

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

(A case study of Employees in NADRA)

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Organizational Justice and Organizational Citizenship Behavior
Case Study of Employees in NADRA**

Submitted by: Shakeel Ahmad

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Discipline: Management Sciences

Candidate for the degree of: Master of Science in Business Administration

This thesis has been read by me and has been found to be satisfactory regarding content, English usage, format, citations, bibliographic style, and consistency, and thus fulfills the qualitative requirements of this study. It is ready for submission to the Faculty of Advanced Integrated Studies and Research for internal and external evaluation.

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The study aims to investigate the nexus between organization justice, job satisfaction, and organization citizenship behavior in the context of NADRA Pakistan. A number of econometric techniques employed to evaluate the data. This study evaluates 370 NADRA employees' data, including front line managers. Statistical techniques were used for the data analysis i.e., Factor analysis, KMO butler test, Descriptive statistics, Correlation and regression analysis. The outcomes confirmed positive relationship between organization justice and organization citizenship behavior. Likewise results revealed positive nexus between job satisfaction and OCB and the results reported the mediating role of job satisfaction in the association between organization justice and OCB. The results of the research are important for the higher-level management of NADRA as well as other institutions that can also give benefit to government and society.

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

All over the world Business Organizations are very excited to find out the emerging behaviors that are critical for the growth of good advantage. Out of many work behaviors OCB is one the most talked about behavior. Organizational Citizenship Behaviors (OCB) increases organizational effectiveness & work-related activities performed by employees. This study also employed different methods for using this data to test the association and the results exactly found very significant association for these variables. The research also predicts some future directions and policy implications for these variables and also show that various models can play a vital role in similar researches. The employment of organization citizenship behavior Mangkunegara (2016) is widely credited with in scientific literature. It has evolved to become a popular study stream in the last decades. Likewise, Koning and Van Kleef (2015) clarify the concept of organizational citizenship behavior is optional individual behavior, the proper incentive scheme is not known indirectly or directly, and provisions the whole system. Similarly, Ibrahim and Aslinda (2013) clarified that job gratification and organization citizenship behavior. Job satisfaction and organization justice. Organizations justice and organization citizenship behavior. Similarly, Khan and Rashid (2012) also explained the association of job satisfaction and citizenship in the example of numerous employees of different organizations. However, Maftuhatul, Edy, and Rini (2019) applied data of various employees of Astra International Tbk Cirebon with fifty one respondents. The study also employed different techniques for using this data to test the associateships and the outcomes exactly found very significant nexus for these variables. The study also forecast some future directions and policy implications for these variables and also show that various models can be important in such studies. Likewise, Khan and Rashid (2012) also employed the data of different workers of different businesses. This study also employed different methods for using this data to test the association and the results exactly found very significant association for these variables. The research also predicts some

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Organization justice and its execution is essential requirement of the human being that has traditionally been granted, the medium of human's communities to evolve. Concepts of justice in parallel with the development of theological and metaphysical concept of scientific experiments human civilization has grown. Several researchers favor the concept of fairness relatively to

equality theory, science it focuses on fair circulation. Revenue among individuals to attain big volume of encouragement (Yaaghubi et al. 2009). Labor faces at least 2 resources in a firm that is execution and negligence of law, much obvious resource is boss or direct worker of employee. The overseer has power to treat that could affect certain performance, such as may the reward or encouraging the employee's possibilities. Likewise, Khan and Rashid (2012) also employed the data of different workers of different businesses. This study also employed different methods for using this data to test the association and the results exactly found very significant association for these variables. The research also predicts some future directions and policy implications for these variables and also show that various models can play a vital role in similar researches. The employment of organization citizenship behavior Mangkunegara (2016) is widely credited with in scientific literature. It has evolved to become a popular study stream in the last decades. Likewise, Koning and Van Kleef (2015) clarify the concept of organizational citizenship behavior is optional individual behavior, the proper incentive scheme is not known indirectly or directly, and provisions the whole system.

Procedural Justice is the employees perception concerning justice in rules regulations or procedures which are employed in creation decision that will straight the final result of the firm (Byrne,2005). Organization justice was well-defined as the justice of the Procedures utilized in defining workers results (Moorman,1991),Leventhal(1976) describe that in general the procedures used to make an workers aids affect the reward divisions. The research was morally based on different statistical methods to confirm and analyze results. Both correlation and regression coefficients complete that employees if will have high levels of satisfaction will enjoy citizenship and that will cause a prosperity for all stockholders. This research also highlighted various options for new researches in future time. Likewise, (Macky & Boxall, 2007) utilized data of various employees of different companies. The study also employed different techniques for using this data to test the relationship and the outcomes exactly found very significant relationship for these variables.

Thirdly the organizational citizenship behavior which are most used and Widely accepted were suggested by (Organ, 1988).He expended the concept of (Smith et al , 1983) into five dimensions: conscientiousness , altruism , courtesy , sportsmanship and civic virtue. However, Maftuhatul, Edy, and Rini (2019) applied data of various employees of Astra International Tbk

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According to (Moorman & Niehoff,1993: Spector,1997) explained that Organization justice and its execution is essential requirement of the human being that has traditionally been granted, the medium of human's communities to evolve. Results show that CSR is positively related to both organizational justice and job satisfaction. Mohammad Hosein Lotfi, Mohammad Shirazi Pour (2013) study the Payame Noor University of Tehran, employees organization justice and job satisfaction. Empirical results comprise all people of the firm (Eight hundred individuals) in the year 2012, tanking only 260 respondent's data randomly. Their research was of correlational descriptive-analytic form and for data gathering, job satisfaction (Spector, 1997) and OJ (Moorman and Niehoff, 1993) and they collect the respondent's data through questionnaires. For examining the facts, statistical techniques were used that is Pearson Correlation Coefficient and Multiple Regression were employed and found that there is a significant association between job satisfaction and organization justice. Among, mong these approaches, only practical justice is able to forecast job satisfaction.

Organization justice and its execution is essential requirement of the human being that has traditionally been granted, the medium of human's communities to evolve. Concepts of justice in parallel with the development of theological and metaphysical concept of scientific experiments human civilization has grown. Several researchers favor the concept of fairness relatively to equality theory, science it focuses on fair circulation. Revenue among individuals to attain big volume of encouragement (Yaaghubi et al. 2009). Labor faces at least 2 resources in a firm that

is execution and negligence of law, much obvious resource is boss or direct worker of employee. The overseer has power to treat that could affect certain performance, such as may the reward or encouraging the employee's possibilities. The firm itself is the 2nd means of justice or injustice to which employee that have ascribed, but this means is much proper, but also vital to report (Nami & Shokrakon, 2006). However, spekter (2000) describe work gratification as that their respect and job with various divergence to various realms in general (Sshokrkon and Naami, (2003). Currently a number of jobs and professions is every nation that many individuals are active and typically handle their lives through them. Justice require s that the maximum number of workers and jobs.

Organization justice, requires that there is a huge numbers of job opportunities and workers, certain measures are conducted by organization members are the foundation of the firm, and every work should be performed and communicated to meet firm objectives (Imani,2009). Work security allows the efficiency of huma ns to raise so employees should dedicate to the organization the mental and physical health of employees should be assured, the confidence of citizens will be improved, and this help of individuals to fulfill their existence and develop fresh wok abilities much easily (Moghimi.2006). Similiarly, Yaghoubi, M., et al. (2009) reported that there is an essential connection among procedural support and work gratification. Likewise, Javadin Seyyed, Farahi & Atar Taheri (2008) suggested that the impact on various part of work gratification and organizational engagement of different perceptions if work fairness was entirely differed and had various levels. Anu moral compass against work performance, work gratification and manager gratification may have a major impact (Syeed javadin, Farah and Taheri atar,2008). Likewise, Shokrkon Nami (2003) suggested that there is an essential correlation among entire company justice and work gratification in general. In addition, the elements of intuitional justice and total work productivity have an essential relation. One of the most employed factors in firm activity is work gratification or customer gratification. It is an attitudinal reaction of an employee to his corporation. Work engagement as a boldness is abstracted as composed of analytic, metacognitive elements.

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1.2 Research Problem

Increasing OJ is a way to increase employee behavior is the focusing point of many studies. Some studies identified that OJ has positive impact on employee job satisfaction (e.g warner, Reynolds & Romans, 2005) while some studies claimed that OJ has positive relation with OCB (e.g H Nadiri,C Tanova,2010,GL Blakely,MC Andrews,RH Moorman 2005,JH Karriker,ML Willams 2009).Moreover the number of studies (e.g,DJ Koys,2001.DT Donovan,TJ Brown,JC Mowen 2004,H Nadiri,C Tanova,2010) identified that employee job satisfaction is one of the most important attitudes that trigger or influence OCB among employees. These studies raise another important question regarding the actual causal mechanism of OJ on OCB. Rauf (2015) identified that there is need to carry out more in depth study about the effect of OJ on JS & OCB. Also, it is important to study rather OJ directly affect OCB or its affect on OCB is through job satisfaction. Detailed study is required to investigate the mediating effect of jobs on the justice perception & OCB Relationship So there is need to check if employee job satisfaction mediates the relationship b/w OJ & OCB.

1.3 Objectives of Research

Overall objectives of study are to find out the mediating role of job satisfaction on the relationship between OJ& OCB. The Specific research objectives of the study are to find the:

- Impact of Distributive Justice on Employee Job Satisfaction.
- Impact of Procedural Justice on Employee Job Satisfaction.
- Impact of Interactional Justice on Employee Job Satisfaction.
- Impact of Distributive Justice on Employee Organizational Citizenship Behavior.
- Impact of Procedural Justice on Employee Organizational Citizenship Behavior.
- Impact of Interactional Justice on Employee Organizational Citizenship Behavior.
- Impact of Employee Job Satisfaction on Employee Organizational Citizenship Behavior.
- Exact mechanism of the relationship of OJ on Employee Job Satisfaction and Employee OCB.

1.4 Significance of the Research:

The Concept of Organizational Citizenship Behavior (OCB) has been explained deeply in developed Countries while given very less attention in developing Countries. In the same way organizational Justice (OJ) is also one of the heavily researched topics. Past studies show positive relationship between both organizational Justice (OJ) & OCB. But the view that Organization Justice will always enhance/accelerate Organizational Citizenship Behavior (OCB) need to be studied in the Context of Public Sector Organizations like NADRA (National Data Base & Registration Authority).

The results of the study will be of high importance to administrators and managers of Public sector Organizations to know how by improving organizational Justice the desire job satisfaction of an employee can be achieved. This study will also be helpful for administrators to take measures to develop an atmosphere of justice and fairness. This study will also help

Public sector Organizations of Pakistan to determine the path for maximum job satisfaction amongst employees & thus enhancing organizational Citizenship Behavior.

The study will also have social and economical significance as well, being an organization which provides Registration Services to the Large Population of Pakistan, if higher management of NADRA could provide such an environment to its employees that increases level of OCB of employees, that will have a positive impact on the employee job satisfaction which will ultimately improve Customer Care. As far as Economic significance is concern, due to higher level of organizational Justice and Job satisfaction the motivation of employees will be higher which will compel them to work harder and will ultimately affect revenue generation of the Organization.

CHAPTER 2

LITERATURE REVIEW

2.1 Job Satisfaction and Organization Citizenship Behavior

Perhaps it would not be wrong to say that one of the maximum study phenomena in organizational behavior and human resource management domain is job satisfaction. However, Schneider and Snyder (1975), describe it as positive expressive state which result from one working skills. However, Staw and Ross (1985), argued job satisfaction as key element for motivation of work, and determinant of individual's behavior in organization. The relationship among organization citizenship and job satisfaction shown significant, however, (Foote & Tang, 2008) found this relationship moderated such that the association was stronger when team assurance was high. Job gratification is widely explored in both organizational context as well as psychological context and all researches concluded that it really matter for the organization (Fatimah, Amiraa, & Halim, 2011).

On the other side one of the most widely believed is that a pleased employee is a creative worker which maximize management. However, the employee to be productive only when satisfied with the work environment. Organization policies and manager plays a critical role in developing motivated teams of employees who can be retain on competitive basis. Many studies have been highlighted the importance of organization internal system to be design and approach in way that lead to the prosperity of its employee in long term basis. Incentives, financial rewards, like bonus, extra pay for work and others do contribute to the overall satisfaction level. However, monetary reward research shows that it seems to be less sustainable while organization citizenship behavior is two process between employee and organization policies (Moorman, 1993).

Moreover, Nadiri and Tanova (2010), examined in their study the perception of employees in North Cyprus hotel industry with other work variable. Managers and employee total 308 respondent's data were collected. It has been obtained that justice in procedures is a key that can uplift the organization. They suggested that organizational justice key factor for job satisfaction and organization citizenship behavior (Lau et al.).

Similarly Moorman, Niehoff, and Organ (1993) study conducted finished a study covering measures of work satisfaction, obligation, and justice observation, while their managers completed an OCB survey to measure the comparative influence of perceptions of procedural justice toward expecting OCB. No individual relations between promise and OCB nor between satisfaction and organization citizen behavior were found once the associations between justice and citizenship were controlled. Likewise, Macky and Boxall (2007) utilized data of various employees of different companies. The study also employed different techniques for using this data to test the relationship and the outcomes exactly found very significant relationship for these variables. The study also predicted some future directions and policy implications for these variables and also show that various models can be important in such studies.

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(Aeknarajindawat, Aeknarajindawat, & Aswasuntrangkul, 2020; Belwalkar, Vohra, & Pandey, 2018) also explored the association of job satisfaction and citizenship in the paradigm of various employees of different organizations. The study was purely based on different multivariate levels techniques to validate and analyze results. Both correlation and regression coefficients confirmed that employees if will have high levels of satisfaction will enjoy citizenship and that will cause a prosperity for all stockholders. The study also highlighted various options for new researches in future time.

Organization citizenship behavior is a new developing term in the organizational behavior study (Sharma, Bajpai, & Holani, 2011). No unified study focuses on the calculation of the degree of change in OCB in a public sector organization and a private sector organization, despite an enhancing number of studies on OCB. We hypothesized that the degree of organizational citizenship behavior of workers in the public sector and organization of the private sector varied significantly. Data were obtained from two hundred worker comprising managerial and non-managerial work from organizations in the public sector as well as in the private sector. The finding revealed that worker in public sector organization had a higher level of organization citizenship behavior relative to private organization, as well as enhance in job satisfaction based on the minimization or maximization in organization citizenship behavior. Similarly, Bolino and

Turnley (2003) suggested that in order to track and appropriately handle citizenship activities. Nothing changes certain habit rather than have harmful impact on organization practices and performance of the worker.

The implementation of OCBB by Indiana university Organ and Ryan (1995) is broadly attributed with in scientific previous studies. It has evolved to become a popular study stream in the last 3 decades. Likewise, Organ (1988) explain the idea of organization citizenship behavior is optional discrete behavior, the proper incentive scheme is not known indirectly or directly, and supports the whole system. Efficient organizational working. Employment satisfaction is just one explanation or the precise forecasting (Penner, 1997). Similar study conduct of corporate citizenship Moorman et al. (1993) discovered the measure of employment gratification which a mental basis will be more closely linked to the actions of OCB than measure the satisfaction of job, which represent an effecting base. Likewise, Payne and Webber (2006) documented that the happiness of workers positively linked to service-oriented jobs. However, behaviors of corporate citizenship, consumer gratification and loyalty of the customer, through affectionate commitment was not connected with these findings. However, Wegge, Van Dick, Fisher, Wecking, and Moltzen (2006) reported that neutral working situations significantly correlated with subjective measures of work incentive, furthermore workers feeling a high motivating possible at work described more organization citizenship behavior, complex job satisfaction, and fewer income goals. Self-efficacy to be seems that work is also a good indicator of behavior of organizational citizenship. Likewise, Walker-Samuel, Leach, and Collins (2006) calculated various models to explain both direct impact on organizational citizenship task variables. Actions and indirect significances by work gratifications mediator. Results were varied in that some task were performed basic parts of firm citizenship activity were specifically impacted by variables, whereas other task via work gratifications, showed a mediated influence, maybe a positive nexus between job self-efficacy and OCB was the principal among the findings. Commitment contributes in most organizations, and OCB is not very infrequent to discover. Engagement, in fact it develops an emotional connection between workers and firms. This bond is a good forum for displaying conduct of corporate citizenship. A supposed model revealed Rifai (2005) advise both procedural and distributive justice as a backdrop to work satisfactions and job satisfaction have an impact by effective participation on OCB. Satisfaction of the job has a high degree of satisfaction effect on the development of effective involvement. The results also help that

effective engagement is an important forecaster of the action of organizations citizenship behavior.

