalization design, novelty improvement, novel commercial performs, and innovation constantly influence associations in Pakistan. Numbers of the organizations were also facing the difficult encounter of enlightening the worker's job gratification, structural obligation, organization performance and OCB (Organization citizenship behavior) to increase the competitive benefit and retaining of key workers in the association. Organizational justice is treated to be key variable that had an influence on all these variables. Moreover, term administrative fairness is applied as a portion of this study the extent to which representative's gratitude around the universal ranked systems, strategies, and approaches that are allied with their occupation ought to remain judicious. At

present where mindfulness stages then correspondence have come to fresh statues, reasonable action is something that all workers anticipate from an association, considering the time & exertion they contribute. Representatives were added fulfilled when they caressed, they stood compensated decorously for the exertion they must be complete by ensuring prizes were for bona fide promises to the association & predictable with the prize approaches. The prizes included a number of advantages and privileges other than money related upsurges. Organizational justice mentions to a worker's impression of whether an occasion or circumstance is ethically true, which is characterized through morals, religious conviction, value, reasonableness or by law. However, this study attempts to put these paradigms in a structural link which possibly will provide new insights for the practitioners.

TABLE 1. HRM Status in Pharmacy

Organizational Form of HR	Frequency	Percentage
Division or Unit with a Section	2	6.9%
Section within a Department	7	24.1%
Special Department for HRM	20	69.0%
Total	29	100%
Unit for Responsible HR		
Personal Affairs	4	13.8%
Human Resource	25	86.2%
Total	29	100%

It is in this way a subjective idea, where one is less worried with what is just and rather more worried with what individuals think or accept is just. At present world is looking for superior associations and organizations for boosting up the economy of the whole globe. It must be conceivable when associations and institutions furnish their representatives with fulfilled work environment, reasonable treatment, and examination for their compelling work. Organizational justice depicts the

singular's impression of reasonableness in associations, his behavioral response to such recognitions and to demonstrate how these observations influence authoritative results, for example, OCB, and obligation and job fulfillment (Noruzyet al., 2011). Moreover, Goudarzvand and Chegini (2009) if workers of an association sense an intelligence of administrative righteousness, it raises their practical aptitude and they demonstrate OCB. Therefore, Organ (1988)

Citizenship behavior is defined as willful worker exercises that might possibly be remunerated yet that add to the association by enhancing the general nature of the setting in which work happens. These additional part practices are measured by way

of the influence toward upkeep and improvement of the communal and mental setting that backings assignment execution in the association (Organ 1997).

