

Influence Of Psychology Empowerment On Organizational Citizenship Behavior And The Mediating Role Of Three Dimensions Of Organizational Justice

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Abstract

Purpose- This study aims to examine the Influence of psychology empowerment on organizational citizenship behavior and the mediating role of three dimensions of organizational justice. It proposes the importance of psychology empowerment in an organization. Further expands the association of psychology empowerment in relation with organizational citizenship behavior in terms of human resource management strategies.

Design/methodology/approach – The paper opted for an exploratory study, using a sample of 220 employees of diverse occupations of corporate sector of Karachi, Pakistan, employing a mediation model by way of structural equation modeling, on the relationship between psychology empowerment and organizational citizenship behavior with mediating impact of three dimensions of organizational justice

Findings – The findings of current study recommended, psychology empowerment envisages organizational citizenship behavior has positive impact on distributive justice, interactional justice positively impact organizational citizenship behavior and procedural justice did not support organizational citizenship behavior. However, the mediation role of distributive justice and interactional justice is a robust predictor of organizational citizenship behavior, psychology empowerment; procedural justice did not arbitrate the association amongst psychology empowerment, organizational citizenship behavior.

Research limitations/implications – The research results may lack generalizability. Therefore, researchers are encouraged to test the proposed propositions further.

Practical implications – The paper includes implications for the development of a psychology empowerment, need to apply by managers to get the benefit in an organization

Originality/value – This paper fulfills an identified need to study how psychology empowerment can be enabled.

Keywords: distributive justice, organizational citizenship behavior, procedural justice, interactional justice, and psychology empowerment.

I Introduction

In the current technologically advanced era, every organization faces a vibrant and competitive environment, and to compete with the present scenario, well-organized and effective working is compulsory to achieve the targeted goals. One of the solutions to grab this competitive world is to empower the employees. (David L Turnipseed. & Elizabeth., 2020)

Managing humans is always considered to be the toughest job and could only be managed with effective human resource management. The success of any firm is mainly depending that how strongly they manage their human resource, plays a vital role in providing existence to an organization. Efficient human resource management copes with the challenges of justice such as empowerment, organizational citizenship behavior (OCB), and satisfaction of employees resulting in better organization's growth. (Shafie et al., 2013)

In the field of academia, fewer investigations have been performed on psychology empowerment (PE) in the workplace. In the growing worldwide competition and corporate culture changes workforce required authority and inspiration to perform competently. There is quite a huge gap in studies of psychology empowerment (PE) by keeping the work conditions of an organization in concentration. (Mirza Muhammad Azeem et al., 2015)

Furthermore, psychology empowerment (PE) enhances employee devotion, integrity, and job enactment, boosts the skills of decision making, and develops problem-solving attributes. Thus, researchers believe that the psychology empowerment (PE) considered being an indispensable factor for researchers to perform future studies. (Chiang & Jang, 2008)

Consequently, in the perspective of globalization, organizational citizenship behavior (OCB) is an increasingly significant model in a discussion that staffs accomplish jobs outside the responsibilities, liaise willingly and refer to co-

workers. Organizational citizenship behavior (OCB) provides attractiveness and sustainability in people; this notion is generally supported by spirits of synchronization and productivity of an organization. (Castro C.B et al., 2004)

Research expresses a direct association amongst organizational justice and psychology empowerment. (PE) Psychology empowerment (PE) increases the motivation level of employees with the support of organizational justice when the workforce feels that they are treated honestly and likewise. Renowned psychologist emphasizes that the source of inspiration to the employees is the justice and welfare of the organization. (Mirza Muhammad Azeem et al., 2015)

According to (Chan & Lai, 2017) organizational citizenship behavior (OCB) and organizational justice share an identical arrangement of human necessities. Therefore, it would be valuable that how these two unlike organizational rules with similar emotional associate with each other.

The gap in the literature is the lack of exploratory studies and consideration of mediating factors of procedural justice (PJ), interactional justice (IJ), distributive justice (DJ) on organizational citizenship behavior (OCB) and psychology empowerment (PE) research. The foremost reason associated with current study to inspect finding on (1) organizational citizenship behavior (OCB) influences psychology empowerment (PE) and (2) to analyze the mediating impact of distributive justice (DJ), procedural justice (PJ), interactional justice (IJ). Limited studies performed on these variables. However, there is no study during our research has been investigated the mediating role of interactional justice (IJ), procedural justice (PJ), distributive justice (DJ) in connection with organizational citizenship behavior (OCB), psychology empowerment. (PE)

Likewise, we claim that the suggested relationship in our study will further be strengthened on the condition that the

organizational framework is founded on the fundamental values of justice. (Bhattacharya et.al, 2008.)