However, Alusa and Kariuki (2015) examined in their study the perception of employees in hotel industry with other work variable. Managers and employee were respondent's data were collected. It has been obtained that justice in procedures is a key that can uplift the organization. Likewise, Sadeghi, Ahmadi, and Yazdi (2016) applied data of various employees of different companies. The study also employed different techniques for using this data to test the associateships and the outcomes exactly found very significant nexus for these variables. The study also forecast some future directions and policy implications for these variables and also show that various models can be important in such studies. Likewise, Raziq and Maulabakhsh (2015) used data of numerous employees of different businesses. This research also employed different techniques for using this data to test the association and the results exactly found very significant association for these variables. The study also forecast some future directions and policy implications for these variables and also show that various models can be important in such studies. On the other side one of the most widely believed is that a happy worker is a productive worker which maximize management. However, the employee to be productive only when satisfied with the work environment. Organization policies and manager plays a critical role in developing motivated teams of employees who can be retain on competitive basis. Many studies have been highlighted the importance of organization internal system to be design and approach in way that lead to the prosperity of its employee in long term basis. Incentives, financial rewards, like bonus, extra pay for work and others do contribute to the overall satisfaction level.

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However, Alusa and Kariuki (2015) examined in their study the perception of employees in hotel industry with other work variable. Managers and employee were respondent's data were collected. It has been obtained that justice in procedures is a key that can uplift the organization. Likewise, Sadeghi, Ahmadi, and Yazdi (2016) applied data of various employees of different companies. The study also employed different techniques for using this data to test the associateships and the outcomes exactly found very significant nexus for these variables. The study also forecast some future directions and policy implications for these variables and also show that various models can be important in such studies. Likewise, Raziq and Maulabakhsh (2015) used data of numerous employees of different businesses. This research also employed different techniques for using this data to test the association and the results exactly found very significant association for these variables. The result revealed that worker in public sector organization had a higher level of organization citizenship behavior comparative to private organization, as well as enhance in job satisfaction based on the minimization or maximization in organization citizenship behavior. Similarly, (Jin et al., 2015; Siagian, 2016) suggested that in order to track and appropriately handle citizenship activities. Nothing changes certain habit rather than have harmful impact on organization practices and performance of the worker. The implementation of organization citizenship behavior (Mangkunegara, 2016; Siagian, 2016) is widely credited with in scientific literature. It has evolved to become a popular study stream in the last three decades. Likewise, Koning and Van Kleef (2015) clarify the concept of organizational citizenship behavior is optional individual behavior, the proper incentive scheme is not known indirectly or directly, and provisions the whole system.

Likewise, research conduct of corporate citizenship Awang and Ahmad (2013), exposed the measure of employ satisfaction which a mental basis will be more closely related to the movements of organization citizenship behavior than measure the satisfaction of job, which signify an effecting base. Similarly, Ibrahim and Aslinda (2013) recognized that the happiness of workers positively linked to service-oriented jobs. However, behaviors of corporate citizenship, consumer gratification and loyalty of the customer, through affectionate commitment was not connected with these findings. However, Jin et al. (2015) stated that impartial employed conditions significantly correlated with subjective measures of work incentive, furthermore workers feeling a high motivating possible at work described more OCB, higher job satisfaction, and less income goals. Self-efficacy to be seems that work is also a good indicator of behavior of organizational citizenship. Likewise, Podsakoff, MacKenzie, Lee, and Podsakoff (2003) analyzed the two models to reveals both direct impact on organizational citizenship. Their findings were diverse in that some task were done basic parts of firm citizenship activity were specifically impacted by variables, whereas other task via work gratifications, showed a mediated influence, maybe a positive nexus between job self-efficacy and organizational citizenship behavior was the principal among the findings. Commitment contributes in most organizations, and organizational citizenship behavior is not very infrequent to discover. Engagement, in fact it develops an emotional connection between workers and firms. This bond is a good forum for displaying conduct of corporate citizenship. However, Williams, Pitre, and Zainuba (2002) advise both procedural and distributive justice as a backdrop to work satisfactions and job satisfaction have an impact by effective participation on organizational citizenship behavior. Satisfaction of the work has a high grade of fulfillment outcome on the development of effective connection. The results also help that effective engagement is a significant forecaster of the action of organizations citizenship behavior. However, Farrukh, Ying, and Mansori (2017) examined in their study the perception of employees in hotel industry with other work variable. Managers and employee were respondent's data were collected. It has been obtained that justice in procedures is a key that can uplift the organization. However, Maftuhatul, Edy, and Rini (2019) applied data of various employees of Astra International Tbk Cirebon with fifty one respondents. The study also employed different techniques for using this data to test the associateships and the outcomes exactly found very significant nexus for these variables. The study also forecast some future directions and policy implications for these

variables and also show that various models can be important in such studies. Likewise, Khan and Rashid (2012) also employed the data of different workers of different businesses. This study also employed different methods for using this data to test the association and the results exactly found very significant association for these variables. The research also predicts some future directions and policy implications for these variables and also show that various models can play a vital role in similar researches. The employment of organization citizenship behavior Mangkunegara (2016) is widely credited with in scientific literature. It has evolved to become a popular study stream in the last decades. Likewise, Koning and Van Kleef (2015) clarify the concept of organizational citizenship behavior is optional individual behavior, the proper incentive scheme is not known indirectly or directly, and provisions the whole system. Similarly, Ibrahim and Aslinda (2013) clarified that job gratification and organization citizenship behavior. Job satisfaction and organization justice. Organizations justice and organization citizenship behavior. Similarly, Khan and Rashid (2012) also explained the association of job satisfaction and citizenship in the example of numerous employees of different organizations. The research was morally based on different statistical methods to confirm and analyze results. Both correlation and regression coefficients complete that employees if will have high levels of satisfaction will enjoy citizenship and that will cause a prosperity for all stockholders. This research also highlighted various options for new researches in future time. Likewise, (Macky & Boxall, 2007) utilized data of various employees of different companies. The study also employed different techniques for using this data to test the relationship and the outcomes exactly found very significant relationship for these variables. The study also predicted some future directions and policy implications for these variables and also show that various models can be important in such studies. While, Nadiri and Tanova (2010) job satisfaction and organization citizenship behavior, job satisfaction and organization justice. Organizations justice and organization citizenship behavior. However, (Aeknarajindawat et al., 2020; Belwalkar et al., 2018) also explored the relationship of job satisfaction and citizenship in the paradigm of various employees of different organizations. The study was purely based on different multivariate levels techniques to validate and analyze results. Both correlation and regression coefficients confirmed that employees if will have high levels of satisfaction will enjoy citizenship and that will cause a prosperity for all stockholders. The study also highlighted various options for new researches in future time.

Likewise, research conduct of corporate citizenship Awang and Ahmad (2013), exposed the measure of employ satisfaction which a mental basis will be more closely related to the movements of organization citizenship behavior than measure the satisfaction of job, which signify an effecting base. Similarly, Ibrahim and Aslinda (2013) recognized that the happiness of workers positively linked to service-oriented jobs. However, behaviors of corporate citizenship, consumer gratification and loyalty of the customer, through affectionate commitment was not connected with these findings. The data were obtained from two hundred worker comprising managerial and non-managerial work from organizations in the public sector as well as in the private sector. The finding revealed that worker in public sector organization had a higher level of organization citizenship behavior relative to private organization, as well as enhance in job satisfaction based on the minimization or maximization in organization citizenship behavior. Similarly, Bolino and Turnley (2003) suggested that in order to track and appropriately handle citizenship activities. Other thing remaining the same but certain habit rather than have harmful impact on organization practices and performance of the worker.

OCB is a novel developing term in the structural behavior study (Ibrahim & Aslinda, 2013). No combined work stresses on the calculation of the degree of change in organizational citizenship behavior in a public sector organization and a private sector organization, despite an enhancing number of studies on organization citizenship behavior. We theorized that the degree of organizational citizenship behavior of workers in the public sector and organization of the secluded sector varied meaningly. The data were obtained from two hundred worker comprising managerial and non-managerial work from organizations in the public sector as well as in the private sector. The consequence revealed that worker in public sector organization had a higher level of organization citizenship behavior comparative to private organization, as well as enhance in job satisfaction based on the minimization or maximization in organization citizenship behavior. Similarly, Siagian (2016) clarified that in order to track and properly handle citizenship actions. Nobody varies certain habit rather than have damaging impact on organization practices and performance of the worker. The implementation of organization citizenship behavior (Jones & George, 2012; Mangkunegara, 2016) is widely ascribed with in scientific literature. It has evolved to became a popular work brook from last several periods. Likewise, Robbins and Judge (2013) clarify the concept of organizational citizenship behavior is

optional individual behavior, the proper incentive scheme is not known indirectly or directly, and provisions the whole system.

Likewise, Nadiri and Tanova (2010) observed in their research the awareness of employees in various industry. Managers and employee were respondent's data were collected. It has been obtained that justice in procedures is a key that can upthrust the organization. However, Castro, Armario, and Ruiz (2004) employed data of different employees of different organizations. The study also employed different techniques for using this data to test the associateships and the outcomes exactly found very significant nexus for these variables. The study also forecast some future directions and policy implications for these variables and also show that various models can be important in such studies. Likewise, Ali and Ullah (2018) used data of numerous employees of different businesses. This research also employed different methods for using this data to test the association and the results exactly found very significant association for these variables. Moreover, Nadiri and Hussain (2005) analyzed that job satisfaction and OCB Job satisfaction and organization justice. Likewise, Robinson, Wu, and Lin (2000) examined the association of job satisfaction and citizenship in the example of various worker of different firms. The researched was purely based on different statistical methods to confirm and analyze results. Both correlation and regression coefficients confirmed that employees if will have high levels of satisfaction will enjoy citizenship and that will cause a prosperity for all stockholders. This research also highlighted various options for new researches in future time.

Likewise, Schmit and Allscheid (1995) exposed the measure of employ satisfaction which a mental basis will be more closely related to the movements of organization citizenship behavior than measure the satisfaction of job, which signify an effecting base. Similarly, Ibrahim and Aslinda (2013) recognized that the happiness of workers positively linked to service-oriented jobs. However, behaviors of corporate citizenship, consumer gratification and loyalty of the customer, through affectionate commitment was not connected with these findings. . We obtained the data from different segment workers comprising managerial and non-managerial work from organizations in the publica and private sector. The outcome exposed that worker in public sector organization had a higher level of organization citizenship behavior relative to private organization, as well as enhance in job gratification based on the minimization or maximization in organization citizenship behavior. Similarly, Whitaker, Whitaker

(1980) explained that in order to track and appropriately handle citizenship activities. Nothing changes certain habit rather than have harmful impact on organization practices and performance of the worker. Likewise, Siagian (2016) clarified that in order to track and properly handle citizenship actions. Nobody varies certain habit rather than have harmful influence on organization practices and presentation of the employee. The implementation of organization citizenship behavior Fombrun, Gardberg, and Barnett (2000) is widely credited with in scientific literature. It has evolved to become a popular study stream in the last three decades. Likewise, Schmit and Allscheid (1995) clarify the concept of organizational citizenship behavior is optional individual behavior, the proper incentive scheme is not known indirectly or directly, and provisions the whole system.

Similarly, research conduct of corporate citizenship (Bell & Menguc, 2002). explained the measure of employ satisfaction which a mental basis will be more closely related to the movements of organization citizenship behavior than measure the satisfaction of job, which signify an effecting base. Likewise, Bienstock, DeMoranville, and Smith (2003) documented that the happiness of workers positively linked to service-oriented jobs. However, behaviors of corporate citizenship, consumer gratification and loyalty of the customer, through affectionate commitment was not connected with these findings. However, Wang (2015) reported that neutral working situations significantly correlated with subjective measures of work incentive, furthermore workers feeling a high motivating possible at work described more OCB, higher job satisfaction, and less income goals. Self-efficacy to be seems that work is also a good indicator of behavior of organizational citizenship. Likewise, Cammann and Jenkins analyzed the two models to reveals both direct impact on organizational citizenship. Their findings were diverse in that some task were done basic parts of firm citizenship activity were specifically impacted by variables, whereas other task via work gratifications, showed a mediated influence, maybe a positive relationship between job self-efficacy and organizational citizenship behavior was the principal among the findings. Commitment donates in most organizations, and organizational citizenship behavior is not very rare to discover. Engagement, in fact it develops an emotional connection between workers and firms. This bond is a good forum for displaying conduct of corporate citizenship. However, Williams et al. (2002) advise both procedural and distributive justice as a backdrop to work satisfactions and job satisfaction have an impact by effective participation on organizational citizenship behavior. Gratification of the work has a high grade of

fulfillment outcome on the development of effective connection. The results also help that effective engagement is a significant forecaster of the action of organizations citizenship behavior.

Likewise, Cho, Johanson, and Guchait (2009) observed in their study the perception of employees in hotel industry with other work variable. Managers and employee were respondent's data were collected. It has been obtained that justice in procedures is a key that can uplift the organization. Similarly, Ibrahim and Aslinda (2013) applied data of different workers data of industry with 51 respondents. The study also working different techniques for using this data to test the associateships and the outcomes exactly found very significant nexus for these variables. The education also forecast some future directions and policy implications for these variables and also show that various models can be important in such studies. Likewise, Wood (1997) used data of numerous employees of different catering businesses. This research also used different methods for using this data to test the relationship and the results exactly found very important association for these variables. The research also predicts some future directions and policy implications for these variables and also show that different models have important role in such domains. Likewise, Bienstock et al. (2003) documented that the happiness of workers positively linked to service-oriented jobs. However, behaviors of corporate citizenship, consumer gratification and loyalty of the customer, through affectionate commitment was not connected with these findings. However, Wang (2015) reported that neutral working situations significantly correlated with subjective measures of work incentive, furthermore workers feeling a high motivating possible at work described more OCB, higher job satisfaction, and less income goals. Self-efficiency to be seems that work is also a good indicator of behavior of organizational citizenship. Likewise, Brown and Peterson (1993) utilized data of numerous employees of different corporations. The research also employed different methods for using this data to test the association and the outcomes exactly found very significant relationship for these variables. The study also predicted some future guidelines and strategy suggestions for these variables and also show that various models can be important in such studies. However, Caldwell and O'Reilly III (1990) explained that job gratification and organization citizenship behavior, job gratification and organization justice, organizations justice and organization citizenship behavior.