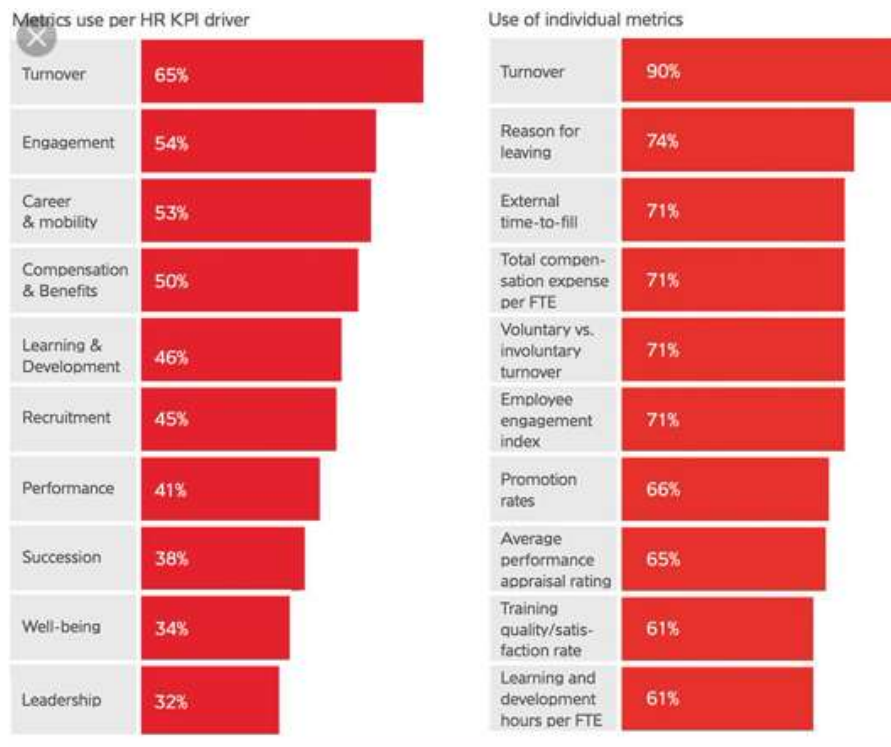


Figure 1: Effects of HR Practices on Business

Justice is unique and most significant factor that influencing on job satisfactions of the individual of an association thus observing unfairness will effect on the employees dissatisfaction which leave negative effect on their performance. Subsequently, the present exploration study is being led from the point of view of administrators inside New Delhi, to decide their recognition and the part of their conduct on the general equity observation among the representatives prompting hierarchical results. Due to importance of banking division of Pakistan, we want to sightsee the relationship among organization justice, OCB, Job satisfaction, organizational outcome. Current study will address the subsequent investigation interrogations.

- What is the affiliation amid OJ and OCB?
- Does organization justice effect the job satisfaction?
- How organization justices influence the organization outcomes?

Besides the questions current study has the following objectives to be achieved.

- 1) To examine the connection among organization justice and organization citizenship behavior
- 2) To investigate the connection amid organization justice and job satisfaction
- 3) To evaluate connection of OJ and organizations outcomes.

LITERATURE REVIEW

Organizational Justice

Justice is a prevalent concept with several features that has a metaphysical meaning in various fields and branches and is a fair performance without judgment towards differences

(Heidari & Mardani Hamouleh, 2009). According to the concept persons in dissimilar characters will remain in favor of dissimilar structures of righteousness; this has smooth been obvious courting back bone to the script of Aristotle (Porter & Ng, Colquitt, Wesson, 2001). Moreover, organizational justice related with "the manners in which representatives figure out whether they have been dealt with decently in their employments and the routes in which those determinations impact other business-related variables". Similarly, justice is a key worth in associations, whether it is an advancement choice, or task of assignments, or designation of prizes, or some other kind of social trade, matters of reasonableness are sure to emerge in any association. In addition, Business execution is regularly connected with the worker's dedication which is considered as precondition agreeable conduct.

Additionally, Moorman (2009) reported that organizational justice is utilized to exemplify the capacity of equality as it has the immediate impact on worker's execution, especially OJ is managed the condition once workers fulfill about their action in their employments and how this understanding influences their professional connected presentation. "Organizational justice" has three sub scopes, which are "distributive justice, procedural justice and interactional justice" (Kaplan & Barsky, 2007). 1) "Distributive justice": It reflects the apparent reasonableness of choice making results. Individuals' understanding the reasonableness in light of the examination in the middle of data and information contrast them and the principles that are gotten (Placeetal, 2010). 2) "Procedural justice": It reflects the apparent decency of choice making measures. According to Konovsky (2000) procedural

equity is the forms' view which is utilized to focus the choices. 3) "Interactional justice": It focuses out the reasonable practices of leader though acknowledgment of developmental procedures and use of those practices (Moorman & Niehoff, 1993). Similarly, in another study Interactional justice characterized as the way of relationship in the middle of administrators and subordinates (Tahire & Mohyeldin, 2007).