This study was performed in one of the metropolitan cities of Pakistan i.e. Karachi and achieved the objectives of our research by collecting data from the employees of the different multinational and local organizations operating their business in Karachi. Though, it is appropriate to supplement here in our research that, Karachi is one of the metropolitan cities and financial hub of Pakistan, a highly populated city of Pakistan. This study would benefit future researchers and the corporate sector of Pakistan. Our research is organized as follows: After the above-mentioned introduction, the second segment of the investigation will deliver the literature review, the third segment of the investigation clarifies the hypothesis development, and conceptual framework, the fourth segment of the research enlighten the methodology, including the approaches and tools incorporated, the fifth section of the research presents the analysis and outcome, and the sixth section of the study is encompassed of argument, suggestions, limitation, and suggestion for upcoming investigation and conclusion.

2 Literature review

2.1 Psychology Empowerment (PE)

The term empowerment meaning is to give authority. Management observes to encourage the empowerment of the employees in the workplace. However, the investigation is still underway to find out the implication of empowered workers for the efficiency of an organization and questionably prime reasons related with the achievements and disappointment for a company. (Marquet, 2015)

Psychology empowerment (PE) is encouraging management that empowered employees and supports enhancing creativity; one of the important functions of management is to

reinforce employee performance attainments. Motivation is the tool to assess the consequences of empowerment to the employees and in the viewpoint of psychology empowerment (PE), motivation has four cognitions i.e. autonomy, capability, meaning, and influence. (David L Turnipseed. & Elizabeth., 2020)

According to (Liu A.M.M et al., 2007) companies and staff terms empowerment as a psychological relationship with each other and evidenced that psychological empowerment (PE) linked with organizational performance and approach.

Moreover, psychology empowerment (PE) discloses when the workforce of an organization's has control over their employed survives. Psychology empowerments (PE) generates intelligence in the employees that, they give preference to the office working hours and are conscious about what they are performing during office hours. Scholars claim that psychological empowerment (PE) enhances the motivation level of employees, loyalty to the employer and, sense of self-control, which became a path toward optimistic organizational and administrative results at the workplace. (Farwa Muqadas et al., 2017)

2.2 Organizational Citizenship Behavior (OCB)

In this current promptly moving corporate atmosphere and uncertain employment market, where scholars and organization groundbreakers face challenges, which required better understanding and indulgent of individual performance and social interfaces occurring at the workplace (Metallo C et al., 2021)

It pay consideration supportive behavior and structural workforce, achieving competitive advantage, organizational citizenship behavior (OCB) plays a dynamic role in supporting social connections in societies influencing employee behavior regarding organizational operations and consequences. (Coldwell & Callaghan, 2014) Furthermore, organization citizenship behavior

(OCB) supports the effective and capable working of an organization, volunteer engagement in citizenship behavior is: supportive with colleagues at the office, without getting extra benefits performing efficiently performed the job and within the stipulated timelines (Eaint Yadanar Oo, 2018).

According to (Lim & Loosemore, 2017) organizational citizenship behavior (OCB) contribute improving procedure of association outcome in achieving the intentions valued by an organization. It is revealed that for the last twenty years, the perception of organizational citizenship behavior (OCB) gains substantial consideration in field of human resource management (Harris et.al, 2018).

Moreover, in the perspective of an institute, organizational citizenship behavior (OCB) is necessary for its well-being but, managers considered it to be a difficult task because the employee behavior is voluntary and would not be penalized the employee if employee behavior (OCB) is lacking. (Khawaja Jehanzeb, 2020).

2.3 Procedural justice (PJ), distributive justice (DJ), interactional justice (IJ)

Organizational justice widely required attention in the field of organizational attitude and applied psychology. Conflict occurs when the workforce of an organization perceives that the procedures are unfair at the workplace. (Bolat, 2010)

Though, Organizational justice is considered and implied into three extents (i.e. distributive justice (DJ), procedural justice (PJ), interactional justice (IJ)). Distributive justice (DJ) highlights the fairness, procedural justice (PJ) exhibits fairness and recompensing procedures, interactional justice (IJ) shows fairness level in receiving evidence and personal behavior from the employer with the employees. (Farwa Muqadas et al., 2017)

According to (López-Cabarcos et.al, 2015), the belief of fair development in the corporate sector is respected by employees and enhances the

efficiency of the employees. Justice based on self-interest in the context of an organization safeguard the broader idea of fairness in the workplace. The reaction occurs when they feel that they are treated unfairly.

Academia investigators have suggested that the staff is conscious that how the employer treats them and other stakeholders, evaluating the fairness approach of the corporation. Consequently, if workers observe that their institute is being publicly accountable and considering all its stakeholders equally, then they show optimistic workplace approaches. (Rupp et.al D. W., 2015)

Thus, the performance of the workforce is established on unbiased organizational practices that include serious mechanisms i.e. procedural justice (PJ), interactional justice (IJ), distributive justice (DJ) (Kurian, 2018).