While, Foote David and Li-Ping Tang (2008) asserted the relationship of job satisfaction and citizenship in the paradigm of various employees of different organizations. The study was purely based on different multivariate levels techniques to validate and analyze results. Both correlation and regression coefficients confirmed that employees if will have high levels of satisfaction will enjoy citizenship and that will cause a prosperity for all stockholders. The study also highlighted various options for new researches in future time. Organization citizenship behavior is a new emerging term in the organizational behavior study (Al-Zu'bi, 2014). He collects the data through questioner, which distributed among many plaintiffs in Electrical Industrial Companies, and used their sampling technique as stratified random sampling method. No unified study focuses on the calculation of the degree of change in organizational citizenship behavior in a public sector organization and a private sector organization, despite an enhancing number of studies on organization citizenship behavior. We imagined that the degree of organizational citizenship behavior of workers in the public sector and organization of the private sector differed suggestively. Collect the data from two hundred worker including managerial and non-managerial work from public sector as well as in the private sector. The result revealed that worker in public sector organization had a higher level of organization citizenship behavior relative to private organization, as well as enhance in job satisfaction based on the minimization or maximization in organization citizenship behavior. Similarly, Foote David and Li-Ping Tang (2008) and recommended that in order to way and properly handle citizenship activities. Similarly, Siagian (2016) explained that in order to track and properly handle citizenship actions. Nobody varies certain habit rather than have damaging impact on organization practices and performance of the worker.

The execution of organization commitment behavior (Jones & George, 2012; Mangkunegara, 2016) is widely credited with in scientific literature. It has evolved to become a popular study stream in the last three decades. Likewise, Robbins and Judge (2013) clarify the concept of organizational citizenship behavior is optional individual behavior, the proper incentive scheme is not known indirectly or directly, and provisions the whole system. They collected the data from several respondents and employed multiple regression technique. And find a significant relationship between job satisfaction and organization citizenship behavior. Nonentity variations certain habit rather than have injurious impact on organization practices and performance of the worker. The implementation of OCB by Abbott, Boyd, and Miles (2006) is broadly credited with

in scientific literature. Similarly, Singleton, West, and Nordstrom (1991) clarify the idea of organization citizenship behavior is optional individual behavior, the appropriate inducement structure is not known indirectly or directly, and supports the whole system. Effective organizational working. Employment gratification is just one clarification or the precise prediction (Bateman & Organ, 1983). Similar study conduct of corporate citizenship Bergeron (2007) exposed the amount of service satisfaction which a mental basis will be more closely related to the movements of organization citizenship behavior than measure the gratification of work, which epitomize an effecting base. Similarly, Bishop, Scott, and Burroughs (2000) recognized that the happiness of workers positively linked to service-oriented jobs. Though, behaviors of corporate nationality, consumer gratification and loyalty of the customer, through affectionate commitment was not connected with these findings. However, Bishop et al. (2000) described that neutral working circumstances significantly correlated with subjective measures of work incentive, furthermore workers feeling a high motivating possible at work described more organization citizenship behavior, higher job satisfaction, and less income goals. Self-efficacy to be seems that work is also a good indicator of behavior of organizational citizenship. Similarly, Bolino and Turnley (2003) designed two models to explain both direct impact on organizational citizenship task variables. Actions and indirect significances by work gratifications mediator. Results were varied in that some task were performed basic parts of firm citizenship activity were specifically impacted by variables, whereas other task via work gratifications, showed a mediated influence, maybe a positive nexus between job self-efficacy and organization citizenship behavior was the principal among the findings. Commitment contributes in most organizations, and OCB is not very infrequent to determine. Engagement, in fact it develops an emotional connection between labors and firms. This bond is a good opportunity for showing conduct of corporate citizenship. A supposed model revealed (Cohen & Ledford Jr, 1994) advise both procedural and distributive justice as a backdrop to work satisfactions and job satisfaction have an impact by effective participation on organization citizenship behavior. Gratification of the work has a high degree of satisfaction effect on the development of effective involvement. The results also help that effective engagement is an important forecaster of the action of organizations citizenship behavior. Similarly, Snyder (1975), describe it as positive emotional state which result from one job experiences. However, Locke (1976), argued job satisfaction as key element for motivation of work, and determinant of individual's behavior in organization.

The relationship among organization citizenship and job satisfaction shown significant, however, (Foote & Tang, 2008) found this relationship moderated such that the relationship was stronger when team commitment was high. Job satisfaction is widely explored in both organizational context as well as psychological context and all researches concluded that it really matter for the organization (Fatimah et al., 2011). Similarly, Ibrahim and Aslinda (2013) used the data of various workers data of industry with 51 respondents. The research also working different methods for applying this data to test the relation and the outcomes exactly found very significant nexus for these variables. The education also forecast some future directions and policy implications for these variables and also show that various models can be important in such studies. Similarly, Wood (1997) used data of numerous employees of different catering businesses. This research also used diverse means for using this data to test the association and the outcomes just found very important nexus for these variables. The research also predicts some future directions and policy implications for these variables and also show that different models have important role in such domains. Likewise, Bienstock et al. (2003) documented that the happiness of workers positively linked to service-oriented jobs. However, behaviors of corporate citizenship, consumer gratification and loyalty of the customer, through affectionate commitment was not connected with these findings. However, Wang (2015) reported that neutral working situations significantly correlated with subjective measures of work incentive, furthermore workers feeling a high motivating possible at work described more OCB, higher job satisfaction, and less income goals. Self-efficiency to be seems that work is also a good indicator of behavior of organizational citizenship.

On the other side one of the most widely believed is that a happy worker is a productive worker which maximize management. However, the employee to be productive only when satisfied with the work environment. Organization policies and manager plays a critical role in developing motivated teams of employees who can be retain on competitive basis. Many studies have been highlighted the importance of organization internal system to be design and approach in way that lead to the prosperity of its employee in long term basis. Incentives, financial rewards, like bonus, extra pay for work and others do contribute to the overall satisfaction level. However, monetary reward research shows that it seems to be less sustainable while organization citizenship behavior is two process between employee and organization policies (Moorman, 1993).

However, Druskat and Wheeler (2004) scrutinized in the research the insight of employees in hotel industry with other work variable. Managers and employee were respondent's data were collected. It has been obtained that justice in procedures is a key that can uplift the organization. Euwema, Wendt, and Van Emmerik (2007), applied data of various employees of different companies. The study also employed different techniques for using this data to test the associateships and the outcomes exactly found very significant nexus for these variables. The study also forecast some future directions and policy implications for these variables and also show that various models can be important in such studies. Likewise, Bateman and Organ (1983) used data of numerous employees of different businesses. This research also employed different techniques for using this data to test the association and the results exactly found very significant association for these variables. The study also forecast some future directions and policy implications for these variables and also show that various models can be important in such studies.

Bergeron (2007), clarified that job gratification and organization citizenship behavior. Job satisfaction and organization justice. Organizations justice and organization citizenship behavior. Similarly, Abbott et al. (2006), also explained the association of job satisfaction and citizenship in the example of numerous employees of different organizations. The study was purely based on different multivariate levels techniques to validate and analyze results. Both correlation and regression coefficients confirmed that employees if will have high levels of satisfaction will enjoy citizenship and that will cause a prosperity for all stockholders. This research also highlighted various options for new researches in future time. Organization citizenship behavior is a novel developing term in the structural behavior study (Ibrahim & Aslinda, 2013). No united study emphasizes on the calculation of the degree of change in organizational citizenship behavior in a public sector organization and a private sector organization, despite an enhancing number of studies on organization citizenship behavior. We theorized that the degree of organizational citizenship behavior of workers in the public sector and organization of the secluded sector varied meaningfully. The data were obtained from two hundred worker comprising managerial and non-managerial work from organizations in the public sector as well as in the private sector. The result revealed that worker in public sector organization had a higher level of organization citizenship behavior comparative to private organization, as well as enhance in job satisfaction based on the minimization or maximization in organization citizenship behavior. Similarly,

Siagian (2016) suggested that in order to track and appropriately handle citizenship activities. Nothing changes certain habit rather than have harmful impact on organization practices and performance of the worker.

Organization citizenship behavior is a novel developing term in the structural behavior study (Aiken, L.A. and West, S.G. 1991). No combined work stresses on the calculation of the degree of change in organizational citizenship behavior in a public sector organization and a private sector organization, despite an enhancing number of studies on organization citizenship behavior. We hypothesized that the degree of organizational citizenship behavior of workforces in the public sector and organization of the sheltered sector varied meaningly. The data were obtained from two hundred worker comprising managerial and non-managerial work from organizations in the public sector as well as in the private sector. The outcome exposed that worker in public sector organization had a higher level of organization citizenship behavior comparative to private organization, as well as enhance in job satisfaction based on the minimization or expansion in organization citizenship behavior. Likewise, Allen, T.D. and Rush, M.C. (1998) suggested the effect of citizenship behavior on job performance. Nothing changes certain habit rather than have harmful impact on organization practices and performance of the worker.

The implementation of OCB Baron and Kenny (1986) is widely credited with in scientific literature. It has evolved to become a popular study stream in the last three decades. Likewise, Bateman and Organ (1983), clarify the concept of organizational citizenship behavior is optional individual behavior, the proper incentive scheme is not known indirectly or directly, and provisions the whole system. Whereas, Foote and Tang (2008) proclaimed the association of job satisfaction and citizenship in the pattern of numerous employees of different organizations. The research was morally based on different statistical points of view methods to authorize and examine the outcomes. Both correlation and regression coefficients confirmed that employees if will have high levels of satisfaction will enjoy citizenship and that will cause a prosperity for all stockholders.

2.2 Organizational Justice Organization Citizenship Behavior

According to Cole et al. (2010) analyzed various employees from different groups across China to determine that how the justice received by employees from their respective supervisors can build their citizenship. Additionally, the organizational citizenship behavior relationship with proactive personality was positively moderated by procedural justice. Likewise, Karriker and Williams (2009) explained the numerous facets of justice that can enhance the citizenship behavior and found positive correlated. Similarly, Ouyang, Sang, Li, and Peng (2015), by focusing mainly organizational justice and job insecurity explore how individual difference in emotional intelligence influenced their organizational job satisfaction. The results show that organizational justice, emotional intelligence, job satisfaction and job insecurity were correlated significantly. They used SEM modeling which indicated that job satisfaction can significantly impact by emotional intelligence. While, Nadiri and Tanova (2010), tested three theories about distributive and justice procedural and relation to satisfaction of job. Their results show important predictor of job satisfaction is procedural justice than distributive justice. This supported the findings of Fryxell and Gordon (1989), Multivariate analyses were used to test the relationships among measures of institutional satisfaction, workplace justice and job satisfaction. organization comment of the staff as well as their satisfaction are vitally important that can really help to improve the performance of the organization (Lambert, Keena, Leone, May, & Haynes, 2020).Likewise, (Tziner, Oren, Bar, & Kadosh, 2011) their study examines the connections concept of CSR and micro research in the employee dimensions of job satisfaction and organizational justice. Results show that CSR is positively related to both organizational justice and job satisfaction.

While, McCue Horwitz, Briggs-Gowan, Storfer-Isser, and Carter (2007) examines the discrepancy impact of expectations of multifocal organizational justice on the conduct of organizational citizenship. The results explain the bi-focal existence of distributive and practical justice on the basis of data collection from Two hundred and seventeen workers, supervisors etc. in light of the mono-focus of relational justice, and help the hypothesis that investments in justice generate exponential behavioral reactions, which are often arbitrated by the quality of the associations between supervisor and employee. Scholars found and explained the model interesting and have therefor defined many areas where further work is required to develop our considerate of the implications and processes of linked to justice in the workplace. The impact related to the origins of justice Rupp and Cropanzano (2002) the disparity findings of expectation

s of justice based on form of justice (Rupp & Cropanzano, 2002; Colquitt, Conlon, Wesson, Porter, & Ng, 2001), and as indicated by the above-mentioned nexus results, the processes (Nexus of exchange) by which awareness of justice are transformed into actions. In particular, we note that fairness in the workplace is helpful in creating solid, constructive exchanges. Nexuses as operationalized by Faith engagement of the organization, supposed organizational assistance and changes in leader and members (Shore et al., 2004; Cropanzano & Mitchell, 2005; LMX; Coyle-Shapiro & Conway, 2004). In addition, the type of constrictive, extra-role actions exhibited can be influenced different by various sizes of justice. The origins of a model of a source if justice is found in Greenberg (1993) and subsequent literature (Colquitt et al., 2001; Colquitt & Greenberg, 2003; Ambrose & Hess, 2001), in which organizational justice become analyzed whether particular effects were expected by the target of Justice decisions.

While, Parivash Jafari, Shabnam Bidarian (2012) examined numerous workers from different groups to limit that how the justice received by employees from their respective supervisors can build their citizenship. Moreover, the organizational citizenship behavior association with practical nature was positively vapid by technical justice. Similarly, Bies, R. (2005) explained the several facets of justice that can enhance the citizenship behavior and found positive correlated. Similarly, Cropanzano, R., Li, A., & James, K. (2007) by directing mainly organizational justice and job insecurity explore how individual difference in emotional intelligence influenced their organizational job satisfaction. The results show that organizational justice, emotional intelligence, job satisfaction and job insecurity were correlated significantly. They used SEM modeling which indicated that job satisfaction can significantly impact by emotional intelligence.

Tahir Farid, Sadaf Iqbal, Jianhong Ma, et al. (2019) explained the nexus between organizational justice and organization citizenship behavior, and collect the data from 350 respondents in banking sector in Paksitan. Their results show important predictor of job satisfaction is procedural justice than. This supported the findings of Aguilera, R.V.; Rupp, D.E.; Williams, C.A.; Ganapathi, J.(2007), statistical tehniques were used to test the nexus among measures of institutional satisfaction, office justice and job satisfaction. However, Lindgreen, A.; Swaen, V. (2010) explain the organization comment of the staff as well as their satisfaction are vitally significant that can really help to expand the performance of the organization (Orlitzky, M.;

Schmidt, F.L.2003). While, (Gond, J.-P.; El Akremi, A.; Swaen, V.; Babu, N.; Harvey, P. 2107; Gao, Y.; Zhang, D.; Huo, Y, 2017) their study examines the connections concept of CSR and micro research in the employee dimensions of job satisfaction and organizational justice. Results show that CSR is positively related to both organizational justice and job satisfaction.

While, Rupp, D.E.; Mallory, D.B. (2015) inspects the divergence impact of prospects of multifocal organizational justice on the conduct of organizational citizenship. The results explain the bi-focal presence of distributive and practical justice on the basis of data collection from Two hundred and seventeen workers, supervisors etc. in light of the mono-focus of relational justice, and help the hypothesis that investments in justice generate exponential behavioral reactions, which are often arbitrated by the quality of the associations between supervisor and employee. Researchers found and clarified the model interesting and have therefore defined many areas where further work is required to develop our consideration of the implications and processes of linked to justice in the workplace. The influence related to the origins of justice Greenberg, J.(2010) also explained the organizational justice and the disparity findings of expectations of justice based on form of justice (Khan, Z.; Ferguson, D.; Pérez, A. 2015; Lamm, E.; Tosti-Kharas, J.; King, C.E. 2015), and as designated by the above-mentioned connection, the procedures by which consciousness of justice are changed into actions. In particular, we note that fairness in the workplace is helpful in creating solid, constructive exchanges. Nexuses as operationalized by Faith engagement of the organization, supposed organizational assistance and changes in leader and members (Schaufeli, W.B.; Salanova, M.; González-Romá, V.; Bakker, A.B. T.2002; Halbesleben, J.R.2010). Additionally, the type of confining, extra-role actions exhibited can be influenced differently by various sizes of justice. The origins of a model of a source of justice is found in Schaufeli, W.B.; Bakker, A.B (2004), succeeding literature (Colquitt & Greenberg, 2003; Ambrose & Hess, 2001), in which organizational justice become analyzed whether particular effects were expected by the target of Justice decisions.