However, the fundamental dimensions of OJ have been presented in detail. Firstly, distributive justice is grounded on the inkling that communal conduct is determined by the allocation of consequences fairly. Tahire & Mohyeldin, (2007) also explains it as it refers to the managerial decisions that made on equity basis like a compensation and advancements. Secondly, this measurement of fairness concerns to the individuals' view to the justice of the methods and system utilized to decide the results they get at workroom (Placeetal, 2010). Tahire & Mohyeldin, (2007) distinct "procedural justice" as "systems, forums and instrument used to determine the outcomes based on fairly manners. Thirdly, workers of an administrations likewise assess if they are dealt with by others, together with generations and managers, with poise and admiration (Moorman & Niehoff, 1993). The human side of organizational practices dealt by this dimension of justice i.e. connected to the message characteristics (e.g. honesty, respect and politeness) amid the foundation and receiver of fairness.

Organizational Citizenship Behavior

OCB is characterized by way of occupational associated performs that are elective, not recognized with the official ranked prize agenda and in full, development the successful employed of the connotation. Additionally, OCB develops historical the execution markers obligatory through an overtone in an official usual of employed errands (Organ, 1988). Similarly, it was proposed that OCB represents to an arrangement of desired organizational practices, which show multi-dimensional relationships with positive organizational outcomes (Niehoff & Walz, 1996). Likewise, OCB is considered as those supplementary business connected practices which go well beyond the standard obligations recommended by their sets of responsibilities or restrained in official valuations. OCB is one the substantial paradigm which possibly will lead the institution in gaining strategic competitive edge within the industry. It became more strategic association and have strong implications for HR function of the company if it provides justice to the workers and treat them equally, this will ultimately upsurge the performance of the workers along with the company and therefore OCB within the employees have reached to the higher level. Given the apparent significance of OCBs, a lot of consideration has been dedicated to examining the precursors of such practices. Hierarchical equity conduct may rose with impact of the psychological contracts in foundations. Along these lines, to see how employees feel as a resident of the foundation they work, it is important to allude and look at term of authoritative equity.

Furthermore, OCB imitates those activities achieved thru workers which exceed the base part prerequisites expected by the association and advance the safety of colleagues, work bunches or the association (Anton et al., 1999). Rendering to Organ (1988) five particular measurements of OCB, counting: (1) Unselfishness: Carrying on in a manner that exhibits benevolence and sympathy toward the wellbeing of others. (2) Scrupulousness: Confirming responsibility to large amounts

of effort superiority and finish. (3) "Sportsmanship": Picking not to objection or action in adverse conducts. (4) Politeness: Attractive movements that keep issues from happening, or captivating movement's ahead of time to alleviate an issue. (5) Civic virtue: Receiving a stance of "dependable, helpful inclusion in the political or administration procedure of the association".

Job Satisfaction

Job satisfaction is unique of the greatest extensively premeditated and leisurely construct in the administrative conduct and administration literature. Diverse creators have distinctive methodologies towards characterizing job satisfaction. Locke (1996) argued that Occupation gratification has been considered as connotation amid what one forestalls from employment and what his discernment about landing from position. Similarly, Davis et al. (1985) enlightened job gratification addresses a blend of optimistic or undesirable spirits that workforces have to their exertion. Occupation satisfaction is immovably combined with the entity's actions in the work apartment. Researchers described that Occupation satisfaction is considered to be of importance in view of presumption that higher employment fulfillment prompts higher work execution (Byongook Moon, Brown, & Yang, 2011). Therefore, Occupation gratification creates from diverse portion of occupation for specimen, wage, development opportunities, executives, and collaborator (Ivencevich & Matteson., 2005) and (Toposky, 2000).