3 Hypothesis development

3.1 Affiliation amongst psychology empowerment (PE), organizational citizenship behavior (OCB)

Organizational citizenship behavior (OCB) empowered workforces, which enhances the motivation level of the workforce, improves work efficiency of an organization and increases bonding among co-workers. (Riggle et.al, 2009) It is observed that the organizations which empowered their workers and offer them monetary benefits, there is a high probability that the employees of that organization are expected to return in the shape of kindness in their behavior for the company, said to be organizational citizenship behavior (OCB), in a result that activities of personnel will prosperous the firm's operations (Mohammed Kunda et.al, 2019).

Reliability is a significant tool to fascinate the employees while recognizing it between workplace and personal life, observed importance in their professional responsibilities. Societies are

inclined towards steady conduct. This steady behavior is sustaining satisfaction and affective commitments, which are the precursors of organizational citizenship behavior (OCB). (T.W.H. & Feldman, 2011)

In the current study, it is suggested that the psychology empowerment (PE) is related with organizational citizenship behavior. (OCB) There are few studies performed, which recognized the connection amongst organizational citizenship behavior (OCB) and psychology empowerment (PE) but treated psychological empowerment as a mediator or moderator variable instead of intervening. (Kim P.B et al., 2017) (Kim B.C et al., 2013)

One theory (i.e. expectancy theory) describes inspiration in relations of principal and subsequent level consequences/expectations. If an employee expects that applying an agreed volume of energy will result in principal level i.e. first level of results (like efficiency), contributory to gaining required subsequent level i.e. second level outcomes (such as pay or promotion), probability that the inspiration to effort to principal level i.e. first-level consequences. The psychological empowerment sense might shadow the reason that, the first and second level outcomes are similar in nature. The role of organizational citizenship behavior is significant, which is supposed and proposed to enhance the performance of an organization. (David L Turnipseed. & Elizabeth., 2020)

Therefore, the above research, suggests the following hypothesis for the present study:

H₁: Psychology empowerment (PE) has a optimistic influence on organizational citizenship behavior (OCB)

3.2 Relationship between psychology empowerment (PE), procedural justice (PJ), distributive justice (DJ), interactional justice (IJ)

According to (Singh. & Singh, 2018), the word empowerment explains to a person having an

opinion or suggestion in influential towards the activities of an organization. Organizational justice theories generate the notion which is linked with the thought of procedure controller.

The idea of procedure controller is that the personages in companies prospects near precise their opinions, contribute to policymaking and hence, sense that they have control over the results. Individuals are required to sense that the effort is attaining the planned commitments, need to feel they have capability and independence in job performance empowerment.

One of the dimensions of organizational justice i.e. interactional justice (IJ), describes superiority relational action established throughout performing of structural events, interactional justice reveals distresses about the unfairness of the procedurally verbalized features of the interface. (JA Greenberg et.al., 2005)

Another dimension, organizational justice i.e. distributive justice (DJ) denotes justice outcomes an individual receive from an organization. Fairness in distribution based on equality compared with others to evaluate justice. (Hassan, Saleem, & Rajput, 2014)

Unfair distribution of work recompenses compared to work contributions generates pressure within an individual and are interested to resolve the pressure. However, finding processes control effects could more significant than the consequences; prominence has progressively removed distributive justice (DJ) procedural justice (PJ).

Third dimension of organizational justice i.e. procedural justice (PJ) relates to fairness in rules, procedures adopted by an organization. (Nabatchi T et al., 2007)

Several studies support the notion that the theories of justice are linked with satisfaction. In principle, researchers suggested that if a company's practices and procedures are not unfair then the employees will be relaxed and admit the determination toward the optimistic

approaches to the company. (JA Greenberg et.al., 2005)

It is observed that the organizational Justice supports psychological empowerment (PE) because distributive justice (DJ) adoptive awareness capability, safeguarding the duties, resources, and qualities which remain equally owed in an organization, procedural justice (PJ) enable the workers awareness autonomy, significance and wisdom influences permitting opinion or control of administrative associates in the decision-making process, interactional justice (IJ) supports sense of self-esteem, empathy organization through suitable communication with organizational workforce and sharing of essential information concerning with the company's targets, morals, beliefs, rules, and regulations. (Al-Zu'bi, 2010)

Hence, we predict the following hypothesis for our study:

H_{2a}: psychology empowerment (PE) has an optimistic influence on distributive justice (DJ)

H_{2b}: psychology empowerment (PE) has an optimistic influence on interactional justice (IJ)

H_{2c}: psychology empowerment (PE) has an optimistic influence on procedural justice (PJ)

3.3 Impact of distributive justice (DJ), interactional justice (IJ), procedural justice (PJ) on organizational citizenship behavior (OCB)

Organizational justice observes unbiased behavior in the workplace by exhibiting the workforce flexible attitude towards an organization, which is organizational citizenship behavior (OCB) though when a member of a company faces inequity, workers refuse their volunteer organizational citizenship behavior. (OCB) Here, it is proposed that organizational justice participates as a significant tool for the workforce to reveal organizational citizenship behavior. (OCB) (Chan & Lai, 2017)