However, Thi Bich Hanh Tran & Suk Bong Choi (2019) analyzed various service employees from across Vietnam to determine that how the justice received by employees from their respective supervisors can build their citizenship. The data were collected through questioner which is distributed among 264 in Vietnam service firm. additionally, the organizational citizenship behavior relationship with proactive personality was positively moderated by

procedural justice. Likewise, Karriker & Alsalem M. and Alhaiani A. (2007) explained the Relationship between organizational justice and employees' performance. Similarly, Armağan Y. and Erzen E. (2015), by focusing mainly organizational justice and job insecurity explore how individual difference in emotional intelligence influenced their organizational job satisfaction. The outcomes show that organizational justice, emotional intelligence, job satisfaction and job insecurity were correlated significantly. They used structural equation modeling which indicated that job satisfaction can significantly impact by emotional intelligence. Li, laing & Crant (2010) analyzed various employees from different groups across China to determine that how the justice received by employees from their respective supervisors can build their citizenship. Additionally, the organizational citizenship behavior relationship with proactive personality was positively moderated by procedural justice. Likewise, Karriker & Willams (2009) explained the numerous facets of justice that can enhance the citizenship behavior and found positive correlated. Similarly, Ouyang et al. (2015), by focusing mainly organizational justice and job insecurity explore how individual difference in emotional intelligence influenced their organizational job satisfaction. The results show that organizational justice, emotional intelligence, job satisfaction and job insecurity were correlated significantly.

Armenakis A.A., Harris S.G. and Mossholder K.W. (1993). Analyzed three theories about distributive and justice procedural and relation to satisfaction of job. Their outcomes show important predictor of job satisfaction is procedural justice than distributive justice. This reinforced the findings of Aryee S., Budhwar P.S. and Chen Z.X. (2002), Multivariate analyses were used to test the relations among measures of institutional satisfaction, workplace justice and job satisfaction. Organization comment of the staff as well as their satisfaction are vitally important that can really help to improve the performance of the organization Bowler W.M. and Brass D.J. (2006).

Choi S.B., Tran T.B.H. and Park B.I. (2015) explained that the study inspects the connections concept of CSR and micro research in the employee dimensions of job satisfaction and organizational justice. Results show that CSR is positively related to both organizational justice and job satisfaction.

While, Choi S.B., Tran T.B.H. and Kang S.W. (2017) examines the discrepancy impact of expectations of multifocal organizational justice on the conduct of organizational citizenship.

The results explain the bi-focal existence of distributive and practical justice on the basis of data collection from Two hundred and seventeen labors, supervisors etc. in light of the mono-focus of relational justice, and help the hypothesis that investments in justice generate exponential behavioral reactions, which are often arbitrated by the quality of the associations between supervisor and employee. Scholars found and explained the model interesting and have therefore defined many areas where further work is required to develop our consideration of the implications and processes of linked to justice in the workplace. The impact related to the origins of justice Cohen A. and Vigoda E. (2000) the difference findings of hopes of justice based on form of justice (Confessore S.J. and Kirkman B.L., Chen G., Farh J.L., Chen Z.X. and Lowe K.B. 2011.2020. Colquitt, Conlon, Wesson, Porter, & Ng, 2001), and as indicated by the above-mentioned nexus results, the procedures by which awareness of justice are transformed into actions. In particular, we note that fairness in the workplace is helpful in creating solid, constructive exchanges. Nexuses as operationalized by Faith engagement of the organization, supposed organizational assistance and changes in leader and members Konovsky M.A. and Pugh S.D. (1994). Additionally, the type of constrictive, extra-role actions exhibited can be influenced differently by various sizes of justice. The origins of a model of a source of justice is found in Greenberg (1993) and subsequent literature (Colquitt et al., 2001; Colquitt & Greenberg, 2003; Moorman R.H., Blakely G.L. and Niehoff B.P. (1998), in which organizational justice become analyzed whether particular effects were expected by the target of Justice decisions.

While, Naqshbandi M.M. and Tabche I. (2018) inspected numerous workers from different peoples to limit that how the justice received by employees from their respective supervisors can build their citizenship. Moreover, the organizational citizenship behavior association with practical nature was positively validated by technical justice. Similarly, Tepper B.J. and Taylor E.C. (2003), explained the several facets of justice that can enhance the citizenship behavior and found positive correlated. Similarly, Van Dierendonck D. (2010) by directing mainly organizational justice and job insecurity review how individual difference in emotional intelligence influenced their organizational job satisfaction. The outcomes show that organizational justice, emotional intelligence, job satisfaction and job insecurity were correlated significantly. They used SEM modeling which indicated that job satisfaction can significantly impact by emotional intelligence.

Likewise, Tyler T.R. and Lind E.A. (1992) explained the nexus between organizational justice and organization citizenship behavior, and collect the data from 350 respondents in banking sector in Paksitan. Their results show important predictor of job satisfaction is procedural justice than. This supported the findings of Van Dierendonck D. (2010), statistical methods were used to test the connection among measures of institutional satisfaction, office justice and job satisfaction. However, Zagorsek H., Dimovski V. and Skerlavaj M. (2009) clarify the organization comment of the staff as well as their gratification are extremely important that can really help to expand the performance of the organization (Williams L.J., Hartman N. and Cavazotte F.(2010). Whereas, (Zehir C., Akyuzb B., Eren M.S. and Turhan G. (2013).v) their study examines the connections concept of CSR and micro research in the employee dimensions of job satisfaction and organizational justice. Results show that CSR is positively related to both organizational justice and job satisfaction.

While, Zhao X., Lynch J.G. and Chen Q. (2010) inspects the divergence impact of forecasts of multifocal organizational justice on the behavior of organizational citizenship. The outcomes clarify the bi-focal occurrence of practical justice on the basis and the data collected from various respondents, supervisors etc. in light of the mono-focus of relational justice, and help the hypothesis that investments in justice make exponential behavioral responses, which ate often judged by the quality of the relations between manager and employee. Investigators found and explained the model interesting and have therefor clear many areas where further work is essential to develop our thoughtful of the inferences and processes of linked to justice in the workplace. The influence related to the origins of justice Real J.C., Roldan R.L. and Leal A. (2014) also explained the organizational justice and the disparity findings of expectations of justice based on form of justice Rahim M.A., Magner N.R., Antonioni D. and Rahman S. (2001); Spitzmuller M., Dyne L. and Ilies R. (2008)), and as designated by the above-mentioned connection, the procedures by which consciousness of justice are changed into actions. In specific, we note that justice in the workplace is helpful in creating solid, positive exchanges. Connections as operationalized by faith engagement of the organization, hypothetical organizational support and changes in leader and members (Sharif M.T., Yaqub R.M.S. and Baig F.J. (2015) and (Nguyen T.D. and Nguyen T.T.M. 2012). Additionally, the type of confining, extra-role actions exhibited can be influenced different by various sizes of justice. The origins of a model of a source if justice is found in Schaufeli, W.B.; Bakker, A.B (2004),

succeeding literature (Naqshbandi M.M. and Tabche I.2018; Choi S.B., Tran T.B.H. and Park B.I. (2015), in which organizational justice become analyzed whether particular effects were expected by the target of Justice decisions. Similarly, Ouyang et al. (2015), by focusing mainly organizational justice and job insecurity explore how individual difference in emotional intelligence influenced their organizational job satisfaction. The results show that organizational justice, emotional intelligence, job satisfaction and job insecurity were correlated significantly. They used SEM modeling which indicated that job satisfaction can significantly impact by emotional intelligence.

Nadiri and Tanova (2010), tested three theories about distributive and justice procedural and relation to satisfaction of job. Their results show important predictor of job satisfaction is procedural justice than distributive justice. This supported the findings of (Fryxell & Gordon, 1989), Multivariate analyses were used to test the relationships among measures of institutional satisfaction, workplace justice and job satisfaction.

organization comment of the staff as well as their satisfaction are vitally important that can really help to improve the performance of the organization (Lambert et al., 2020).

(Tziner et al., 2011) their study examines the connections concept of CSR and micro research in the employee dimensions of job satisfaction and organizational justice. Results show that CSR is positively related to both organizational justice and job satisfaction.

While, Joy H Karrier & Margaret L. Williams (2007) examines the discrepancy impact of expectations of multifocal organizational justice on the conduct of organizational citizenship. The results explain the bi-focal existence of distributive and practical justice on the basis of data collection from Two hundred and seventeen (217) workers, supervisors etc. in light of the mono-focus of relational justice, and help the hypothesis that investments in justice generate exponential behavioral reactions, which are often arbitrated by the quality of the associations between supervisor and employee. Scholars found and explained the model interesting and have therefore defined many areas where further work is required to develop our consideration of the implications and processes of linked to justice in the workplace. The impact related to the origins of justice Rupp and Cropanzano (2002) the disparity findings of expectations of justice based on form of justice (Rupp & Cropanzano, 2002; Colquitt, Conlon, Wesson, Porter, & Ng, 2001), and

as indicated by the above-mentioned nexus results, the processes (Nexus of exchange) by which awareness of justice are transformed into actions. In particular, we note that fairness in the workplace is helpful in creating solid, constructive exchanges. Nexuses as operationalized by Faith engagement of the organization, supposed organizational assistance and changes in leader and members (Shore et al., 2004; Cropanzano & Mitchell, 2005; LMX; Coyle-Shapiro & Conway, 2004).

Likewise, Mustafa Demirkiran, Serap Taskaya, Mehmet Dinc(2016) clarified the numerous facets of justice that can enhance the organization justice and organization citizenship behavior and the data were collected from Turkey hospital through personnel survey. Likewise, Bahrami, M.A., Montazeralfaraj, R., Gazar, S.H. & Tafti, A.D. (2014), by directing mainly organizational justice and job insecurity explore how separate difference in emotional intellect influenced their organizational job satisfaction. The outcomes show that organizational justice, expressive intelligence, job satisfaction and job uncertainty were correlated suggestively. They used correlation analysis which indicated that job satisfaction can meaningly impact by expressive intelligence.

However, Bies, R.J. & Moag, J.F. (1986), tested models about distributive and justice procedural and relation to satisfaction of job. Their outcomes display significant forecaster of job satisfaction is procedural justice than distributive justice. This supported the findings of Bormann, W.C. & Motowidlo, S.J. (1993), statistical analyses were used to test the association among measures of institutional gratification, workplace justice and job gratification. Similarly, Armağan Y. and Erzen E. (2015), by focusing mainly organizational justice and job insecurity explore how individual difference in emotional intelligence influenced their organizational job satisfaction. The outcomes show that organizational justice, emotional intelligence, job satisfaction and job insecurity were correlated significantly. They used structural equation modeling which indicated that job satisfaction can significantly impact by emotional intelligence.

Organization statement of the staff as well as their gratification are vitally important that can really help to improve the performance of the organization Cihangiroğlu, N., Şahin, B. & Uzuntarla, Y. (2015). Colquitt, J.A. (2001) their research inspects the influences notion of corporate social responsibility and micro study in the employee magnitudes of job satisfaction

and organizational justice. Outcomes show that corporate social responsibility is positively connected to both organizational justice and job gratification.

While, Colquitt, J.A., Conlon, D.E., Wesson, M.J., Porter, C.O.L.H. & Ng, K.Y. (2001) scrutinizes the inconsistency influence of prospects of multifocal organizational justice on the manner of organizational citizenship. The outcomes explain the bi-focal existence of distributive and practical justice workers, supervisors etc. In same line of the mono-focus of social justice, and help the theory that investments in justice make exponential behavioral reactions, which are often arbitrated by the quality of the associations between supervisor and employee. Researchers found and clarified the model stimulating and have therefore definite many areas where further work is required to grow our thoughtful of the insinuations and procedures of related to justice in the workplace. The influence related to the origins of justice Esterhuizen, W. (2008) the disparity findings of hope of justice based on form of justice Freeborn, D.K. (2001) and Demirkıran, M., Yardan, E.D., Yorulmaz, M. (2013), and designated by the above-mentioned connection results, the processes by which consciousness of justice are altered into actions. In particular, we note that fairness in the workplace is helpful in creating solid, constructive exchanges. Nexuses as operationalized by Faith engagement of the organization, supposed organizational assistance and changes in leader and members (Gilaninia, S. & Abdesonboli, R. (2011) Greenberg, J. & Calquitt, J.J. (2005). Additionally, the type of limiting, extra-role actions showed can be unfair different by various sizes of justice. The origins of a model of a source of justice is found in Hodson, R. (1991) and following literature (Okumuş, A. & Öztürk, E. (2015); Organ, D.W. & Moorman, R.H. (1993) Ambrose & Hess, 2001), in which organizational justice become examined whether specific possessions were predictable by the target of Justice choices.

Whereas, Özmen, N.T.Ö, Arbak, Y. & Özer, P.S. (2007) observed several workers from different groups to limit that how the justice received by workers from their individual controllers can build their citizenship. Furthermore, the organizational citizenship conduct connotation with practical nature was positively lifeless by technical justice. Similarly, Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M. & Blume, B.D. (2009) explained the several facets of justice that can enhance the citizenship behavior and found positive correlated. Similarly, Cropanzano, R., Li, A., & James, K. (2007) by directing mainly organizational justice and job insecurity explore how individual difference in emotional intelligence influenced their organizational job satisfaction.

The results show that organizational justice, emotional intelligence, job satisfaction and job insecurity were correlated significantly.

However, Arslantaş, C.C. & Pekdemir, I. (2007) explained the nexus between organizational justice and organization citizenship behavior, and collect the data from several respondents in various sector in Turkey. Their results show important forecaster of job satisfaction is procedural justice. This supported the results of Bahrami, M.A., Montazeralfaraj, R., Gazar, S.H. & Tafti, A.D. (2014), statistical techniques were used to test the connection among events of institutional satisfaction, office justice and job gratification. However, Basım, H.N. & Şeşen, H. (2006) explain the organization comment of the staff as well as their satisfaction are extremely significant that can really help to expand the performance of the organization (Bedük, A. & Ertürk, E. (2015). While, ((Lindell & Whitney, 2001; Williams et al., 2010) their study examines the connections concept of job satisfaction and organizational justice. Results show that organizational justice positively effect job satisfaction (Al-Zu'bi, H. A. 2010).