Organizational Outcomes

According to study (Moorman, 1991) which proposed that designation and appropriation of assets will directly affect a few business-related thought processes, organizational outcomes. 1) Work performance: In addition, the author explained that it is nearby conduct or what representatives do and not about what laborers yield or the after effects of their effort. Presentation may be controlled by the mix of definitive information, practical learning & enthusiasm (Aguinis, 2007). There are two imperative features of organizational presentation which are the job and background. Job presentation or effort routine mentions to the particular exercises need by one's occupation. Temporarily appropriate presentation mentions to the exercises need to be a moral affiliate of the association or as a native. 2) Organizational Commitment: Organizational commitment was at first characterized as a mental or full of feeling connection to an association (Kanter, 1968). Furthermore, it was described as "eagerness of social performers to stretch their vitality and reliability to social frameworks, the connection of identity frameworks to social relations that is seen as self-expressive" (Klinsontorn, 2005).

Organization Justice and OCB

The outcomes express that OJ and its scopes like "distributive justice, procedural justice, interpersonal justice" has a momentous affiliation with OCB of workers (Damirchi, Talatapeh, & Darban, 2013). The researcher slightly ignored the other sectors. In another study, the results exposed that mean of OCB are marginally more than normal. Furthermore, there is critical optimistic affiliation amid the parts of OJ and OCB. (Jafari & Bidarian, 2012). The researchers take very small size of demographic. A critical connection was originated amid OJ and OCB. The researchers take only two variables and ignored the other variables. Moreover, another research explored that the outcomes uncovered that there is

an optimistic and huge affiliation amid OJ and OCB. The discoveries additionally uncovered that there is a huge association amid bureaucratic equity and OCB-I, technical equity and OCB-O, interaction equity and OCB-I, interaction equity and OCB-O. (Allameh & Abbasi Rostami, 2015). The researchers take OCB as a moderator not treated OCB as the dependent variable. Therefore, In this manner, another examination shows the outcomes portrayed that the technical righteousness has optimistic and solid impact on OCB though distributive righteousness has optimistic yet powerless impact in foreseeing the representative additional part conduct in the education foundations of Pakistan.(Iqbal, Aziz, & Tasawar, 2012). This education purposes examine the influence of OJ on OCB in education sector, Pakistan (Punjab). Experimental consequences display the important optimistic connection amid OJ and OCB, and that community directs emphatically in organizational justice and OCB join.

The researcher involve the moderator that effect on the relationship of OJ & OCB Shahzad, Siddiqui, and Zakaria (2014). In another study the results presented that there was a substantial connection amid dimensions of OJ and OCB (Roohi & Feizi, 2014). It became more strategic association and have strong implications for HR function of the company if it provides justice to the workers and treat them equally, this will ultimately upsurge the performance of the workers along with the company and therefore OCB within the employees have reached to the higher level. Given the apparent significance of OCBs, a lot of consideration has been dedicated to examining the precursors of such practices. The researcher ignored the dimensions of OCB. The research results show that there is a significant optimistic influence of OJ dimensions like “distributive, procedural, and interactional” on OCB.(Ismail, 2015). The area of the study is limited because researcher made research on a specific private bank Syrian.

Organization Justice and Job Satisfaction

The fallouts express that significant connection occurs among “the distributive justice, procedural justice, interactional justice and job satisfaction” (Usmani & Jamal, 2013). The researcher made study on two variables and ignored the other factors. This investigation exposed the detail that absence of occupation safety and administrative fairness as well as occupation gratification probably a reason of reduction in group efficiency (Imran, Majeed, & Ayub). The researcher used the job satisfaction as mediate not as a dependent variable. The study results displayed that solitary substantial connection occurred amid the oldness of participants and their observations of administrative righteousness. The results

