

Mediating Effect of Organizational Justice and Organizational Commitment on the Relationship between Organizational Citizenship Behavior and Job Performance

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Abstract

This study explores the relationship among organizational justice (OJ), organizational commitment (OC), organizational citizenship behavior (OCB) and job performance (JP) in employees of private sector banks, Khyber Pakhtunkhwa, Pakistan. This study also aims to investigate how OC and OJ mediate the connection between OCB and JP. Data were collected from 485 officers of Grade I, Grade II, and Grade III. Eighty nine percent (89%) of the responses were from males, while the remaining eleven percent (11%) was from females. Forty five percent (45%) of the respondents were classified as OG III, while thirty percent (30%) were classified as OG II. The remaining 25% were classified as OGI. The majority of respondents, comprising sixty percent (60%), were between the age range of 30 to 40 and twenty seven percent (27%) were between the ages of 41 and 50. The remaining 13% were aged over 50 years. The results showed that OCB had a significant relationship with JP, OJ and OC. OC and OJ also showed a significant relationship with JP. Furthermore, the finding of this study showed that both OJ and OC partially mediated the relationship between OCB and JP.

Keywords: *organizational citizenship behavior; organizational justice; job performance; organizational commitment; Bankers; Pakistan.*

Introduction

With the rise of globalization, managers are confronted with the task of inspiring a progressively varied workforce. Enhancing the cultural variety of the workforce by acquiring a company abroad may have a significant impact on employee behaviour and thus affect both employee attitudes and overall organisational performance (Yen & Niehoff, 2004). Therefore, it is crucial to ascertain whether employee behaviours that affect firm performance in Pakistan have equivalent effects in different cultural contexts. In the current highly competitive environment, organisations are continuously seeking innovative approaches to optimize the productivity and efforts of their staff. In the current business

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landscape, organisations are facing many challenges and intense rivalry. This has necessitated the emergence of a new breed of employees, sometimes referred to as the "soldiers of the organisation." These individuals clearly differentiate between organisations that are influenced by emotions and those that are not (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). The success of organisations relies on the performance of individuals who go above and beyond their assigned duties and responsibilities. These additional efforts, which beyond the expectations outlined in organisational and management literature, are referred to as practical or OCB (Dipaola & Tschannen-Moran, 2001). OCBs, as described by Organ (1988), refer to "discretionary behaviours that are not explicitly acknowledged by the formal incentive system, but collectively contribute to the efficient operation of the organisation". He categorised OCB into five discrete classifications: (1) Altruism denotes the action of aiding a colleague in accomplishing a job. (2) Courtesy entails communicating to people inside the company of any modifications that may have an effect on their job. (3) Conscientiousness involves meeting one's responsibilities to a greater extent than what is considered the minimum requirement. (4) Sportsmanship entails abstaining from grumbling about trivial concerns. (5) Civic virtue involves actively engaging in the governance of the group.

OJ has three primary elements: "distributive justice, procedural justice, and interactional justice" (Altahayneh, Khasawneh, & Abedalhafiz, 2014). Distributive justice refers to an individual's perception of the fairness in how resources are allocated. Procedural justice refers to an individual's view of fairness, which is influenced by the policies of an organisation and the methods used to implement these principles. Interactional justice refers to the perception of fairness in interpersonal relationships inside an organisation. It specifically relates to how individuals evaluate the quality of their interactions with others while formal policies are being implemented. This pertains to both engagements with supervisors and engagements with peers. OJ affects JP (Anjum et al.; Ekingen, 2023; Faeq & Ismael, 2022; Jan et al., 2023; Saadat et al., 2023; Swalhi, Zgoulli, & Hofaidhllaoui, 2017), job satisfaction (Alghamdi, Ali, Shah, & Sohail, 2023; Ghaderi, Tabatabaei, Khoshkam, & Shahabi Sorman Abadi, 2023; Nguyen, Nguyen, Nguyen, & Le, 2023), OC (Z. Ali, 2020; Ghaderi et al., 2023; Jameel, Mahmood, & J Jwmaa, 2020; Novitasari, Asbari, Wijaya, & Yuwono, 2020), and OCB (Z. Ali, 2020; Rahman & Karim, 2022; Sheeraz, Ahmad, Ishaq, & Nor, 2020; Shimamura, Fukutake, Namba, & Ogino, 2021).