Whereas, Choi S.B., Tran T.B.H. and Park B.I. (2015) reviews the disagreement influence of forecasts of multifocal organizational justice on the behavior of organizational citizenship. The results explain the bi-focal presence of distributive and practical justice on the basis of data collection from various workers, supervisors etc. in light of the mono-focus of personal justice, and help the theory that investments in justice produce exponential behavioral responses, which ate often judged by the quality of the relations between supervisor and employee. Zhao X., Lynch J.G. and Chen Q. (2010) inspects the divergence impact of forecasts of multifocal organizational justice on the behavior of organizational citizenship. The outcomes clarify the bi-focal occurrence of practical justice on the basis and the data collected from various respondents, supervisors etc. in light of the mono-focus of relational justice, and help the hypothesis that investments in justice make exponential behavioral responses, which ate often judged by the quality of the relations between manager and employee. Investigators found and explained the model interesting and have therefor clear many areas where further work is essential to develop our thoughtful of the inferences and processes of linked to justice in the workplace. Goudarzvand & Chegini (2009) explained that employees feel the intellect of managerial justice enhances their functional capacity. And they are displaying organization citizenship behavior. Likewise, Moorman (2009) confirmed that corporate justice used to demonstrate the potential for equality,

however, it seems the immediate effect on the execution of staff particularly organization justice, once employees meet their behavior, the situation was handled in their work and how this awareness effect their related technical performance. The influence related to the origins of justice Real J.C., Roldan R.L. and Leal A. (2014) also explained the organizational justice and the disparity findings of expectations of justice based on form of justice Rahim M.A., Magner N.R., Antonioni D. and Rahman S. (2001); Spitzmuller M., Dyne L. and Ilies R. (2008)), and as designated by the above-mentioned connection, the procedures by which consciousness of justice are changed into actions. Scholars found and explained the model interesting and have therefore defined many areas where further work is required to develop our consideration of the implications and processes of linked to justice in the workplace. The influence related to the origins of justice Choi S.B., Tran T.B.H. and Kang S.W. (2017) also explained the organizational justice and the disparity findings of expectations of justice based on form of justice (Chang C.C., Tseng K.H. and Chen C.W. (2012) and Danish R.Q., Munir Y., Ishaq M.I. and Arshad A. (2014), and as designated by the above-mentioned linking, the procedures by which awareness of justice are changed into actions. In particular, we note that fairness in the workplace is helpful in creating hard, constructive connections. Connections as operationalized by Faith engagement of the organization, hypothetical organizational help and variations in leader and members (Farooqui M.R. (2012); Elovainio M., van den Bos K., Linna A., Kivimaki M., Ala-Mursula L., Pentti J. and Vahtera J. (2005). Whereas, Özmen, N.T.Ö, Arbak, Y. & Özer, P.S. (2007) observed several workers from different groups to limit that how the justice received by workers from their individual controllers can build their citizenship. Furthermore, the organizational citizenship conduct connotation with practical nature was positively lifeless by technical justice. Similarly, Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M. & Blume, B.D. (2009) explained the several facets of justice that can enhance the citizenship behavior and found positive correlated. Similarly, Cropanzano, R., Li, A., & James, K. (2007) by directing mainly organizational justice and job insecurity explore how individual difference in emotional intelligence influenced their organizational job satisfaction. The results show that organizational justice, emotional intelligence, job satisfaction and job insecurity were correlated significantly. Additionally, the type of confining, extra-role actions exhibited can be influenced different by various sizes of justice. The origins of a model of a source of justice is found in Nabatchi T., Bingham L.B. and Good D.H. (2007), succeeding literature (Walumbwa F.O., Hartnell C.A. and Oke A. (2010) and

Podsakoff N.P., Whiting S.W., Podsakoff P.M. and Blume B.D. (2009), in which organizational justice was analyzed whether particular effects were expected by the target of Justice decisions.

However, Glavas, A.; Kelley, K (2014) examined various service employees from across globe to control that how the justice customary by employees from their respective supervisors can build their citizenship. The data were collected through questioner which is distributed among 246 respondent of service industry. Moreover, the organizational citizenship behavior association with active personality was positively moderated by procedural justice. Likewise, De Roeck, K.; Marique, G.; Stinglhamber, F.; Swaen, V. (2014) clarified the association between organizational justice and employees' performance. Likewise, Bakhshi, A., Kumar, K., & Rani, E. (2009), by focusing mainly organizational justice and job insecurity explore how individual difference in emotional intellect influenced their structural job satisfaction. The consequences show that organizational justice, emotional intelligence, job satisfaction and job uncertainty were connected significantly. They used structural equation modeling which indicated that job satisfaction can significantly impact by emotional intelligence.

However, Raed, Awamleh and Fernandes, Cedwyn. (2006) analyzed different theories about distributive and justice procedural and relative to satisfaction of job. Their outcomes show important predictor of job satisfaction is procedural justice than distributive justice. This reinforced the findings of Mosadeghrad, A.M. (2003), Multivariate analyses were used to test the relations among measures of institutional satisfaction, workplace justice and job satisfaction. Organization comment of the staff as well as their satisfaction are vitally important that can really help to improve the performance of the organization Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000).

Choi S.B., Tran T.B.H. and Park B.I. (2015) explained that the study inspects the connections concept of CSR and micro research in the employee dimensions of job satisfaction and organizational justice. Results show that CSR is positively related to both organizational justice and job satisfaction.

Whereas, Bakhshi, A., Kumar, K., & Rani, E. (2009) scrutinizes the difference influence of prospects of multifocal organizational justice on the behavior of organizational citizenship. The results clarify the bi-focal existence of distributive and practical justice on the basis of data

collection from labors, supervisors etc. and help the hypothesis that investments in justice generate exponential behavioral reactions, which are often arbitrated by the quality of the relations between supervisor and employee. Researchers found and clarified the model stimulating and have therefore clear many parts where further work is required to develop our consideration of the implications and processes of linked to justice in the workplace. The impact related to the origins of justice Cohen A. and Vigoda E. (2000) the difference findings of hope of justice based on form of justice (Confessore S.J. and Kirkman B.L., Chen G., Farh J.L., Chen Z.X. and Lowe K.B. 2001; Basim, H.N. & Şeşen, H. 2006), and as indicated by the above-mentioned nexus results, the procedures by which awareness of justice are transformed into actions. In particular, we note that fairness in the workplace is helpful in creating solid, constructive exchanges. Nexuses as operationalized by Faith engagement of the organization, supposed organizational assistance and changes in leader and members Konovsky M.A. and Pugh S.D. (1994). Additionally, the type of constrictive, extra-role actions exhibited can be influenced differently by various sizes of justice. The origins of a model of a source of justice is found in Bakhshi, A., Kumar, K., & Rani, E. (2009) and following literature (Basim, H.N. & Şeşen, H. (2006); Moorman R.H., Blakely G.L. and Niehoff B.P. (1998), in which organizational justice become analyzed whether particular effects were expected by the target of Justice decisions.

While, Alsalem, M., and Alhaiani, A. (2007) inspected numerous workers from different peoples to limit that how the justice received by employees from their respective supervisors can build their citizenship. Moreover, the organizational citizenship behavior association with practical nature was positively validated by technical justice. Similarly, Tepper B.J. and Taylor E.C. (2003), explained the several facets of justice that can enhance the citizenship behavior and found positive correlated. Similarly, Rad, A. Mohammad and Yarmohammadian, M. Hossein (2006) by directing mainly organizational justice and job insecurity review how individual difference in emotional intelligence influenced their organizational job satisfaction. The outcomes show that organizational justice, emotional intelligence, job satisfaction and job insecurity were correlated significantly. They used structural equation modeling approaches which showed that job satisfaction can positively effect by expressive intellect.

Likewise, Nabatchi, T., Bingham, L. B., and Good, D. H. (2007) clarified the connection between organizational justice and organization citizenship behavior, and collect the data from

different respondents in banking sectors. Their outcomes show important forecaster of job satisfaction is procedural justice than. This stayed the findings of Raed, Awamleh and Fernandes, Cedwyn. (2006), statistical approaches were used to test the connection among measures of institutional satisfaction, office justice and job satisfaction. However, Buluc, B. (2015) explain the organization comment of the staff as well as their gratification are extremely important that can really help to expand the performance of the organization (Williams L.J., Hartman N. and Cavazotte F.(2010). Whereas, (Zehir C., Akyuzb B., Eren M.S. and Turhan G. (2013).v) their study examines the connections concept of CSR and micro research in the employee dimensions of job satisfaction and organizational justice. Results show that CSR is positively related to both organizational justice and job satisfaction.

While, Chen, Y.J., Cheng-Chen, L., Yu-Chuan, T. & Yuan-ta, K. (2008) examines the discrepancy impact of forecasts of multifocal organizational justice on the behavior of organizational citizenship. The outcomes clarify the bi-focal occurrence of applied justice on the basis and the data collected from various accused, supervisors etc. in light of the mono-focus of relational justice, and assistance the hypothesis that investments in justice make exponential behavioral replies, which are often judged by the quality of the relations between manager and employee. Investigators found and explained the model interesting and have therefor clear many areas where further work is essential to develop our thoughtful of the inferences and processes of linked to justice in the workplace. The influence related to the origins of justice Cihangiroğlu, N., Şahin, B. & Naktiyok, A. (2010) also explained the organizational justice and the disparity findings of expectations of justice based on form of justice Cihangiroğlu, N., Şahin, B. & Uzuntarla, Y. (2015); Spitzmuller M., Dyne L. and Ilies R. (2008), and as designated by the above-mentioned connection, the procedures by which consciousness of justice are changed into actions. Similarly, Rad, A. Mohammad and Yarmohammadian, M. Hossein (2006) by directing mainly organizational justice and job insecurity review how individual difference in emotional intelligence influenced their organizational job satisfaction. The outcomes show that organizational justice, emotional intelligence, job satisfaction and job insecurity were correlated significantly. They used structural equation modeling approaches which showed that job satisfaction can positively effect by expressive intellect.

Additionally, we note that justice in the workplace is supportive in creating solid, positive exchanges. Influences as operationalized by settlement of the organization, theoretical organizational backing and changes in leader and members Nabatchi, T., Bingham, L. B., and Good, D. H. (2007)². and (Nguyen T.D. and Nguyen T.T.M. 2012). Furthermore, the type of limiting, extra-role actions exhibited can be prejudiced different by various sizes of justice. The origins of a model of a source if justice is found in Schaufeli, W.B.; Bakker, A.B (2004), succeeding literature (Naqshbandi M.M. and Tabche I.2018; Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000), in which organizational just become examined whether particular effects were predictable by the goal of justice results.

2.3 Job Satisfaction and Organization Justice.

Organizations currently looking for innovative forms of tackling transaction. In effective companies require a number of skilled workers in diverse job. Organizational inequality contributes to decreased extra function action, while staff facing justice prefer to shift towards constructive justice, conducts. This research examines the connection between organization and organizational justice. Organizational commitment behavior is the satisfaction of the work and the organizational ramifications of the Thailand pharmacy companies. For survey system of data collection, it has been modified. Sample size of one hundred and seventy (170) by means of random sampling, registered workers, out of which 150 people replied (Natnaporn Aeknarajindawat, Kittisak Jermsittiparsert, 2020). Organizational justice represents the sole sense of fairness ion organizations, and to show how these findings effect imposing outcomes, for organization citizenship behavior, for instance, duty and work satisfaction (Noruzyet et al. 2011). In addition, Goudarzvand & Chegini (2009) explained that employees feel the intellect of managerial justice enhances their functional capacity. And they are displaying organization citizenship behavior. Likewise, Moorman (2009) confirmed that corporate justice used to demonstrate the potential for equality, however, is seem the immediate effect on the execution of staff particularly organization justice, once employees meet their behavior, the situation was handled in their work and how this awareness effect their related technical performance.

Organization operations justice has 3 sub-parts of distributive justice i.e. interactional and procedural justice (Kaplan and Barsky.2007). Colquitt, J. A. (2001) found distributive fairness to be a greater forecaster of work performance than abusive supervision. Supposed justice for organizations is a significant indicator of both employee gratification and organizational engagement. Clarification for this may be that the using of clear choice executive procedures offers proof of a legitimate caring and consideration for well of workers on the part of the organization (Fatt, C. Kwai, Knin, E. Wong and Heng, T. Ngee.2010). In exchange this encourages the workers to maintain their partnership with their new firm.

Similarly, Locke (1996) confirmed satisfaction was used as an implication in the midst of what one forestalling from work and what has judgement been from place of landing. Likewise, Davis et.al (1985) explained that job satisfaction reports a positive or bright job. The unwanted feelings that workers have to strive for. Gratification with the profession is immovably joint with behavior of an entity in the job.

Likewise, Mohammad Hosein Lotfi, Mohammad Shirazi Pour (2013) study the Payame Noor University of Tehran, employees organization justice and job satisfaction. Empirical results comprise all people of the firm (Eight hundred individuals) in the year 2012, tanking only 260 respondent's data randomly. Their research was of correlational descriptive-analytic form and for data gathering, job satisfaction (Spector, 1997) and OJ (Moorman and Niehoff, 1993) and they collect the respondent's data through questionnaires. For examining the facts, statistical techniques were used that is Pearson Correlation Coefficient and Multiple Regression were employed and found that there is a significant association between job satisfaction and organization justice. Secondly, among these approaches, only practical justice is able to forecast job satisfaction. The impact related to the origins of justice Rupp and Cropanzano (2002) the disparity findings of expectations of justice based on form of justice (Rupp & Cropanzano, 2002; Colquitt, Conlon, Wesson, Porter, & Ng, 2001), and as indicated by the above-mentioned nexus results, the processes (Nexus of exchange) by which awareness of justice are transformed into actions. In particular, we note that fairness in the workplace is helpful in creating solid, constructive exchanges. Nexuses as operationalized by Faith engagement of the organization, supposed organizational assistance and changes in leader and members (Shore et al., 2004; Cropanzano & Mitchell, 2005; LMX; Coyle-Shapiro & Conway, 2004).

Organization justice and its execution is essential requirement of the human being that has traditionally been granted, the medium of human's communities to evolve. Concepts of justice in parallel with the development of theological and metaphysical concept of scientific experiments human civilization has grown. Several researchers favor the concept of fairness relatively to equality theory, since it focuses on fair circulation. Revenue among individuals to attain big volume of encouragement (Yaaghubi et al. 2009). Labor faces at least 2 resources in a firm that is execution and negligence of law, much obvious resource is boss or direct worker of employee. The overseer has power to treat that could affect certain performance, such as may the reward or encouraging the employee's possibilities. The firm itself is the 2nd means of justice or injustice to which employee that have ascribed, but this means is much proper, but also vital to report (Nami & Shokrakon, 2006). However, spektor (2000) describe work gratification as that their respect and job with various divergence to various realms in general (Sshokrkon and Naami, (2003). Currently a number of jobs and professions is every nation that many individuals are active and typically handle their lives through them. Justice require s that the maximum number of workers and jobs.

Organization justice, requires that there is a huge numbers of job opportunities and workers, certain measures are conducted by organization members are the foundation of the firm, and every work should be performed and communicated to meet firm objectives (Imani,2009). Work security allows the efficiency of humans to raise so employees should dedicate to the organization the mental and physical health of employees should be assured, the confidence of citizens will be improved, and this help of individuals to fulfill their existence and develop fresh work abilities much easily (Moghimi.2006). Similarly, Yaghoubi, M., et al. (2009) reported that there is an essential connection among procedural support and work gratification. Likewise, Javadin Seyyed, Farahi & Atar Taheri (2008) suggested that the impact on various part of work gratification and organizational engagement of different perceptions if work fairness was entirely differed and had various levels. Anu moral compass against work performance, work gratification and manager gratification may have a major impact (Syeed javadin, Farah and Taheri atar,2008). Likewise, Shokrkon Nami (2003) suggested that there is an essential correlation among entire company justice and work gratification in general. In addition, the elements of intuitional justice and total work productivity have an essential relation. One of the most employed factors in firm activity is work gratification or customer gratification. It is an

attitudinal reaction of an employee to his corporation. Work engagement as a boldness is abstracted as composed of analytic, metacognitive elements. Furthermore, we use data that provides data is about how shrinking has impacted staff, thus allowing the affective commitment concept to evaluated similar time and the individual results and company norm systems. Applying data, the current employment of employees and their past expertise with rationalizing, we analyze if previous work history regulate the nexus between organizational commitment and career progression. Similarly, we expand the analysis of Clay warner et al (2005) discovered that procedural justice is more deeply similar to improved engagement amongst shrinking re-employed claimants than among many other employees. We launch our research by reading report on procedural support as well as work gratification. Using data of National job study, we examine each one of the key conflicting scientific constructs and test estimators. Several surveys often inquire about the happiness of workers with their work in general. McFarlin & Sweeney (1992) found that robust indicator of work gratification that procedural fairness was technical justice. Conversely, distributive fairness, like satisfaction is a greater indicator of individual results. Furthermore, while both substantial different impacts, Masterson, Lewis, Goldman & Taylor (2000) found distributive fairness to be a greater forecaster of work performance than abusive supervision. Supposed justice for organizations is a significant indicator of both employee gratification and organizational engagement. Explanation for this may be that the using of clear choice executive procedures offers proof of a legitimate caring and consideration for well of workers on the part of the organization (Lind and Tyler.1988). In exchange this encourages the workers to maintain their partnership with their new firm.