Organizational justice indicates that workforces are valued and respected make sense of motivation in employees and work beyond the expectation of the employer from the organizational citizenship behavior (OCB) atmosphere at a workplace which reflects a strong linkage between organizational justice i.e. interactional justice (IJ), distributive justice (DJ), procedural justice (PJ), organizational citizenship behavior. (OCB) Distributive justice (DJ), interactional justice (IJ), and procedural justice (PJ) are three workroom influences that are required to be inspected in linking with organizational citizenship behavior. (OCB) (Eric G et.al, 2013) (Singh. & Singh, 2018)

In the current study, we illuminate the positive link between three dimension of justice i.e. distributive justice (DJ), interactional justice (IJ), procedural justice (PJ), and organizational citizenship behavior. (OCB) Organizational justice in a wider view impacts the behavior of employees, linked with the refined effort of workers, appreciated and value of the employees of an organization. When workers assess the types of organizational justice i.e. distributive justice (DJ), interactional justice (IJ), procedural justice (PJ) as substantial instrument, social exchange theory is advanced subsequent in better responsibility with organizational citizenship behavior. (OCB) (Fred O Walumbwa et.al, 2010) Organizational citizenship behaviors (OCB) designate worker preference towards active contribution in organizational events, effort as the uppermost substitute for an organization and detection the rivals for the intimidations and probabilities for the organization. (Khawaja Jehanzeb, 2020)

There are limited studies in relation to organizational citizenship behavior (OCB) as a predictor variable in relationship with distributive justice (DJ), interactional justice (IJ), procedural justice (PJ).

Thus, the evidence collected, we established the following hypothesis for the present study:

H_{3a}: distributive justice (DJ) has a positive impact on organizational citizenship behavior (OCB)

H_{3b}: interactional justice (IJ) has positive impact on organizational citizenship behavior (OCB)

H_{3c}: procedural justice (PJ) has positive impact on organizational citizenship behavior (OCB)

3.4 Mediating role of procedural justice (PJ), distributive justice (DJ), interactional justice (IJ) in the relationship amongst psychology empowerment (PE), organizational citizenship behavior (OCB)

Several empirical evidence associated with the three dimension of organizational justice i.e. distributive justice (DJ), interactional justice (IJ), procedural justice (PJ) these three dimensions mainly focused on the perceived fairness and distribution of rewards and consequences related to organizational justice (Shao R Rupp et.al, 2013).

According to (JA Greenberg et.al., 2005) distributive justice (DJ), interactional justice (IJ), procedural justice (PJ) highly linked with organizational citizenship behavior (OCB). Another study performed by (R. & Ruppe et.al, 2013) revealed insights of fairness (distributive, interactional, and procedural) justice positively related organizational citizenship behavior (OCB). (De Roeck, 2018). (Rupp et.al D. W., 2015)

Justice in an organization positively impacts the employee's conduct as well as sentiments. The researchers involved in the study of organizational justice are always attracted by the roles of sentiments response the observation of the justice in workplace. When an employee is not treated fairly, they experience irritation which would lead to emotional disagreement.

3.5 Conceptual Framework

Subsequently when a workforce feels, are not involved in the organizational activities, resulting in a state of confusion and stress generates negative outcomes, impacting the performance of the company and an employee. Thus, it generates the linkage between organizational justice i.e. procedural justices (PJ), distributive justice (DJ), interactional justice (IJ) with psychology empowerment (Khalil et.al., 2014)

We claim that we could have ample understanding psychology empowerment (PE) influences organizational citizenship behavior (OCB) while, by taking distributive justice (DJ), interactional justice (IJ), procedural justice (PJ) as mediator in our study.

It is observed that the nature of returning to the employer by the employee prevails in employees based on what they receive from their organization when a workforce received an optimistic atmosphere from the organization then the employee will reoccurrence for competence and enactment to the task apportioned. (Akram T et.al, 2017)

Hence, suggested extents of organizational justice i.e. distributive justice (DJ) interactional justice (IJ), procedural justice (PJ) optimistically mediate amongst psychology empowerment (PE), Organizational Citizenship Behavior (OCB) thus, we predict the hypothesis developed for the present study:

H_{4a}: distributive justice (DJ) positively mediates between psychology empowerment (PE) and organizational citizenship behavior (OCB)

H_{4b}: interactional justice (IJ) positively mediates between psychology empowerment (PE) and organizational citizenship behavior (OCB)

H_{4c}: procedural justice (PJ) positively mediates between psychology empowerment (PE) and organizational citizenship behavior (OCB)