Becker (1960) proposed the notion of OC, which elucidates the connections between an individual and their organisation through the utilization of the side-bet theory. According to this idea, an individual's commitment to an organisation is driven by their concealed investments in the organisation, which serve as a binding force. OC refers to the psychological condition that describes an employee's connection with the organisation and decreases the probability of them resigning from it (Allen & Meyer, 2000). Porter, Steers, Mowday, and Boulian (1974) defined commitment as an individual's conscientious and autonomous disposition towards the organisation, along with their behavioral goals. Meyer, Allen, and Smith (1993) put out a model of OC that comprises three distinct factors: (1) Affective commitment refers to the emotional connection, active engagement, and sense of belonging that individuals have towards the organisation. (2) The level of continuance commitment is contingent upon workers' recognition of the potential drawbacks associated with resigning from the organisation. (3) Normative commitment is based on employees' sense of obligation towards their teammates or management. The researchers expanded the concept of commitment by emphasizing its significance as a crucial element in improving performance and decreasing rates of absenteeism and turnover. It is also perceived as a way to demonstrate an individual's uniqueness within the organisation (Gautam, Van Dick, Wagner, Upadhyay, & Davis, 2005), as well as a feeling of satisfaction in being associated with the organisation (Markovits, Davis, Fay, & Dick, 2010), and an inclination to show loyalty and commitment to the organisation (Kim, Leong, & Lee, 2005). OC has a strong relationship with JP (N. Ali & Ihsan, 2022; Almasradi, Ali, & Ullah, 2022; Bagis, Kusumo, & Hidayah, 2021; Chiu, Won, & Bae, 2020; Loan, 2020; Nauman et al., 2023; Vuong, Duy

Tung, Hoa, Chau, & Tushar, 2020), turnover intention (D. N. ALI & AHMAD, 2021; N. Ali, Ali, Ahsan, Rahman, & Jan Kakakhel, 2014; N. Ali & Baloch, 2009; Guzeller & Celiker, 2020; Pratama, Suwarni, & Handayani, 2022; Rawashdeh & Tamimi, 2020), and job satisfaction (Adekola, 2012; N. Ali et al., 2014; Leite, Rodrigues, & Albuquerque, 2014; Lizote, Verdinelli, & Nascimento, 2017; Marwat, Lalarukh, & Ali, 2023; Ullah et al., 2022). A few studies that explained the relationship among OJ, organizational citizenship behaviors, OC and JP are presented below.

Bakeer, Nassar, and Sweelam (2023) examined how staff nurses perceive OJ and job satisfaction, and how these factors relate to their levels of OCB. An assessment was conducted to measure the levels of OJ, job satisfaction, and levels of OCB among one hundred and seventy five nurses employed at two Egyptian hospitals. An analysis was conducted to see whether there was an association between OJ or job satisfaction and levels of OCB. The study revealed that most nurses had a perception of moderate levels of OJ. There was a favourable correlation between OJ and levels of OCB, as well as job satisfaction. Ekingen (2023) determined the impact of nurses' perceptions of OJ on their performance, while also examining the mediating influence of job satisfaction. Their study was conducted using a cross-sectional design. This study was done with a sample of 374 nurses employed in hospitals. The efficacy of the research model was evaluated using the utilization of structural equation modelling and the bootstrap approach. Research has demonstrated that OJ exerts a substantial influence on both JP and job satisfaction. Job satisfaction played a somewhat moderating role.