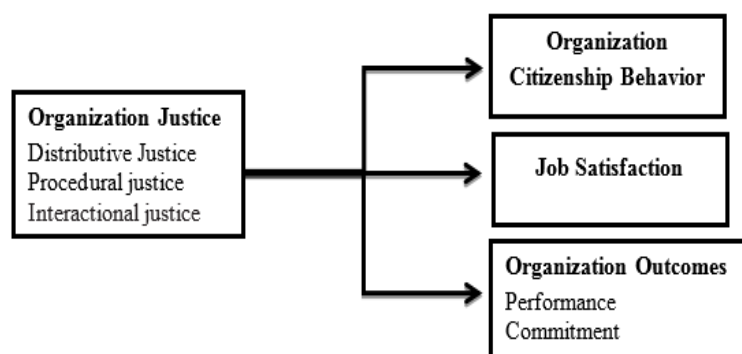
likewise proposed that this was an optimistic slink OJ and occupation satisfaction (Ahmadzadeh Mashinchi, Yaghoubi, Ahmadi, Hadi, & Hamid, 2012). The researcher collects the data from only furniture manufacturing and ignored all other sectors. Results exposed that there was noteworthy and optimistic connection of administrative fairness with general occupation satisfaction consequently administrative fairness is solid forecaster of occupation gratification (Aslam, Shumaila, Sadaqat, Bilal, & Intizar). Similarly, justice is a key worth in associations, whether it is an advancement choice, or task of assignments, or designation of prizes, or some other kind of social trade, matters of reasonableness are sure to emerge in any association. On this study data get only from educational institutional teachers. Therefore, in another study the results exposed that there was noteworthy and optimistic connection of administrative impartiality with occupation gratification subsequently administrative impartiality is robust conjecturer of occupation gratification (Salehi et al., 2014). The researcher takes just two variables ignore the other variables.

Organization Justice and Organization Outcomes

In organization outcomes we take two factors that effect on organization outcomes 1) Performance 2) commitment so, now we describe the relationship between OJ and all these two factors. Results express that there is an optimistic association among OJ and its scopes like “distributive justice, procedural justice, and interactional justice” and job performance (Moazzezi, Sattari, & Bablan, 2014). The researcher take sample size is too small the sample size can be enhanced. In another study, the fallouts demonstrate that there is an optimistic and substantial rapport among OJ and labor performance in assembling firms of Pakistan.(Kaleem, Jabeen, & Twana, 2013). The researcher take data only from the manufacturing firms ignore the services sectors. Therefore, the second factor commitment shows the outcome positive and solid connection amongst the archetypal paradigms. This is a strong proof of identity of the detail that apparent justice in “distributive, procedural and interactional justice” centrals to tall equal of promise (Jawad, Raja, Abraiz, & Tabassum, 2012). The researcher slightly ignored all other factors.

Research model

After reviewing the number of articles and having examination of articles regarding organizational justice we have developed our research framework which explored the association amid OJ, OCB, job satisfaction and administrations outcomes.



Hypotheses

- H1; OJ and OCB will possess optimistic link in the pharmacy firms in Thailand.
- H2; OJ and job satisfaction will possess optimistic link in the pharmacy firms in Thailand.
- H3; OJ and organization outcomes will possess optimistic link in the pharmacy firms in Thailand

Methodology

This study investigates relationship between OJ influence on OCB, Job Satisfaction, and organization outcomes. All under study variables in the study have been operationalized by using scales from prior studies.

Questionnaire Design

Survey questionnaire utilized to gather facts. Survey is inclusive of two segments. First segment identified the individual outline of the respondents counting their sexual orientation, age gathering, and instructive level, nature of occupation and length of vocation. Second segment manages the under-study variables like “organization justice, organization citizenship behavior, job satisfaction, organization outcomes” like organization performance and organization commitment.

Measures

Five argument Likert scale is utilized for the purpose to collect responses. 3 objects scale was adapted to assess distributive justice (Price & Mueller, 1986). 3 element scale was espoused to assess procedural justice (Daly, 1995). Interpersonal justice was assessed by means of 4 substances scale (Moorman, 1991). 10 item organization citizenship behavior scale was adopted (Podsakoff et al., 1990; Williams and Anderson, 1991). We adopted 6 questions to measure job satisfaction (Poual E & Spector, 1994). 3 element scale to assess organizational

performance was espoused by Nobbie and Brudney, (2003). 3 item scale was espoused to assess organizational commitment (Meyer & Allen, 1990).