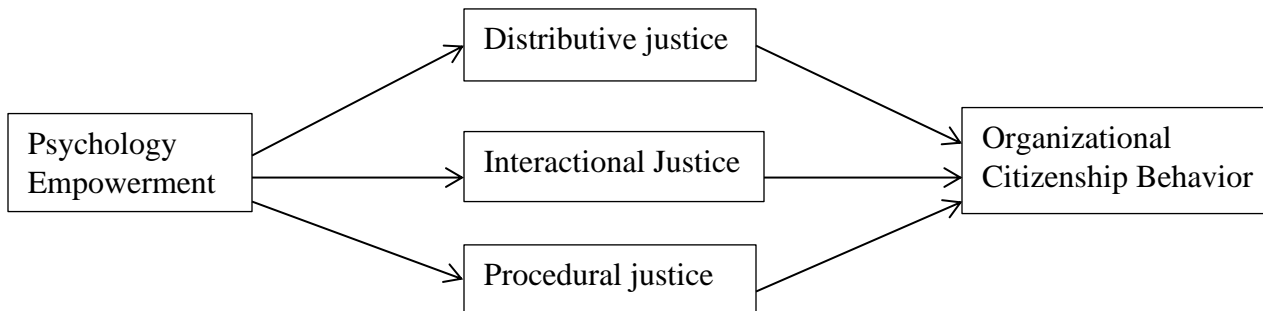


Figure: 1. Conceptual Framework

4 Methodology

4.1 Sample and data collection

In present research, we developed a self-stated, semi-organized questionnaire to gather data to investigate the association amongst exogenous and endogenous variable and the impact of mediating variables on an independent and dependent variables. The study was performed online in one of the highly populated and one of the metropolitan cities of Pakistan, Karachi. The populations of the study are the employees of the corporate sector which is unknown. Our prime focus to collect data was online furthermore, we also visited We visited diverse business offices located in Karachi, the offices were associated with different business sectors some of these belong to the industries of oil marketing companies, oil refineries, textile, pharmaceuticals, and others while visiting their office through human resource management department we approach their employees and convince to contribute in our research by filling the questionnaire, beneficial for the society and academia. Our study take eight weeks to complete the process of gathering data, we sent a survey request questionnaire to total of 450 individuals and 220 persons commenced the survey in response to the invitation (i.e.48% response rate).

One of the major problems in research is survey analysis and to deciding the intention, appropriate sample size, and factor of power analysis. We use G Power software in our study to support sample size and calculations for numerous statistical method (x^2 , z, t, F, and exact tests) (Kang, 2021). The software G power gives the results that the minimum sample size of the present research study is not less than 74 respondents.

The questionnaire of the present study is developed in three portions: the first portion of the questionnaire contains a cover note describes reason for current research, guidelines for filling the questionnaire. The second portion of the questionnaire comprises the items assessing workforce psychology empowerment (PE), organizational citizenship behavior (OCB), distributive justice (DJ), interactional justice (IJ), procedural justice (PJ) and third portion of the questionnaire is the demographic variable segment brief evidence about the respondents.

The data gathered is collected from staff of varied occupations and organizations. Therefore, it will support the present study in refining the efficiency and generalization of investigation results.

4.2 Scale measures

4.2.1 Psychology empowerment (PE)

In the current research, we adapt the research of (Nair. & Sivakumar., 2020), develop seven items

scale and seven points Likert, ranging 1- “Strongly disagree” 7- “Strongly agree” to quantity influence on employees. Psychology empowerment was assessed as it is one of the significant subjects in corporate matters and the behavior of employees towards an organization. Moreover, full-scale demonstrations were performed for pilot testing on 40 participants to analyze the psychology empowerment (PE) of the employees of different organizations and after successful responses from the respondents afterward, we performed a full-scale performance. In this research, we use IBM SPSS 22.0 to find the value of Cronbach’s alpha. (i.e. 0.749)

4.2.2 Organization citizenship behavior (OCB)

One of the variables of our current research, organizational citizenship behavior (OCB) assessed through seven items scale seven points Likert scale, ranging 1- “Strongly disagree” 7- “Strongly agree” to extent it influence the organizational citizenship behavior (OCB) on public feature to obligation, humanity to volunteer exertion and respectable behaviors to respect for others that aids individual and organization adapted from recent research of (David L Turnipseed. & Elizabeth., 2020)

Additionally, before the beginning of a full-scale demonstration was performed, we performed pilot testing on 40 participants to check the organizational citizenship behavior (OCB) performance assistance an individual and an organization and after successful responses from the respondents; we performed full circulation of the questionnaire to the prospective respondents. We use IBM SPSS 22.0 to find the value of Cronbach’s alpha. (0.900).