Shan, Ishaq, and Shaheen (2015) aimed to analyze the intermediary function of leader-member interaction in the correlation between OJ and JP. The study primarily examined the university library personnel's impression of OJ procedures and the quality of their connection with their supervisors. It also investigated how these perceptions might influence their JP. Their research conducted an examination of a sample including fifteen university libraries located in Pakistan. The data were collected using a questionnaire and analyzed using SPSS. The descriptive and correlation analysis revealed a positive and statistically significant link among all variables. A sequence of distinct hierarchical regression analyses was employed to examine the hypothesis.

The findings indicated that “distributive justice, procedural justice, and interactional justice” all have a significant impact on JP. However, it was observed that interactional justice, in combination with leader-member interchange, has a particularly strong influence on JP. Purnama, Tjahjono, Assery, and Dzakiyullah (2020) forecasted the correlation between OJ, job satisfaction, and JP within the banking industry in Indonesia. The study's population consisted of all managers employed at a Bank in Central Java, Indonesia. Data were gathered by the distribution of questionnaires to a sample of 100 managers and subsequently subjected to statistical analysis using the Partial Least Squares (PLS) method. The findings indicated that Distributive Justice has a favourable and substantial impact on Job Satisfaction, but Procedural Justice and Interactional Justice do not have any influence on Job Satisfaction. Additionally, research indicated that Job Satisfaction has a favourable and substantial impact on JP.

Faeq and Ismael (2022) sought to examine the correlation between OJ and JP in specific private enterprises located in the Kurdistan region of Iraq. This study employed a quantitative search technique to examine and quantify the implementation of OJ practices and its impact on work performance. The analysis was conducted using a descriptive analytic approach. The impact of OJ on workers' performance was assessed by a field survey. The researchers employed a questionnaire as their primary instrument for data collection and subjected it to thorough testing to ensure its validity and reliability. A basic, random sample was employed to analyse 20% of the 120 staff members working in Iraq's Kurdistan region. A questionnaire was distributed to all participants, and 120 of them were returned. Nevertheless, 8 surveys were excluded from further statistical analysis owing to technical deficiencies, resulting in a final count of 112 valid questionnaires. The results

indicated a strong and meaningful correlation between OJ and JP. Furthermore, it has been discovered that procedural justice has the most robust correlation with JP. Gautam et al. (2005) investigated the organisational citizenship behaviour structure and its correlation with OC in Nepal. A total of 450 workers from five Nepalese organisations completed questionnaires. The application of exploratory and confirmatory factor analyses demonstrated the presence of two distinct variables in OCB, namely altruism and compliance. These findings replicate the established Western theories of extra-role behaviour. The structural equation analysis revealed a positive correlation between affective and normative commitment, as well as both citizenship components. Continuance commitment had a negative correlation with agreeableness and showed no correlation with charity.

Swalhi et al. (2017) conducted a study to present two models: the first model investigates the influence of various dimensions of justice “distributive, procedural, and interactional” on JP, while considering the mediating effect of affective commitment. The second model employs the concept of overall justice to predict JP, also taking into account the mediating effect of affective commitment. The study was carried out using a sample of 343 people employed in small and medium-sized firms (SMEs) in France. The findings corroborated the intermediary function of affective commitment in the relationship between OJ and JP. Furthermore, the results indicated that overall justice has a more substantial impact on affective commitment compared to individual components of justice.

Methodology

Data collection

The questionnaires were ethically disseminated to the personnel employed in private sector banks in Khyber Pakhtunkhwa, Pakistan, over the period of September 15 to November 30, 2023. A total of 600 questionnaires were distributed to officers of Grade I, Grade II, and Grade III. A total of 490 questionnaires were returned, resulting in a response rate of 81.67%. Five questionnaires were discarded due to incomplete information. Eighty nine percent (89%) of the responses were from males, while the remaining eleven percent (11%) was from females. Forty five percent (45%) of the respondents were categorized as OG III, while thirty percent (30%) were categorized as OG II. The remaining 25% were classified as OGI. The majority of respondents, comprising sixty percent (60%), were between the age range of 30 to 40 and twenty seven percent (27%) were between the ages of 41 and 50. The remaining 13% were aged over 50 years.