Sampling

Our population is all the pharmacy firms in Thailand. As concerned to sample size simple random sampling technique because most of the studies in social sciences adapted this technique.

Data Collection

We got the rundown of the pharmacy firms in Thailand from authority site that enrolled under diverse Ordinances. We have distributed 170 questionnaires in the pharmacy firms in Thailand. The center explanation for the choice of pharmacy area was that we have not discovered an excessive amount of writing and research work in this sector organization justice in Thailand. Firstly, meet with branch managers and take the permission of the collecting data for the study purpose. Secondly, we distributed the questionnaire between the employees of pharmacy randomly. After one-week questionnaire collected from all workers and suitable statistical tools used to make effective results. We acknowledged 150 surveys out of which six have misplaced numeric, therefore, such papers have been excluded to analyze them and on 144 surveys, this study applied statistical examination in command to find out the respondent’s point of view regarding the construct declared by study.

Results

Demographics

Demographic section shows the “respondents’ gender, age, and education level, nature of employment and length of service”.

TABLE 2. Correlation

Construct	Mean	SD	α	1	2	3	4
1 organization justice	3.53	.439	.757	---			
2 Organization Citizenship behavior	3.57	.41	.885	.394**	---		
3 Job Satisfaction	3.28	.637	.835	.312**	.232**	---	
4 Organizational Outcomes	3.59	.467	.785	.405**	.431**	.428*	---

Researchers dispersed 170 surveys to gather the reactions of participants out of which 150 effective surveys established. 92 complete by male and 58 complete by female respondents whose rate is 61.3% and 38.7% respectively.

For the most part, respondent’s age was 26-45 whose rate is 45.3%. Following to this 42.7% and 12.0% be belong to age cluster of up to 25 and age cluster of 46-55 correspondingly. Besides accused were 5.3%, 26.0%, 62.0% and 6.7% belonged to Inter, Bachelors’, Masters’ and M.Phils.’ respectively. Mostly respondents were very educated with 62.0% master’s degrees. 44%, 85% and 21%, respondents were doing their occupations as contractual representatives, enduring workers and others correspondingly. 36.0% participants have 2-5 years

of service and 27.3%, 22.0%, and 14.7% participants have 5-10 years, up to 1 year and more than 10 years length of service at visited pharmacy correspondingly.

Table 2 is demonstrating the “descriptive statistics, reliability and Pearson correlation” amongst all the paradigms. Mean and Standard deviation worth for all the paradigms is also presented. The maximum connection happened amid organization justice and OCB which is treasured at 0.885. It is shimmering that OJ and OCB are definitely linked to each other. All the remaining paradigms like, Job satisfaction and Organizational Outcomes are likewise linked with each other. Result shows that alpha standards for all constructs are beneath satisfactory assortment to verify facts reliability.

TABLE 3. Psychometric Analysis (Reliability and Validity)

	CR	AVE	OJ	OCB	JS	OO
OJ	0.856	0.624	0.834			
OCB	0.876	0.714	0.301	0.788		
JS	0.845	0.591	0.233	0.688	0.765	
OO	0.836	0.772	0.497	0.574	0.433	0.712

Table 3 is representative the discriminant and convergent rationality of the archetypal as the standards of AVE and compound consistency are above than 0.5 and 0.8

correspondingly. So, this archetypal has convergent rationality. As discriminant rationality is disturbed, therefore discriminant rationality also exists in this archetypal.