4.2.3 Distributive justice (DJ)

One of the mediating variables of the current study, distributive justice (DJ) was weighed through six items scale developed by (Heung-Jun Jung, 2017), five points Likert scale, ranging 1-

“Strongly disagree” 5- “Strongly agree” to quantity its influence efforts, experiences, and time in terms of receiving fair rewards in return. Moreover, we performed pilot testing on a group of 50 individuals to evaluate distributive justice (DJ) in terms of rewards received by the employee are fair and after successful responses from the respondents, we performed full-scale performance. We use IBM SPSS22.0 to find the value of Cronbach’s alpha. (i.e. 0.892)

4.2.4 Procedural justice (PJ)

Added mediating variable of our study, procedural justice (PJ) is measured through seven items scale developed by (Heung-Jun Jung, 2017) and seven points Likert scale, ranging 1- “Strongly disagree” 5- “Strongly agree” to quantity its effect on planning, observation, and resources. We use IBM SPSS 22.0 to find the value of Cronbach’s alpha. (i.e. 0.849)

Pilot testing on a group of 40 individuals to evaluate procedural justice (PJ) was performed in terms of opinion, development, progress and fair allocation of resources of a company beneficial for their workforce, positive responses from the respondents offer sureness to performed full-scale performance.

4.2.5 Interactional justice (IJ)

According to (Inoue Akiomi et.al., 2009) interactional justice (IJ) mediating variable is measured through six items scale developed by seven points Likert scale, ranging 1- “Strongly disagree” 5- “Strongly agree” to quantity its effect on respect, feelings, and unbiased behavior. We use IBM SPSS 22.0 to find the value of Cronbach’s alpha. (i.e. 0.727)

We performed pilot testing on a group of 40 individuals to assess interactional justice (IJ) in terms of unbiased behavior, feeling, and respect for employees associated with an organization, optimistic responses from the respondents deliver self-confidence to perform a full-scale performance.

4.3 Common Method Variation and Non-Response Bias

According to the study of (Podsakoff et.al, 2003) optimistic probability of common method variance, confidentiality of contributors documented and study responses are volunteers, there was no concept of right or wrong answers. Herman's single-factor method was incorporated, assess common method variance. Moreover, descriptive factor analyses performed, determine common variance by one common factor on IBM SPSS 22.0, the value of common method variance is 41.66% which is less than 50%.

Thus, it is proposed that the common method bias is not an issue of the present research. Participant's early and late responses were measures with the support of a t-test on the IBM SPSS 22.0 version and it variances disclose are insufficient which is acceptable between late and early responses. Hence, in the current study, there is no non-response bias.

5 Analysis

5.1 Reliability and validity mean standard deviation and correlations

This study was performed to measure the impact, probability estimation method, quality guides,

specific positioning and psychometric assessment of organizational citizenship behavior (OCB), psychology empowerment (PE), procedural justice (PJ), interactional justice (IJ), distributive justice (DJ) through 32 items questionnaire. The model was evaluated as per the guidelines of (Hair et.al, 2009)

The result of R square, R square adjusted, and VIF value distributive justice (DJ), organizational citizenship behavior (OCB), procedural justice (PJ), interactional justice (IJ) are as follows: (R square= 0.581, 0.491, 0.210 and 0.483). Whereas the values of (R square adjusted are 0.577, 0.475 0.202, and 0.477), the value of (VIF \geq 1).

Moreover, construct reliability and validity were measured with the following values AVE ranging 0.537 - 0.756 of five variables and suitable reliability (CR \geq 0.7) exposed in Table-I, AVE (Fornell-Larcker criterion) discriminate validity is acceptable i.e. measured above 0.4 shown in Table-II.

Standard deviation, T statistics, $p < 0.01$, and outer loading fluctuating from 0.657 - 0.906 shown in outer loading shown in Table-III. The gathered data was handled by a structural equation model (SEM) in PLS smart software.

Table I: Discriminant Validity

Constructs	DJ	IJ	OCB	PJ	PE
Distributive Justice	0.870				
Interactional Justice	0.560	0.733			
Organizational Citizenship Behavior	0.596	0.633	0.844		
Procedural Justice	0.420	0.480	0.296	0.829	
Psychology Empowerment	0.762	0.695	0.704	0.458	0.815

Table II: Construct Reliability and Validity

Constructs	Cronbach's Alpha	rho_A	CR	AVE

Distributive Justice	0.892	0.895	0.925	0.756
Interactional Justice	0.727	0.862	0.820	0.537
Organizational Citizenship Behavior	0.900	0.915	0.925	0.712
Procedural Justice	0.849	0.855	0.898	0.688
Psychology Empowerment	0.749	0.753	0.856	0.665

Table III: Factor Loading

Items	Distributive Justice	Interactional Justice	Organizational Citizenship Behavior	Procedural Justice	Psychology Empowerment
DJ-02	0.894				
DJ-03	0.861				
DJ-04	0.885				
DJ-05	0.838				
IJ-02		0.873			
IJ-03		0.721			
IJ-04		0.659			
IJ-06		0.657			
OCB-03			0.815		
OCB-04			0.839		
OCB-05			0.793		
OCB-06			0.861		
OCB-07			0.906		
PJ-01				0.884	
PJ-02				0.815	
PJ-03				0.822	
PJ-04				0.794	
PE-01					0.856
PE-02					0.800
PE-05					0.794

5.2 Hypothesis testing

H₁ proposed that psychology empowerment (PE) will have an optimistic influence on organizational citizenship behavior (OCB).