Job Performance

JP was assessed using the JP scale devised by Goodman and Svyantek (1999). This scale has 2 dimensions: In-Role JP and Extra-Role JP. Extra-role JP encompasses a total of seven items, whereas in-role performance encompasses a total of nine items. Examples of JP include “I achieve the objectives of my job”, “I fulfill all the requirements of the job”, and “I am competent in all areas of the job, handle tasks with proficiency” (In-Role JP), and “I help others employees with their work when they have been absent”, “I assist my colleagues with their duties”, and “I make innovative suggestions to improve the overall quality of the department” (Extra-Role JP). JP was assessed on a 5-point scale. On a Likert scale, a rating of 1 corresponds to a strong disagreement, while a rating of 5 corresponds to a strong agreement. Cronbach’s Alfa for In-role and extra-role was .87 and .90 respectively.

Organizational Citizenship Behavior

The OCB scale was employed to gauge OCB (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). The scale encompasses five distinct dimensions which are "altruism, sportsmanship, conscientiousness, civic virtue, and courtesy". Every dimension consists of four components. Examples of OCB include “Helps others who have heavy workloads” and “Helps others who have been absent” (altruism), “Consults with me or other individuals

who might be affected by his/her actions or decisions” and “Does not abuse the rights of others” (Courtesy), “Is always punctual” and “Does not take extra breaks” (Conscientiousness), “Consumes a lot of time complaining about trivial matters” and “Tends to make “mountains out of molehills” (sportsmanship), and “Keeps abreast of changes in the organization” and “Attends functions that are not required, but that help the company Image” (civic virtue). Data from participants was collected using a seven-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). Cronbach’s Alfa for "altruism, sportsmanship, conscientiousness, civic virtue, and courtesy" was .91, .87, .90, .86 and .89 respectively.

Organizational Commitment

The OC scale, originally created by Meyer, Allen, was used to gauge OC. The current study seeks to evaluate three separate aspects of commitment, specifically “affective, continuous, and normative”. OC is composed of six questions in each dimension. Examples of OC include “I would be very happy to spend the rest of my career in this organization.” and “I really feel as if this organization’s problems are my own” (AC), “It would be very hard for me to leave my job at this organization right now even if I wanted to” and “I believe I have too few options to consider leaving this organization” (CC), and “Even if it were to my advantage, I do not feel it would be right to leave” and “I would feel guilty if I left this organization now” (NC). The Likert scale utilised in this research has five points, ranging from 1 (representing severe disagreement) to 5 (representing strong agreement). The Cronbach's alpha “Affective, Continuous and Normative Commitment” was .89, .84, and .80, respectively

Organizational Justice

The OJ Scale, developed by Niehoff and Moorman (1993), was utilised to measure OJ. This scale consists of three facets: "Distributive Justice, Interactional Justice, and Procedural Justice". Examples of OJ include “My work schedule is fair.”, and “I think that my level of pay is fair” (DJ), “Job decisions are made by the general manager (GM) in an unbiased manner”, and “To make job decisions, my GM collects accurate and complete Information” (PJ), and “When decisions are made about my job, the GM treats me with kindness and consideration”, and “When decisions are made about my job, the GM treats me with respect and dignity” (IJ). The Likert scale employed for gathering responses from participants has five points, ranging from 1 denoting strong disagreement to 5 denoting strong agreement. The Cronbach’s Alfa for “DJ, PJ and IJ” was .90, .85 and .82 respectively.

Results

Table 1: Correlation among OCB, OC, OJ and JP

	OCB
OCB	1
OC	.421**
OJ	.464**
JP	.376**

“**. Correlation is significant at the 0.01 level (2-tailed).”