TABLE 4. Fit Indices for CFA & SEM

Fit Indices	CFA	SEM
Chi-square/df	2.94	2.78
GFI	0.856	0.87
AGFI	0.89	0.894
CFI	0.94	0.932
RMSEA	0.07	0.08
NFI	0.90	0.91
PGFI	0.94	0.91
PNFI	0.62	0.63

The above-mentioned table is demonstrating the outcomes of the archetypal appropriateness from together CFA and SEM scopes. GFI is near than 0.90 that's why it is stating a virtuous fitting of the archetypal. AGFI value is above than 0.8 which is fairly decent to show that archetypal is decent suitable. CFI is presenting added truthful standards that are demonstrating

that archetypal is close to complete appropriate owing to superior than 0.9 values. RMSEA is below than 0.10 which is likewise representing the moral appropriateness of archetypal. The values of NFI, PGFI, and PNFI are likewise lies in moral variety consequently they are too donating that then proposed archetypal is fairly appropriate in arithmetical ways.

TABLE 5. SEM Regression Analysis

SEM regression	B
OJ to OCB	.55
OJ to JS	.46
OJ to OO	.62

Table 5 demonstrates the deterioration masses implication level for association assumed in H1, H2, and H3. The consequences deliver an indication of positive significant relationship. SEM examination demonstrated the positive estimates.

DISCUSSION AND CONCLUSIONS

In the globalization improvements of technology and diversify culture play a vital part in the organizations. The purpose of this education is to explore that how organization justice influences on OCB, Job Gratification and Organization outcome. Result of current study shows that OJ influences on OCB, Job Satisfaction and Organization outcomes. The findings of data showed that there is a significant optimistic association amid OJ and OCB. Likewise, OCB is considered as those supplementary business connected practices which go well beyond the standard obligations recommended by their sets of responsibilities or restrained in official valuations. OCB is one the substantial paradigm which possibly will lead the institution in gaining strategic competitive edge within the industry. It became more strategic association and have strong implications for HR function of the company if it provides justice to the workers and treat them equally, this will

ultimately upsurge the performance of the workers along with the company and therefore OCB within the employees have reached to the higher level. Given the apparent significance of OCBs, a lot of consideration has been dedicated to examining the precursors of such practices. Hierarchical equity conduct may rose with impact of the psychological contracts in foundations. Along these lines, to see how employees feel as a resident of the foundation they work, it is important to allude and look at term of authoritative equity.

The result also depicted that there is a substantial positive association amid Organizational Justice and job satisfaction and organizational outcomes. This relationship has been studied by earlier studies (Usmani & Jamal, 2013)Ahmadzadeh Mashinchi & Yaghoubi et al. 2012, Aslam, Shumaila et al, Salehi, Aslani et al. 2014, Moazzezi, Sattari et al. 2014, Jawad, Raja et al. 2012) The present education absorbed on determining the encouragement of righteousness on the organization. It is the good way to known about the employees perception about their organization.

Practical Implications

This study delivers the vision to the administration in the pharmacy firms in Thailand that through delivering equality

and righteousness awareness to the banks employees, they can improve the whole effectiveness of their organizations. It will not only enhance the entire efficiency of the organization but also enhance the workers' thinking about their workshop and performance in optimistic way.

Limitations & Future Directions

Likewise, to other investigations, this study has around limits that ought to be recognized. The main constraint of this research is that the facts gathered that was self-described, in this manner, regular technique inclination may be available. Another, the estimation of administrative reasonableness, in determining the three measurements of organizational justice, the present study utilized the study things that requested that workers respond to belongings that requested whether somewhat is, for the greatest portion, sensible. At the opinion when absorbed on politeness of "distributive, procedural, and interactional equity", the specialists accepted that legislatures deliberate decency to themselves. So, this investigation probably be more precise and faultless by expanding taster scope. In our study taster size was much insignificant due to financial and time limitations. The study focused only the pharmacy that are working and located in Thailand.

Upcoming studies ought to go previous this to examine the conceivable circumstances and conclusion of the relationship amongst administrative fairness, organization citizenship behavior, job satisfaction and organizations outcomes this concentrate further investigation is required to observe the association among administrative justice and other paradigms, for example, productivity etc. Therefore, the suggestion is for further researches about to be connected to different areas and a domain is required.

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