Multiple regressions test was perform to measure the substantial effect of psychology empowerment (PE) on organizational citizenship behavior (OCB) and assessment was satisfactory. Hence hypothesis H₁ was accepted.

H_{2a} proposed that psychology empowerment (PE) will have an optimistic influence on distributive justice (DJ). Multiple regressions test was performed to measure the substantial impact of psychology empowerment (PE) on distributive justice (DJ) and the overall analysis is significant.

H_{2b} proposed that psychology empowerment (PE) will have a positive impact on interactional justice (IJ) multiple regressions test was performed to measure the substantial impact of psychology empowerment (PE) on interactional justice (IJ) and examination is substantial.

H_{2c} projected that psychology empowerment (PE) perception will have an optimistic influence on procedural justice (PJ). Multiple regressions test was performed to measure the substantial impact of psychology empowerment (PE) on interactional justice (IJ), and the examination is substantial.

Thus, hypotheses H_{2a}, H_{2b}, and H_{2c} were accepted.

Similarly, H_{3a} projected a positive influence of distributive justice (DJ) on organizational citizenship behavior (OCB) examination linking to this hypothesis is substantial.

H_{3b} proposed interactional justice (IJ) impact on organizational citizenship behavior (OCB) investigation linking to this hypothesis is accepted.

H_{3c} suggested procedural justice (PJ) impact on organizational citizenship behavior (OCB) assessment linking to this hypothesis is not significant.

Hence, hypothesis H_{3a} and H_{3b} were accepted, and H_{3c} was not accepted.

Furthermore, H_{4a} proposed a positive mediating role of distributive justice (DJ) with psychology empowerment (PE) and Organizational citizenship behavior (OCB) investigation connecting to this hypothesis is adequate.

H_{4b} projected a positive mediating role of procedural justice (PJ) with psychology empowerment (PE) and Organizational citizenship behavior (OCB) investigation linking to this hypothesis is not significant.

H_{4a} proposed a positive mediating role of interactional justice (IJ) with psychology empowerment (PE) and Organizational citizenship behavior (OCB) study concerning to this hypothesis is adequate.

Our study reveals that H_{4a} has a partial mediation when distributive justice (DJ) mediates between psychology empowerment (PE), organizational citizenship behavior (OCB)

H_{4b} has a complete mediation when procedural justice (DJ) mediating between psychology empowerment (PE) and organizational citizenship behavior (OCB)

Additionally, in H_{4c}, there is also partial mediation that has been experiential in indirect effects of interactional justice (IJ) mediate between psychology empowerment (PE) and organizational citizenship behavior (OCB).

Statistical equation model (SEM) smart PLS software was used to analyze the summary shown in [Table-IV](#) and [Table-V](#).

Table IV: Hypothesis Relationships

Relationship	Sample Mean (M)	(STDEV)	T Statistics (O/STDEV)	P Values
DJ->OCB	0.362	0.105	3.571	0.000
IJ -> OCB	0.462	0.106	4.406	0.000
PJ-> OCB	-0.067	-0.102	0.818	0.414
PE -> DJ	0.761	0.056	13.558	0.000
PE-> IJ	0.703	0.051	13.524	0.001
PE-> PJ	0.470	0.078	5.871	0.001

Table V: Mediator Analysis

Mediating	Mean (M)	(STDEV)	(O/STDEV)	P Values
PE ->DJ-> OCB	0.297	0.092	3.077	0.000
PE -> PJ ->OCB	0.031	0.049	0.789	0.430
PE -> IJ ->OCB	0.324	0.077	4.218	0.001

6 Discussion

The current study aims to determine the positive influence of psychology empowerment (PE) with organizational citizenship behavior (OCB) with mediation role of procedural justice (PJ), distributive justice (DJ), interactional justice (IJ) in south Asian perspective specifically in Pakistan context. The dynamics of Pakistan's corporate sector is different and said to be one of the emerging corporate sectors of the world, where there is an acute shortage of exploratory research. Numerous researches of Pakistan context in the field psychology empowerment (PE) and organizational citizenship behavior (OCB) will support Pakistan's corporate sector and their employees to follow the technological, literature, and process advancement of the developed countries such as Australia, Canada, United State of America others. Result of the present study reveals that psychology empowerment (PE) has an optimistic impact on distributive justice (DJ), organizational citizenship behavior (OCB) with significant mediation of distributive justice (DJ).

Furthermore, psychology empowerment (PE) has a positive impact on organizational citizenship behavior (OCB), inadequate impact on procedural justice (PJ) with organizational citizenship behavior (OCB) with a partial

significant mediation role of procedural justice (PJ).

Moreover, psychology empowerment (PE) has positive impact on organizational citizenship behavior (OCB) and interactional justice (IJ) with organizational citizenship behavior (OCB) with a partial significant mediation role of procedural justice (PJ).

We claim that, when workers observe that they are empowered, guidelines for the workforce are fair, then the individuals express additional commitment at their workplace and further probable to go beyond their official duties through their positive behavior and dedication that benefits the organization. (López-Gutiérrez et al., 2019).