Similarly, Hasan Ali Al-Zu'bi (2010) explain the relationship between job satisfaction and organization justices. They study in the context of Jordanian environment. The data for the research was collected through questioners, which distributed among 229 employees of electronic companies through stratified sampling. Their result displays a positive nexus between job satisfaction and organization justice. Now organizations currently looking for innovative forms of tackling transaction. In effective companies require a number of skilled workers in diverse job. Organizational inequality contributes to decreased extra function action, while staff facing justice prefer to shift towards constructive justice, conducts. This research examines the connection between organization and organizational justice. Organizational commitment behavior is the satisfaction of the work and the organizational ramifications of the Thailand

pharmacy companies. For survey system of data collection, it has been modified (Natnaporn Aeknarajindawat, Kittisak Jermisittiparsert, 2020). Organizational justice represents the only sense of fairness in organizations, and to show how these findings effect imposing outcomes, for organization citizenship behavior, for instance, duty and work satisfaction (Alsalem, M., and Alhaiani, A. (2007).). In addition, Goudarzvand & Chegini (2009) explained that employees feel the intellect of managerial justice enhances their functional capacity. And they are displaying organization citizenship behavior. Likewise, Moorman (2009) confirmed that corporate justice used to demonstrate the potential for equality, however, is seem the immediate effect on the execution of staff particularly organization justice, once employees meet their behavior, the situation was handled in their work and how this awareness effect their related technical performance. Organization operations justice has three subsequent parts of distributive justice i.e. interactional and procedural justice (Alsalem, M., and Alhaiani, A. 2007). Similarly, Foger, R., and Cropanzano, R. (1998) confirmed satisfaction was used as an implication in the midst of what one forestalling from work and what has judgement been from place of landing. Likewise, Bakhshi, A., Kumar, K., & Rani, E. (2009) explained that job satisfaction reports a positive or bright job. The unwanted feelings that workers have to strive for. Gratification with the profession is immovably joint with behavior of an entity in the job.

Likewise, Bakhshi, A., Kumar, K., & Rani, E. (2009) found that the University of Tehran, workers organization justice and job satisfaction. Empirical results comprise all people of the firm (Eight hundred individuals) in the year 2012, tanking only two hundred and sixty respondent's data randomly. Their research was of correlational descriptive-analytic form and for data gathering, job satisfaction Alsalem, M., and Alhaiani, A. (2007) and they collect the respondent's data through questionnaires. For examining the facts, statistical techniques were used that is Pearson Correlation Coefficient and Multiple Regression were employed and found that there is a significant association between job satisfaction and organization justice. Secondly, among these approaches, only practical justice is able to forecast job satisfaction.

Organization justice and its execution is essential requirement of the human being that has traditionally been granted, the medium of human's communities to evolve. Concepts of justice in parallel with the development of theological and metaphysical concept of scientific experiments human civilization has grown. Several researchers favor the concept of fairness relatively to

equality theory, since it focuses on fair circulation. Revenue among individuals to attain big volume of encouragement (Bayles, M.D. 1990). Labor faces at least two resources in a firm that is execution and negligence of law, much obvious resource is boss or direct worker of employee. The overseer has power to treat that could affect certain performance, such as may the reward or encouraging the employee's possibilities. The firm itself is the second means of justice or injustice to which employee that have ascribed, but this means is much proper, but also vital to report (Nami & Shokrakon, 2006). However, Bayles, M.D. (1990) describe work gratification as that their respect and job with various divergence to various realms in general (Bayles, M.D. 1990). Presently a number of jobs and professions is every nation that many individuals are active and typically handle their lives through them. Justice requires that the maximum number of workers and jobs.

Organization justice, needs that there is a vast numbers of job occasions and workers, certain measures are showed by organization associates are the foundation of the firm, and every work should be performed and communicated to meet firm objectives (Bies, R.J and Moag, J.S.1986). Work security allows the efficiency of humans to raise so employees should dedicate to the organization the mental and physical health of employees should be assured, the confidence of citizens will be improved, and this help of individuals to fulfill their existence and develop fresh work abilities much easily (Moghimi.2006). Similarly, Bies, R.J and Moag, J.S. (1986) reported that there is an essential connection among procedural support and work gratification. Likewise, Javadin Seyyed, Farahi & Atar Taheri (2008) suggested that the impact on various part of work gratification and organizational engagement of different perceptions if work fairness was entirely differed and had various levels. Anu moral compass against work performance, work gratification and manager gratification may have a major impact (Alsalem, M., and Alhaiani, A. (2007). Likewise, Bingham, L.B. (1997) advised that there is an essential correlation among entire company justice and work enjoyment in general. In addition, the elements of intuitional justice and total work efficiency have an essential relation. One of the most employed factors in firm activity is work gratification or customer gratification. It is an attitudinal reaction of an employee to his corporation. Work assignation as a boldness is abstracted as composed of analytic, metacognitive elements. Furthermore, we use data that provides data is about how shrinking has impacted staff, thus allowing the affective commitment concept to evaluated similar time and the individual results and company norm systems. Utilizing data, the current

employment of employees and their past expertise with rationalizing, we analyze if previous work history regulate the nexus between organizational commitment and career progression. Similarly, we expand the analysis of Bayles, M.D. (1990) discovered that procedural justice is more deeply similar to improved engagement amongst shrinking re-employed claimants than among many other employees. We launch our research by reading report on procedural support as well as work gratification. Using data of National job study, we examine each one of the key conflicting scientific constructs and test estimators. Several surveys often inquire about the happiness of workers with their work in general. Likewise, Bingham, L.B. (1997) found that robust indicator of work gratification that procedural fairness was technical justice. Equally, distributive fairness, like satisfaction is a greater indicator of individual results. Furthermore, while both substantial different impacts, Colquitt, J. A. (2001) found distributive fairness to be a greater forecaster of work performance than abusive supervision. Supposed justice for organizations is a significant indicator of both employee gratification and organizational engagement. Clarification for this may be that the using of clear choice executive procedures offers proof of a legitimate caring and consideration for well of workers on the part of the organization (Fatt, C. Kwai, Knin, E. Wong and Heng, T. Ngee.2010). In exchange this encourages the workers to maintain their partnership with their new firm.

Alessio Gori , Eleonora Topino, Letizia Palazzeschi and Annamaria Di Fabo (2020) explain that job satisfaction play a vital role in strategic supporting. The data were collected from 179 Italian workers. Their findings show a significant effect of organization justice on job satisfaction. However, Goudarzvand & Chegini (2009) clarified that workers feel the brainpower of managerial justice improves their useful volume. And they are showing organization citizenship behavior. Similarly, Duffy, R.D.; Blustein, D.L.; Diemer, M.A.; Autin, K.L. (2016) documented that corporate justice used to demonstrate the potential for equality, however, is seem the direct effect on the performance of staff mostly organization justice, once employees meet their conduct, the situation was moved in their work and how this cognizance effect their related technical performance. Organization operations justice has some parts of distributive justice i.e. interactional and procedural justice (Kašpárková, L.; Vaculik, M.; Prochazka, J.; Schaufeli, W.B.2018). Similarly, Peiró, J.M.; Bayona, J.A.; Caballer, A.; Di Fabio, A. (2020) found that satisfaction was used as an implication in the midst of what one forestalling from work and what has judgement been from place of landing. Likewise, Di Fabio, A.; Peiró, J.M. (2018) investigate

that job satisfaction documented a positive relationship with organization justice. The annoying feelings that workers have to strive for. Gratification with the profession is immovably joint with behavior of an entity in the job.

Similarly, Mohammad Hosein Lotfi, Mohammad Shirazi Pour (2013) found some public sector universities in Tehran, employees organization justice and job satisfaction. Empirical results comprise all people of the firm (Eight hundred individuals) in the year 2012, tanking only 260 respondent's data randomly. Their research was of correlational descriptive-analytic form and for data gathering, job satisfaction Fisher, C. (2014) and organization justics Sirgy, M.J.(2012) and they gather the defendant's data through surveys. For examining the facts, statistical techniques were used that is Pearson Correlation Coefficient and Multiple Regression were employed and found that there is a significant association between job satisfaction and organization justice. Secondly, among these approaches, only practical justice is able to forecast job satisfaction.

Organization justice and its execution is essential requirement of the human being that has traditionally been granted, the medium of human's communities to evolve. Concepts of justice in parallel with the development of theological and metaphysical concept of scientific experiments human civilization has grown. Several researchers favor the concept of fairness relatively to equality theory, science it focuses on fair circulation. Revenue among individuals to attain big volume of encouragement (Brown, D.; McIntosh, S, 2003). Labor faces at least 2 resources in a firm that is execution and negligence of law, much obvious resource is boss or direct worker of employee. The supervisor has power to treat that could affect certain performance, such as may the recompense or encouraging the employee's options. The firm itself is the second way of justice or injustice to which employee that have ascribed, but this means is much proper, but also vital to report (Cimete, G.; Gencalp, N.S.; Keskin, G. 2003). Howeve, Faragher, E.B.; Cass, M.; Cooper, C.L. (2013) define work satisfaction as that their esteem and job with various divergence to various realms in general (Ayala, Y.; Peiró, J.M.; Tordera, N.; Lorente, L.; Yeves, J.2016). Currently a number of jobs and professions is every nation that many individuals are active and typically handle their lives through them. Justice require s that the maximum number of workers and jobs.

Organization justice, requires that there is a huge numbers of job opportunities and workers, certain measures are conducted by organization members are the foundation of the firm, and

every work should be performed and communicated to meet firm objectives . Faragher, E.B.; Cass, M.; Cooper, C.L.2013). Job Surety permits the efficacy of people to increase so personnel should donate to the organization the mental and physical health of employees should be assured, the confidence of citizens will be improved, and this help of individuals to fulfill their existence and develop fresh wok abilities much easily (Moghimi.2006). However, Ayala, Y.; Peiró, J.M.; Tordera, N.; Lorente, L.; Yeves, J.2013) reported that there is an essential connection among procedural support and work gratification. Likewise, Javadin Seyyed, Farahi & Atar Taheri (2008) suggested that the impact on various part of work gratification and organizational engagement of different perceptions if work fairness was entirely differed and had various levels. Anu moral compass against work performance, work gratification and manager gratification may have a major impact (, Bayona, J.A.; Caballer, A.; Peiró, J.M.2020). Similarly, Judge, T.A.; Thoresen, C.J.; Bono, J.E.; Patton, G.K. 2001) suggested that there is an vital correlation among whole company justice and work satisfaction in general. In addition, the elements of intuitional justice and total work productivity have an essential relation. One of the most working factors in firm activity is work gratification or customer gratification. It is an attitudinal reaction of an employee to his corporation. Work engagement as a boldness is abstracted as composed of analytic, metacognitive elements. Furthermore, we use data that provides data is about how shrinking has impacted staff, thus allowing the affective commitment concept to evaluated similar time and the individual results and company norm systems. Applying data, the current employment of employees and their past expertise with rationalizing, we analyze if previous work history regulate the nexus between organizational commitment and career progression. Similarly, we expand the analysis of Roberts, J.A.; David, M.E. (2020) discovered that procedural justice is more deeply similar to improved engagement amongst shrinking re-employed claimants than among many other employees. We launch our research by reading report on procedural support as well as work gratification. Using data of Countrywide job research, we inspect each one of the key conflicting scientific constructs and test estimators. Several surveys often inquire about the happiness of workers with their work in general. McFarlin & Sweeney (1992) found that robust indicator of work gratification that procedural fairness was technical justice. Conversely, distributive fairness, like satisfaction is a greater indicator of individual results. Furthermore, while both substantial different impacts, Miah, M. (2018) create distributive justice to be a greater predictor of work presentation that offensive

supervision. Hypothetical justice for governments is a significant pointer of both employee gratification and organizational engagement. Clarification for this may be that the using of clear choice executive procedures offers proof of a legitimate caring and consideration for well of workers on the part of the organization (Gillet, N.; Fouquereau, E.; Coillot, H.; Cougot, B.; Moret, L.; Dupont, S.; Bonnetain, F.; Colombat, P. 2018). In exchange this inspires the labors to uphold their company with their new organization.

Similarly, Schaumberg, R.L.; Flynn, F.J. (2017) investigated the relationship between job satisfaction and organization justices. The data for the research was collected through questioners, which distributed among employees of electrical companies through stratified sampling. Their result shows a positive connection between job satisfaction and organization justice. Organizations are presently looking for advanced forms of tackling transaction. In real companies require a number of skilled workers in diverse job. Organizational inequality contributes to decreased extra function action, while staff facing justice prefer to shift towards constructive justice, conducts. This research examines the connection between organization and organizational justice. Organizational commitment behavior is the satisfaction of the work and the organizational ramifications of the Thailand pharmacy companies. For survey system of data collection, it has been modified (Thirulogasundaram, V.; Sahu, P.2014). Organizational justice signifies the only sense of fairness ion organizations, and to show how these findings effect imposing outcomes, for organization citizenship behavior, for instance, duty and work satisfaction (Culibrk, J.; Delic, M.; Mitrovi´c, S.; ´ Culibrk, D.2108). Additionally, Harter, J.K.; Schmidt, F.L (2004) clarified that workers feel the intellect of managerial justice enhances their functional capacity. And they are displaying organization citizenship behavior. Likewise, Furnham, A.; Eracleous, A.; Chamorro-Premuzic, T. (2009) confirmed that corporate justice used to demonstrate the potential for equality, however, is seem the immediate effect on the execution of staff particularly organization justice, once employees meet their behavior, the situation was handled in their work and how this awareness effect their related technical performance. Organization operations justice has three subsequent parts of distributive justice i.e. interactional and procedural justice (Alsalem, M., and Alhaiyani, A. 2007). Similarly, Di Fabio, A.; Gori, A(2016) documented that satisfaction was used as an implication in the midst of what one forestalling from work and what has judgement been from place of landing. Likewise, Kavanagh, M.H.; Ashkanasy, N.M (2006) reported that job satisfaction shows a positive

connection with organization justice. The annoying feelings that workers have to endeavor for satisfaction with the profession is stubbornly joint with behavior of an entity in the job.

Likewise, Heuvel, M.V.D.; Demerouti, E.; Bakker, A.B.; Schaufeli, W. (2013) asserted that the public sector workers, organization justice and job satisfaction. Practical outcomes include all people of the firm (Eight hundred individuals) in the year 2012, taking only two hundred and sixty respondent's data randomly. Their research was of correlational descriptive-analytic form and for data gathering, job satisfaction Deci, E.L.; Ryan, R.M. (2000) and they collect the respondent's data through questionnaires. For examining the facts, statistical techniques were used that is Pearson Correlation Coefficient and Multiple Regression were employed and found that there is a significant association between job satisfaction and organization justice. Secondly, among these approaches, only practical justice is able to forecast job satisfaction.

Organization justice and its execution is essential requirement of the human being that has traditionally been granted, the medium of human's communities to evolve. Concepts of justice in parallel with the development of theological and metaphysical concept of scientific experiments human civilization has grown. Several researchers favor the concept of fairness relatively to equality theory, science it focuses on fair circulation. Revenue among individuals to attain big volume of encouragement (Fredrickson, B.L.2001). Labor faces at least two resources in a firm that is execution and negligence of law, much obvious resource is boss or direct worker of employee. The overseer has power to treat that could affect certain performance, such as may the reward or encouraging the employee's possibilities. The firm itself is the second means of justice or injustice to which employee that have ascribed, but this means is much proper, but also vital to report (Gori, A.; Topino, E.2020). However, Bayles, M.D. (1990) describe work gratification as that their respect and job with various divergence to various realms in general (Colquitt, J.A.; Conlon, D.E.; Wesson, M.J.; Porter, C.O.L.H.; Ng, K.Y 2001). Presently a number of jobs and professions is every nation that many individuals are active and typically handle their lives through them. Justice requires that the maximum number of workers and jobs.