Table 1 displays the correlation coefficients among OCB, OC, OJ and JP in EPSBP. The correlation analysis demonstrated statistically significant positive associations between

OCB and OC ($r = .421^{**}$, $p = 0.000$), OCB and OJ ($r = .464^{**}$, $p = 0.000$) and OCB and JP ($r = .376^{**}$, $p = 0.000$). The study has accepted the following hypotheses:

H1: OCB is positively connected to JP in Employees of Private Sector Banks, Pakistan (EPSBP).

H2: OCB is positively connected to OC in EPSBP.

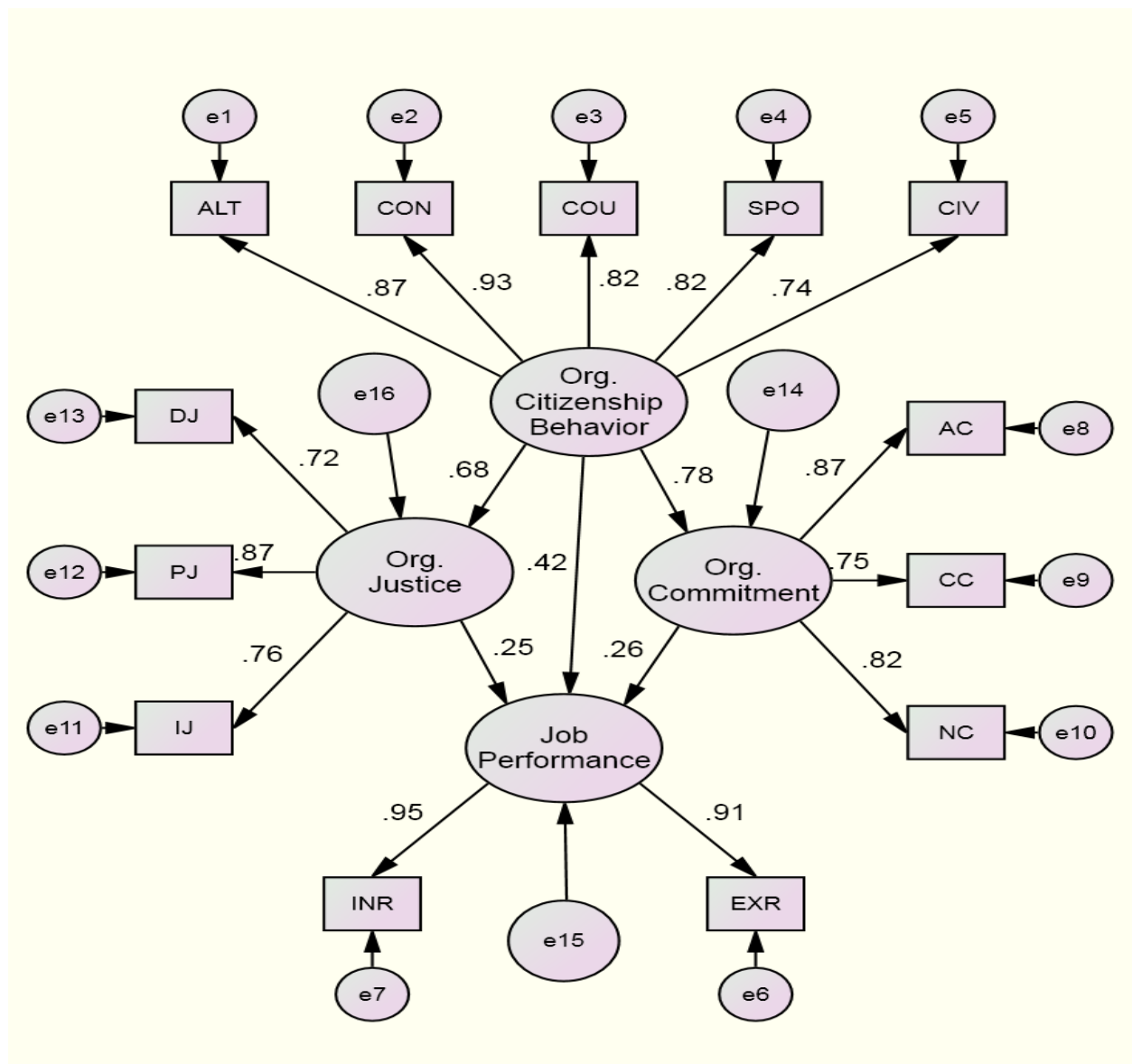
H3: OCB is positively connected to OJ in EPSBP.