There are three models for the significance of distributive justice (DJ), interactional justice (IJ), and procedural justice (PJ) which are as described as follows:

The first model prompts the approaches and performance of the workforce and supports all three dimensions of organizational justice i.e. distributive justice (DJ), interactional justice (IJ), and procedural justice (PJ).

The second model is more motivated by distributive justice (DJ) as it directly impacts an individual such as promotion, pay, and evaluation.

Finally, the third model (group value model) is more persuaded towards interactional justice (IJ), which states that this dimension of organizational

justice is more influential for employees because it represents the intelligent behavior and attitude of society. (Jody Clay-Warner et.al, 2005).

In the current study perspective, the manager should be aware of the obligation of staff while applying rules suggested that the positive impact of distributive justice would be applied by fair techniques. However, a reduction in employee efficiency will not be controlled through procedural justice, if an employee faces unfairness in distributive justice such as pay, promotion, and rewards.

Our study analysis discloses that the convincing influence of distributive justice (DJ) and interactional justice (IJ) than procedural justice (PJ) on variables namely, organizational citizenship behavior (OCB), and positive effect of distributive justice (DJ), interactional justice (IJ) and procedural justice (PJ) on variable namely, psychology empowerment (PE)

Moreover, opposing proven research findings that distributive justice (DJ) and interactional justice (IJ) mediate significantly between psychology empowerment (PE) and organizational citizenship behavior (OCB). Where, procedural justice (PJ) investigated that, it also mediates between psychology empowerment and not mediates between organizational citizenship behaviors (OCB).

The study was performed in one of the developing and emerging countries i.e. Pakistan. We argue the fact that the employees of developing country's organizations are more inclined towards monetary benefits. Therefore, it is revealed that the biased monetary benefit damaging the procedural justice (PJ) perspective in developing countries.

6.1 Applied implications

The analyses of the current study propose administrative exertions to upsurge psychological empowerment (PE) through a sense of loyalty to the company. This activity can be performed to some grade at the time of selection and later by

focused socialization with the workforce by knowing their feelings and requirement. Appreciation from supervisors to their subordinates' results, increases in competence, and enhance self-assurance in aptitude to effectively achieve work tasks.

It is the major duties of a supervisor is to educate employees, praise, recognition, focus on organizational fairness and administrative assistances of respectable occupation act charge tiny plus relaxed hence, will support improving the positive impact of organizational citizenship behavior (OCB) in an organization

Managers must be conscious while applying the company's standard operating procedures, it must be on the research and ideas revealed and tested in some of the developed countries, which would result in better organizational justice, makes the workforce satisfied, and enhance the company's performance.

Furthermore, managers must ensure the fair distribution of monetary benefits to the workforce. As it is observed that the employees are more concerned about the monetary benefits compared to non-monetary thus it required unbiased distribution to produce workforce attraction.

6.2 Limitations of research and Future recommendation

The present study has some limitations involved some of these are as follows: The data collected was cross-sectional in nature. This makes it difficult to generalize the outcome. It is recommended to make the result more generalized. Future research must replicate the same study model in other developing countries in South Asia.

As the present investigation was to examine the behavior influence with mediation role of organizational justice, future studies are recommended for prospective outcomes such as knowledge management and corporate social responsibility. This study did not include the

gender of the workforce. The future study includes gender specification as moderator variables for investigating gender responses on company's behavior.

Though these limitations and research contribute to the literature and some future strategies, more exploratory studies need to perform. Diverse developed countries could be extended for considering consequences and the gender of individual could inspect as moderator in future research.

6.3 Conclusion

Our objectives are accomplished by performing research in the corporate sector of Pakistan and collecting data from different professionals. In our study, it has been observed that there is positive psychology empowerment (PE) on organizational citizenship behavior (OCB) with partial mediation of procedural justice (PJ) and full mediation of distributive justice (DJ), interactional justice (IJ). The present research influences the sustained impact in the field of psychology empowerment (PE), organizational citizenship behavior (OCB), distributive justice (DJ), procedural justice (PJ), interactional justice (IJ).

Analyses of current study propose administrative exertions to upsurge psychological empowerment (PE) through a sense of loyalty to the company. This activity can be performed to some grade at the time of selection and later by focused socialization with the workforce by knowing their feelings and requirement. Appreciations from supervisors to their subordinates' results in, increase in competence and enhance self-assurance in workforce skills to effectively achieve assigned tasks.

Responsibilities of the supervisor includes: educate employees, praise, recognition, focus on organizational fairness and structural profits of decent occupation act charge petite plus calm hence, will support improving the positive impact of organizational citizenship behavior (OCB) in

an organization Managers must be conscious while applying company's standard operating procedures, it must be on the research and ideas revealed and tested in some of the developed countries, which would result in better organizational justice, makes workforce satisfied and enhance company's performance.

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