Organization justice, needs that there is a vast numbers of job occasions and workers, certain measures are showed by organization associates are the foundation of the firm, and every work should be performed and communicated to meet firm objectives (Lu, H.; Zhao, Y 2019). Work security allows the efficiency of humans to raise so employees should dedicate to the

organization the mental and physical health of employees should be assured, the confidence of citizens will be improved, and this help of individuals to fulfill their existence and develop fresh work abilities much easily (Silva, M.R.; Caetano, A. 2001). Similarly, Bies, R.J and Moag, J.S. (1986) reported that there is an essential connection among procedural support and work gratification. Likewise, Mylonas, E.; Mihail, D (2018) recommended that the impact on various part of job satisfaction and organizational meeting of different perceptions if work fairness was entirely differed and had various levels. Anu moral compass against work performance, work gratification and manager gratification may have a major impact (Alsalem, M., and Alhaiani, A. (2007). Likewise, Bingham, L.B. (1997) advised that there is an essential correlation among entire company justice and work enjoyment in general. In addition, the elements of intuitional justice and total work efficiency have an essential relation. One of the most employed factors in firm activity is work gratification or customer gratification. It is an attitudinal reaction of an employee to his corporation. Work assignment as a boldness is abstracted as composed of analytic, metacognitive elements. Furthermore, we use data that provides data is about how shrinking has impacted staff, thus allowing the affective commitment concept to evaluated similar time and the individual results and company norm systems. Utilizing data, the current employment of employees and their past expertise with rationalizing, we analyze if previous work history regulate the nexus between organizational commitment and career progression. Similarly, we expand the analysis of Greenberg, J.(2001) discovered that procedural justice is more deeply similar to enhanced engagement amongst shrinking re-employed claimants than among many other employees. We launch our research by reading report on procedural support as well as work gratification. Using data of National job study, we examine each one of the key conflicting scientific constructs and test estimators. Several surveys often inquire about the happiness of workers with their work in general. Similarly, Wanberg, C.R.; Banas, J.T (2000) found that robust indicator of work gratification that procedural fairness was technical justice. Equally, distributive fairness, like satisfaction is a greater indicator of individual results. Furthermore, while both substantial different impacts, Stouten, J.; Rousseau, D.M.; De Cremer, D (2018) originate distributive justice to be a greater analyst of work performance that abusive supervision. Hypothetical justice for organizations is an important gauge of both employee gratification and organizational engagement. Clarification for this may be that the using of clear choice executive procedures offers proof of a sincere caring and consideration for well of

workers on the part of the organization (Cropanzano, R.; Prehar, C.A.; Chen, P.Y. 2002). In exchange this encourages the workers to maintain their partnership with their new firm. Organization justice, requires that there is a huge numbers of job opportunities and workers, certain measures are conducted by organization members are the foundation of the firm, and every work should be performed and communicated to meet firm objectives. However, Kool, M.; Van Dierendonck, D. (2012). Job Surety permits the efficacy of people to increase so personnel should donate to the organization the mental and physical health of employees should be assured, the confidence of citizens will be improved, and this help of individuals to fulfill their existence and develop fresh wok abilities much easily (Paolillo, A.; Platania, S.; Magnano, P.; Ramaci, T,2015). However, Di Fabio, A,2018) reported that there is an essential connection among procedural support and work gratification. Likewise, Javadin Seyyed, Farahi & Atar Taheri (2008) suggested that the impact on various part of work gratification and organizational engagement of different perceptions if work fairness was entirely differed and had various levels. Anu moral compass against work performance, work gratification and manager gratification may have a major impact (Judge, T.A.; Kammeyer-Mueller, J.D 2012). Similarly, Gupta, S.; Singla, A. (2016) recommended that there is a dynamic correlation among whole company justice and work satisfaction in general. In addition, the elements of intuitional justice and total work productivity have an essential relation. One of the most working factors in firm activity is work satisfaction or customer gratification. It is an attitudinal reaction of a worker to his corporation. Work engagement as a boldness is abstracted as composed of analytic, metacognitive elements. Additionally, we use data that provides data is about how shrinking has impacted staff, thus allowing the affective promise concept to evaluated similar time and the individual results and company norm systems. employing data, the current employment of employees and their past expertise with rationalizing, we analyze if previous work history regulate the nexus between organizational commitment and career progression. Similarly, we expand the analysis of Dal Corso, L.; Carluccio, F.; Buonomo, I.; Benevene, P.; Vecina, M.; West, M. (2019) documented that procedural justice is more profoundly similar to improved engagement amongst shrinking re-employed claimants than among many other employees. We launch our research by reading report on procedural support as well as work gratification. Using data of Nationwide job research, we review each one of the key contradictory scientific constructs and test estimators. Several surveys often inquire about the happiness of workers with their work in general. Similarly, Raziq,

A.; Maulabakhsh, R (2015) asserted that healthy indicator of work satisfaction that procedural fairness was technical justice. Conversely, distributive fairness, like satisfaction is a greater indicator of individual outcomes. Additionally, while both extensive different impacts, Clay-Warner, J.; Reynolds, J.; Roman, P (2005) found distributive justice to be a greater forecaster of work exhibition that aggressive management. Theoretical justice for governments is a significant pointer of both employee gratification and organizational engagement. Clarification for this may be that the using of clear choice executive procedures offers proof of a legitimate caring and consideration for well of workers on the part of the organization (Gori, A.; Craparo, G.; Giannini, M.; Loscalzo, Y.; Caretti, V.; La Barbera, D.; Manzoni, G.M.; Castelnuovo, G.; Tani, F.; Ponti, L.; et al. 2015).

While, Johnson, J.; Hall, L.H.; Berzins, K.; Baker, J.; Melling, K.; Thompson, C. (2017) established that corporate justice used to demonstrate the potential for equality, however, is seem the immediate effect on the execution of staff chiefly organization justice, once workers meet their behavior, the situation was handled in their work and how this awareness effect their related technical presentation. Organization operations justice some subsequent parts of distributive justice i.e. interactional and procedural justice (Gracia, F.J.; Ramos, J.; Peiró, J.M.; Caballer, A.; Sora, B. 2011). Similarly, Giorgi, G.; Shoss, M.K.; Leon-Perez, J.M (2015) established gratification was used as an implication in the midst of what one forestalling from work and what has judgement been from place of landing. Similarly, Ostroff, C (1995) explained that job satisfaction reports a positive or bright job. The unwanted feelings that workers have to strive for. Gratification with the profession is immovably joint with behavior of an entity in the job.

Likewise, St-Pierre, I.; Holmes, D. (2010) investigate the study of some universities in Tehran, their personnel organization justice and job satisfaction. Experimental results comprise all people of the firm in the year 2012, taking only two hundred and sixty respondent's data randomly. Their study was of correlational descriptive-analytic form and for data assembly, job satisfaction (Spector, 1997) and OJ (Tremblay, M.; Cloutier, J.; Simard, G.; Chênevert, D.; Vandenberghe, C. (2010) and they collect the respondent's data through questionnaires. For examining the facts, statistical techniques were used that is Pearson Correlation Coefficient and Multiple Regression were employed and found that there is a significant association between job satisfaction and

organization justice. Secondly, among these methods, only practical justice is able to predict job satisfaction.

Organization justice and its implementation is vital obligation of the human being that has usually been granted, the medium of human's communities to evolve. Concepts of justice in parallel with the development of theological and metaphysical concept of scientific experiments human civilization has grown. Several researchers favor the concept of fairness relatively to equality theory, since it focuses on fair circulation. Revenue among individuals to attain big volume of encouragement (Miao, C.; Humphrey, R.H.; Qian, S. 2016). Labor faces at least two resources in a firm that is execution and negligence of law, much obvious resource is supervisor or direct employee of employee. The supervisor has power to treat that could affect sure presentation, such as may the reward or encouraging the employee's possibilities. The firm itself is the second means of justice or injustice to which worker that have credited, but this means is much proper, but also vital to report (Moran, D.J. 2001). However, Tremblay, M.; Cloutier, J.; Simard, G.; Chênevert, D.; Vandenberghe, C (2010) explained that work job satisfaction as that their respect and job with various divergence to various realms in general (Giorgi, G.; Shoss, M.K.; Leon-Perez, J.M 2015). Presently several jobs and professions in every country that many individuals are active and typically handle their lives through them. Justice requires that the maximum number of workers and jobs.

Firm justice, needs that there is a vast numbers of job opportunities and workers, certain measures are conducted by organization members are the foundation of the firm, and every work should be performed and communicated to meet firm objectives (Aryee, S., Budhwar, P. S. & Chen Z. X., (2002). Work security allows the efficiency of humans to raise so employees should dedicate to the organization the mental and physical health of employees should be assured, the confidence of citizens will be improved, and this help of individuals to fulfill their existence and develop fresh work abilities much easily (Moghimi.2006). Similarly, Aydin, I. and Kepenekci, Y.K. (2008) reported that there is an essential connection among procedural support and work gratification. Likewise, Cobb, A.T. and Frey, F.M. (1996) suggested that the impact on various part of work gratification and organizational engagement of different perceptions if work fairness was entirely differed and had various levels. Anu moral compass against work performance, work gratification and manager gratification may have a major impact (Cohen-Charash, Y. and

Spector, P.E. (2001). Likewise, Colquitt J.A., Greenberg, J., & Zapata-Phelan, C. (2005) suggested that there is an essential correlation among entire company justice and work satisfaction in general. In addition, the elements of intuitional justice and total work productivity have an essential relation. One of the most employed factors in firm activity is work gratification or customer gratification. It is an attitudinal reaction of an employee to his company. Work engagement as a confidence is abstracted as composed of analytic, metacognitive elements. Furthermore, we use data that provides data is about how shrinking has impacted staff, thus allowing the affective commitment concept to evaluated similar time and the individual results and company norm systems. Applying data, the current employment of employees and their past expertise with rationalizing, we analyze if previous work history regulate the nexus between organizational commitment and career progression. Similarly, we expand the analysis of Colquitt, J.A., Conlon, D.E., Wesson, M.J., Porter, C.O.L.H. and Ng, K.Y. (2001) exposed that procedural justice is more deeply similar to improved engagement amongst shrinking re-employed claimants than among many other employees. We launch our research by reading report on procedural support as well as work gratification. Using data of National job study, we examine each one of the key conflicting scientific constructs and test estimators. Several surveys often inquire about the happiness of workers with their work in general Cooper, D.R. & Schindler, P.S. (2003), found that robust indicator of work gratification that procedural fairness was technical justice. Equally, distributive fairness, like satisfaction is a greater indicator of individual results. Furthermore, while both substantial different impacts, Elanain, H.M.A. (2009), found distributive fairness to be a greater forecaster of work performance that abusive supervision. Supposed justice for organizations is a significant indicator of both employee gratification and organizational engagement. Explanation for this may be that the using of clear choice executive procedures offers proof of a legitimate caring and consideration for well of workers on the part of the organization (Feinstein, A.H. and Vondrasek, D. 2001). In exchange this encourages the workers to maintain their partnership with their new firm.

Similarly, Fernandes, C. and Awamleh, R. (2006) clarify the relationship between job satisfaction and organization justices. The data for the research was collected through questioners, which distributed among two hundred and twenty nine workers of electronic companies through stratified sampling. Their outcome shows a positive link between job gratification and organization justice. Now organizations currently looking for advanced forms

of tackling transaction. In effective companies require a number of skilled workers in diverse job. Organizational disparity contributes to decreased extra function action, while staff facing justice prefer to shift towards constructive justice, conducts. This research examines the connection between organization and organizational justice. Organizational commitment behavior is the satisfaction of the work and the organizational ramifications of the Thailand pharmacy companies. For survey system of data collection, it has been modified (Forret, M. and Love, M.S., 2008). Organizational justice represents the only sense of fairness ion organizations, and to show how these findings effect imposing outcomes, for organization citizenship behavior, for instance, duty and work satisfaction (Nadler, D.A. and Lawler, E.E. III. 2007). Moreover, Niehoff, B.P., and Moorman, R.H. (1993) explained that employees feel the intellect of managerial justice enhances their functional capacity. And they are displaying organization citizenship behavior. Likewise, Johnson, J.; Hall, L. H.; Berzins, K.; Baker, J.; Melling, K.; Thompson, C. (2017) established that company justice used to prove the possible for equality, however, is seem the immediate effect on the execution of staff particularly organization justice, once employees meet their behavior, the situation was handled in their work and how this awareness effect their related technical performance. Organization operations justice has three subsequent parts of distributive justice i.e. interactional and procedural justice (Gori, A.; Craparo, G.; Giannini, M.; Loscalzo, Y.; Caretti, V.; La Barbera, D.; Manzoni, G.M.; Castelnuovo, G.; Tani, F.; Ponti, L.; et al 2015). Similarly, Clay-Warner, J. (2005) confirmed satisfaction was used as an implication in the midst of what one forestalling from work and what has judgement been from place of landing. Likewise, Cobb, A.T.; Wooten, K.C.; Folger, R. (1995) clarified that job gratification reports a helpful or bright job. The unwanted feelings that workers have to strive for. Satisfaction with the profession is obstinately joint with behavior of an entity in the job.

Likewise, Paolillo, A.; Platania, S.; Magnano, P.; Ramaci, T. (2015) reported public sector workers organization justice and job satisfaction. Pragmatic outcomes include all persons of the firm in the year 2012, tanking only two hundred and sixty respondent's data randomly. Their research was of correlational descriptive-analytic form and for data gathering, job satisfaction Kool, M.; Van Dierendonck, D. (2012) and they collect the respondent's data through questionnaires. For examining the facts, statistical techniques were used that is Pearson Correlation Coefficient and Multiple Regression were employed and found that there is a

significant association between job satisfaction and organization justice. Secondly, among these approaches, only practical justice is able to forecast job satisfaction.

Organization justice and its execution is essential requirement of the human being that has traditionally been granted, the medium of human's communities to evolve. Concepts of justice in parallel with the development of theological and metaphysical concept of scientific experiments human civilization has grown. Several researchers favor the concept of fairness relatively to equality theory, science it focuses on fair circulation. Income amongst persons to attain big volume of inspiration (Stouten, J.; Rousseau, D.M.; De Cremer, D. 2018). Work looks at minimum two resources in a firm that is execution and negligence of law, much obvious resource is boss or direct worker of employee. The overseer has power to treat that could affect certain performance, such as may the reward or encouraging the employee's possibilities. The firm itself is the second means of justice or injustice to which employee that have ascribed, but this means is much proper, but also vital to report (Nami & Shokrakon, 2006). However, Bayles, M.D. (1990) describe work gratification as that their respect and job with various divergence to various realms in general (Wanberg, C.R.; Banas, J.T.2008). Presently a number of jobs and professions is every nation that many individuals are active and typically handle their lives through them. Justice require s that the maximum number of workers and jobs.