H4: OC is positively connected to JP in EPSBP.

H5: OJ is positively connected to JP in EPSBP.

H6: The relationship between OCB and JP is mediated by OC and OJ in EPSBP.

Research Model: Impact of OCB on JP through OC and OJ



The OCB-JP model was evaluated using Structural Equation Modelling (SEM) with OC and OJ. The four-factor model consisting of OCB, JP, OC, and OJ demonstrated a strong match with the data, as shown by the following fit indices: GFI = .955, RMR = .053, RMSEA = .055, CFI = .982, Chi Square = 142.971, AGFI = .931, DF = 60, NFI = .969, and p -value = .000. The effect of OCB on JP was substantial, as shown by a regression value of 0.42. OCB had a notable influence on OC (Regression Value = 0.78) and OJ

(Regression Value = 0.68). The findings also demonstrated a substantial influence of OC and OJ on JP, with regression values of 0.26 and 0.25 respectively. All dimensions of OCB, OJ, JP, and OC have factor loadings that fall within the permissible range. The influence of OCB on JP decreased from a regression coefficient of 0.56 to 0.42 after incorporating OC and OJ as mediators. Consequently, we acknowledge and embrace all of the hypotheses listed below:

H1: OCB is positively connected to JP in Employees of Private Sector Banks, Pakistan (EPSBP).

H2: OCB is positively connected to OC in EPSBP.

H3: OCB is positively connected to OJ in EPSBP.

H4: OC is positively connected to JP in EPSBP.

H5: OJ is positively connected to JP in EPSBP.

H6: The relationship between OCB and JP is mediated by OC and OJ in EPSBP.

Table 2: Values of Chi-Square/CMIN, CFI, DF, RMSEA, CMIN/DF, NFI, GFI, RMR and AGFI

CMIN	142.971
DF	60
P	.000
CMIN/DF	2.383
RMR	.053
GFI	.955
AGFI	.931
CFI	.982
NFI	.969
RMSEA	.055

Table 2 displays the Chi-square/CMIN, RMR, GFI, NFI, DF, AGFI, CMIN/DF, CFI, and RMSEA values. All indices, including GFI (0.955), RMSEA (0.055), RMR (0.053), CFI (0.982), AGFI (0.931), Chi Square (142.971), DF (60), NFI (969), and P (0.000), fall within the acceptable range. The study has accepted the 4-factor model consisting of OCB, JP, OC, and OJ.

Conclusion

This study explores the relationship among OJ, OC, OCB and JP in employees of private sector banks, Khyber Pakhtunkhwa, Pakistan. This study also aims to investigate how OC and OJ mediate the connection between OCB and JP. Data were collected from 485 officers of Grade I, Grade II, and Grade III. Eighty nine percent (89%) of the responses were from males, while the remaining eleven percent (11%) was from females. Forty five percent (45%) of the respondents were classified as OG III, while thirty percent (30%) were classified as OG II. The remaining 25% were classified as OGI. The majority of respondents, comprising sixty percent (60%), were between the age range of 30 to 40 and twenty seven percent (27%) were between the ages of 41 and 50. The remaining 13% were aged over 50 years. The results showed that OCB had a significant relationship with JP, OJ and OC. OC and OJ also showed a significant relationship with JP. Furthermore, the finding of this study showed that both OJ and OC partially mediated the relationship between OCB and JP.

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