Firms justice, wants that there is a huge records of job times and workers, certain measures are presented by organization associates are the foundation of the firm, and every work should be performed and communicated to meet firm objectives (Mylona, E.; Mihail, D. 2018). Work security allows the efficiency of humans to raise so employees should dedicate to the organization the mental and physical health of employees should be assured, the confidence of citizens will be improved, and this help of individuals to fulfill their existence and develop fresh wok abilities much easily (Cohen-Charash, Y.; Spector, P.E. 2001). Similiarly, Bies, Heuvel, M.V.D.; Demerouti, E.; Bakker, A.B.; Schaufeli, W (2013) stated that there is a vital linking among procedural support and work satisfaction. Correspondingly, Kavanagh, M.H.; Ashkanasy, N.M. (2006) recommended that the impact on various part of work gratification and organizational engagement of different perceptions if work fairness was entirely differed and had various levels. Anu moral compass against work performance, work satisfaction and manager gratification may have a major impact (Nielsen, K.; Randall, R 2012). Similarly, Di Fabio, A.;

Gori, A (2016) directed that there is an essential correlation among entire corporation justice and work pleasure in general. While, the elements of intuitional justice and total work competence have an essential relation. One of the most employed factors in firm activity is work gratification or customer gratification. It is an attitudinal reaction of an employee to his corporation. Work meeting as a boldness is abstracted as composed of analytic, metacognitive elements. Furthermore, we use data that provides data is about how shrinking has impacted staff, thus allowing the affective commitment concept to evaluated similar time and the individual results and company norm systems. Using data, the present employment of employees and their past expertise with rationalizing, we analyze if previous work history regulate the nexus between organizational commitment and career progression. Similarly, we expand the analysis of Furnham, A.; Eracleous, A.; Chamorro-Premuzic, T. P (2009) exposed that procedural justice is more deeply similar to improved engagement amongst shrinking re-employed claimants than among many other employees. We launch our research by reading report on procedural support as well as work gratification. Using data of National job study, we examine each one of the key conflicting scientific constructs and test estimators. Several surveys often inquire about the happiness of workers with their work in general. Likewise, Harter, J.K.; Schmidt, F.L. (2004) found that strong indicator of work gratification that procedural fairness was technical justice. Equally, distributive fairness, like gratification is a greater indicator of individual results. Furthermore, while both substantial different impacts, Culibrk, J.; Delic, M.; Mitrović, S.; Culibrk, D. (2018) originate distributive fairness to be a greater forecaster of work performance that abusive supervision. Hypothetical justice for organizations is a significant indicator of both employee gratification and organizational engagement. Clarification for this may be that the using of clear choice executive procedures offers proof of a legitimate caring and consideration for well of workers on the part of the organization (Thirulogasundaram, V.; Sahu, P. 2014). In exchange this encourages the workers to maintain their partnership with their new firm.

Schaumberg, R.L.; Flynn, F.J. (2017) clarify that job satisfaction play a dynamic role in strategic supportive. The data were collected from 179 Italian workers. Their results show a significant effect of organization justice on job satisfaction. However, Goudarzvand & Chegini (2009) clarified that workers feel the brainpower of managerial justice improves their useful volume. And they are showing organization citizenship behavior. Similarly, Roberts, J.A.; David, M.E. Boss (2020) standard that corporate justice used to demonstrate the potential for equality,

however, it seems the direct effect on the performance of staff mostly organization justice, once employees meet their conduct, the situation was moved in their work and how this cognizance effect their related technical performance. Organization operations justice has some parts of distributive justice i.e. interactional and procedural justice (Judge, T.A.; Thoresen, C.J.; Bono, J.E.; Patton, G.K.2020). Similarly, Peiró, J.M.; Bayona, J.A.; Caballer, A.; Di Fabio, A. (2020) found that satisfaction was used as an implication in the midst of what one forestalling from work and what has judgement been from place of landing. Likewise, Di Fabio, A.; Peiró, J.M. (2018) investigate that job satisfaction documented a positive relationship with organization justice. The annoying feelings that workers have to strive for. Gratification with the profession is immovably joint with behavior of an entity in the job.

Similarly, Viswesvaran, C. and Ones, D.S. (2002) found some public sector universities in Tehran, employees organization justice and job satisfaction. Empirical results comprise all people of the firm in the year 2012, tanking only 250 respondent's data randomly. Their research was of correlational descriptive-analytic form and for data gathering, job satisfaction Taylor, M.S., Tracy, K.B., Renard, M.K., Harrison, J.K. and Carroll, S.J. (1995) and organization justice Niehoff, B.P.,(2020_ and Moorman, R.H.(1993). and they gather the defendant's data through surveys. For examining the facts, statistical techniques were used that is Pearson Correlation Coefficient and Multiple Regression were employed and found that there is a significant association between job satisfaction and organization justice. Secondly, among these approaches, only practical justice is able to forecast job satisfaction. While, Taylor, M.S., Tracy, K.B., Renard, M.K., Harrison, J.K. and Carroll, S.J. (1995) examines the discrepancy impact of expectations of multifocal organizational justice on the conduct of organizational citizenship. The results explain the bi-focal existence of distributive and practical justice on the basis of data collection from Two hundred and seventeen (217) workers, supervisors etc. in light of the mono-focus of relational justice, and help the hypothesis that investments in justice generate exponential behavioral reactions, which are often arbitrated by the quality of the associations between supervisor and employee. Scholars found and explained the model interesting and have therefor defined many areas where further work is required to develop our considerate of the implications and processes of linked to justice in the workplace. The impact related to the origins of justice Ayala, Y.; Peiró, J.M.; Tordera, N.; Lorente, L.; Yeves, J. J (2106) the disparity findings of expectation s of justice based on form of justice (Rupp & Cropanzano, 2002;

Colquitt, Conlon, Wesson, Porter, & Ng, 2001), and as indicated by the above-mentioned nexus results, the processes by which awareness of justice are transformed into actions. In particular, we note that fairness in the workplace is helpful in creating solid, constructive exchanges. Nexuses as operationalized by Faith engagement of the organization, supposed organizational assistance and changes in leader and members (Faragher, E.B.; Cass, M.; Cooper, C.L.2013; Cropanzano & Mitchell, 2005; LMX; Coyle-Shapiro & Conway, 2004). In addition, the type of constrictive, extra-role actions exhibited can be influenced different by various sizes of justice. The origins of a model of a source if justice is found in Brown, D.; McIntosh, S(2003) and subsequent literature (Colquitt et al., 2001; Colquitt & Greenberg, 2003; Ambrose & Hess, 2001), in which organizational just become analyzed whether particular effects were expected by the target of Justice decisions.

While, Kašpárková, L.; Vaculik, M.; Prochazka, J.; Schaufeli, W.B (2018) scrutinized numerous workers from different groups to limit that how the justice received by employees from their respective supervisors can build their citizenship. Moreover, the organizational citizenship behavior association with practical nature was positively vapid by technical justice. Similarly, Bies, R. (2005) explained the several facets of justice that can enhance the citizenship behavior and found positive correlated. Similarly, Duffy, R.D.; Blustein, D.L.; Diemer, M.A.; Autin, K.L (2016) by directing mainly organizational justice and job insecurity explore how individual difference in emotional intelligence influenced their organizational job satisfaction. The outcomes show that organizational justice, emotional intelligence, job satisfaction and job insecurity were correlated significantly.

Tahir Blustein, D.L.; Kenny, M.E.; Di Fabio, A.; Guichard, J (2018) explained the nexus between organizational justice and organization citizenship behavior, and collect the data from 350 respondents in banking sector in Pakistan. Their outcomes display significant predictor of job satisfaction is procedural justice than. This supported the findings of Aguilera, R.V.; Rupp, D.E.; Williams, C.A.; Ganapathi, J. (2007), statistical techniques were used to test the nexus among measures of institutional satisfaction, office justice and job satisfaction. However, Lindgreen, A.; Swaen, V. (2010) explain the organization comment of the staff as well as their satisfaction are vitally significant that can really help to expand the performance of the organization (Orlitzky, M.; Schmidt, F.L.2003). While, (Gond, J.-P.; El Akremi, A.; Swaen, V.; Babu, N.; Harvey, P. 2107; Gao, Y.; Zhang, D.; Huo, Y, 2017) their study observes the

influences concept of corporate social responsibility and micro study in the employee scopes of job satisfaction and organizational justice. Results show that CSR is positively related to both organizational justice and job satisfaction.

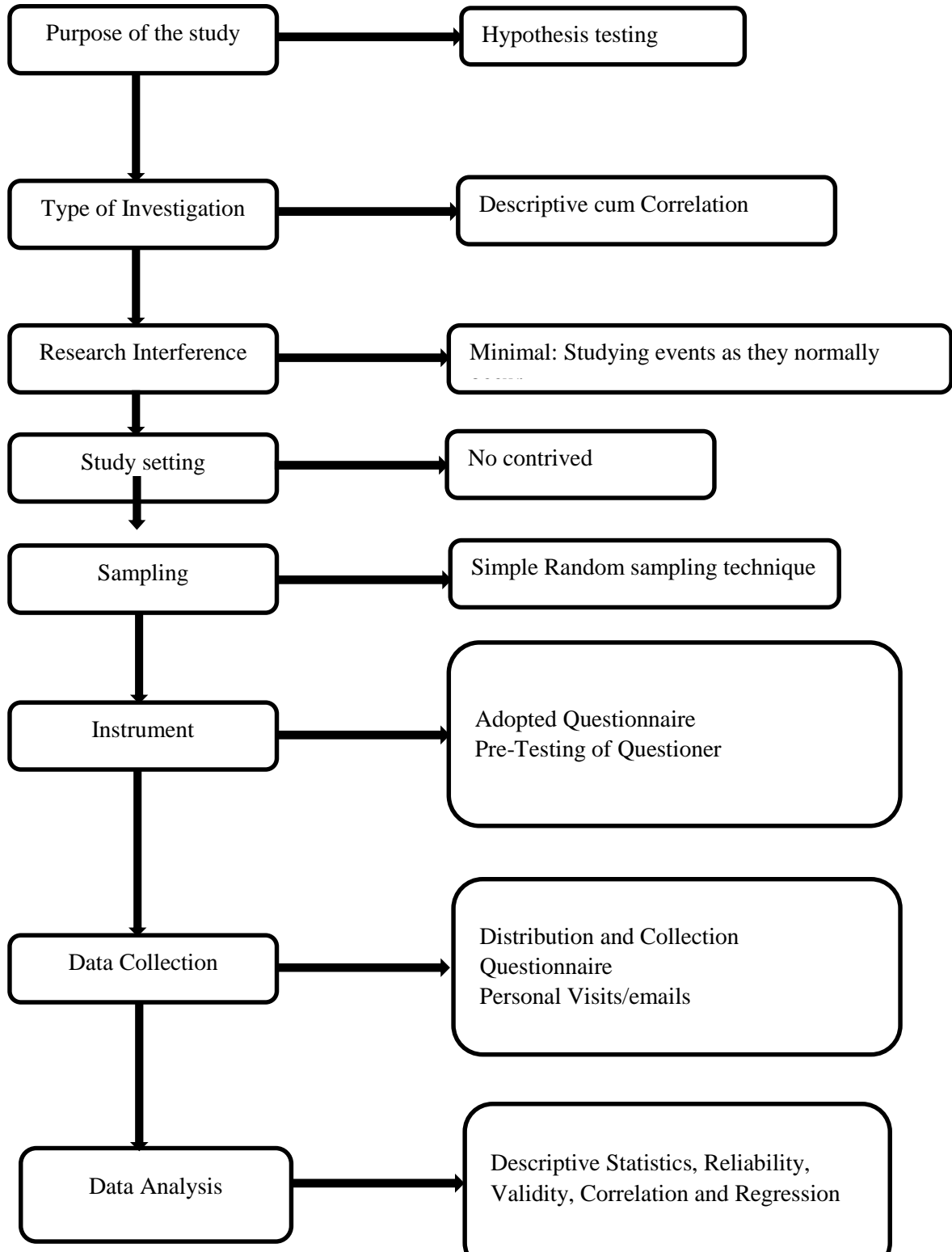
While, Rupp, D.E.; Mallory, D.B. (2015) reviews the divergence impact of prospects of multifocal organizational justice on the conduct of organizational citizenship. The results explain the bi-focal presence of distributive and practical justice on the basis of data collection from Two hundred and seventeen workers, supervisors etc. in light of the mono-focus of relational justice, and help the hypothesis that savings in justice generate exponential behavioral reactions, which are often arbitrated by the quality of the associations between supervisor and employee. Researchers found and clarified the model interesting and have therefor defined many areas where further work is required to develop our consideration of the suggestions and processes of linked to justice in the workplace. The influence related to the origins of justice Greenberg, J.(2010) also explained the organizational justice and the disparity findings of prospects of justice based on form of justice Taylor, M.S., Tracy, K.B., Renard, M.K., Harrison, J.K. and Carroll, S.J. (1995), and as designated by the above-mentioned connection, the procedures by which awareness of justice are changed into actions. Especially, we note that justice in the workplace is helpful in creating solid, constructive exchanges. Nexuses as operationalized by Faith engagement of the organization, supposed organizational help and changes in leader and members (Tepper, B. J. 2000; Halbesleben, J.R.2010). Additionally, the type of confining, extra-role actions exhibited can be influenced differently by various sizes of justice. The origins of a model of a source of justice is found in Blustein, D.L.; Kenny, M.E.; Di Fabio, A.(2018), following works (Colquitt & Greenberg, 2003; Ambrose & Hess, 2001), in which organizational justice become analyzed whether particular effects were expected by the target of Justice decisions. One of the most employed factors in firm activity is work gratification or customer gratification. It is an attitudinal response of an operative to his corporation. Work engagement as a boldness is abstracted as composed of analytic, metacognitive elements. Furthermore, we use data that provides data is about how shrinking has impacted staff, thus letting the affective commitment concept to be evaluated similar time and the individual results and company norm systems. Applying data, the current employment of employees and their past expertise with rationalizing, we analyze if previous work history regulate the nexus between organizational commitment and career progression. Likewise, we expand the analysis of Viswesvaran, C. and Ones, D.S. (2002)

discovered that procedural justice is more deeply similar to improved engagement amongst shrinking re-employed plaintiffs than among many other employees. We launch our research by reading report on procedural support as well as work gratification. Using data of National job study, we examine each one of the key conflicting scientific constructs and test estimators. Several surveys often inquire about the happiness of workers with their work in general. Likewise, Elanain, H.M.A. (2009), found that strong pointer of work gratification that procedural fairness was technical justice. Conversely, distributive fairness, like gratification is a greater indicator of individual results. Furthermore, while both substantial different impacts, Feinstein, A.H. and Vondrasek, D. (2001), create distributive fairness to be a greater predictor of work presentation that rude management.

CHAPTER-3

RESEARCH METHODOLOGY

3.1 Research Philosophy



3.2 Population

Population of the study used the 9548 front Desk Officers of NADRA around Pakistan who are in direct contact with their customers and their role/Performance Could Affect Reputation and Customer Care Slogan of the Organization.

3.3 Sample of the Study

The Sample of the Study has been mainly drawn from 5461 total Population of front desk officers deputed in more than 845 Data Acquisition units (DAUS) around Pakistan. Sample size has been determined by using Raosoft online Sample size calculator that is calculated 370 for this study.

Reason behind selecting this Representative sample is the busy position of the front desk officers and almost same environment & same standard operating Registration Policies around Pakistan. Front Desk officers is the real face of the organization dealing directly with customers resolving their issues, guiding them according to set Policies and thus making image of the organization and affecting profitability of the organization as well.

Population				Sample for the Study	
NADRA Pakistan	S #	Regional Offices	No of Front Desk Officers	Percentage	Sample Proportionate
	1.	Peshawar	1245	14.62%	65
	2.	Islamabad	879	9.62%	48
	3.	Sukkur	345	9.62%	38
	4.	Sargodha	512	9.62%	38
	5.	Multan	474	11.54%	45
	6.	Lahore	879	11.54%	49
	7.	Karachi	749	7.69%	45
	8.	Quetta	378	7.69%	42
	Total			5461	

3.4 Measures for the Study and Variables

Following Instruments have been used to measure the dependent, independent variables of the study and also to find out the Association between these variables.

Variables	Instrument Author	Numberof Items
Organizational Justice	Milliman (1992)	6
Organizational Citizenship Behavior(OCB)	Netemeyer’s (1997)	12
Job Satisfaction	Spector(1985)	6

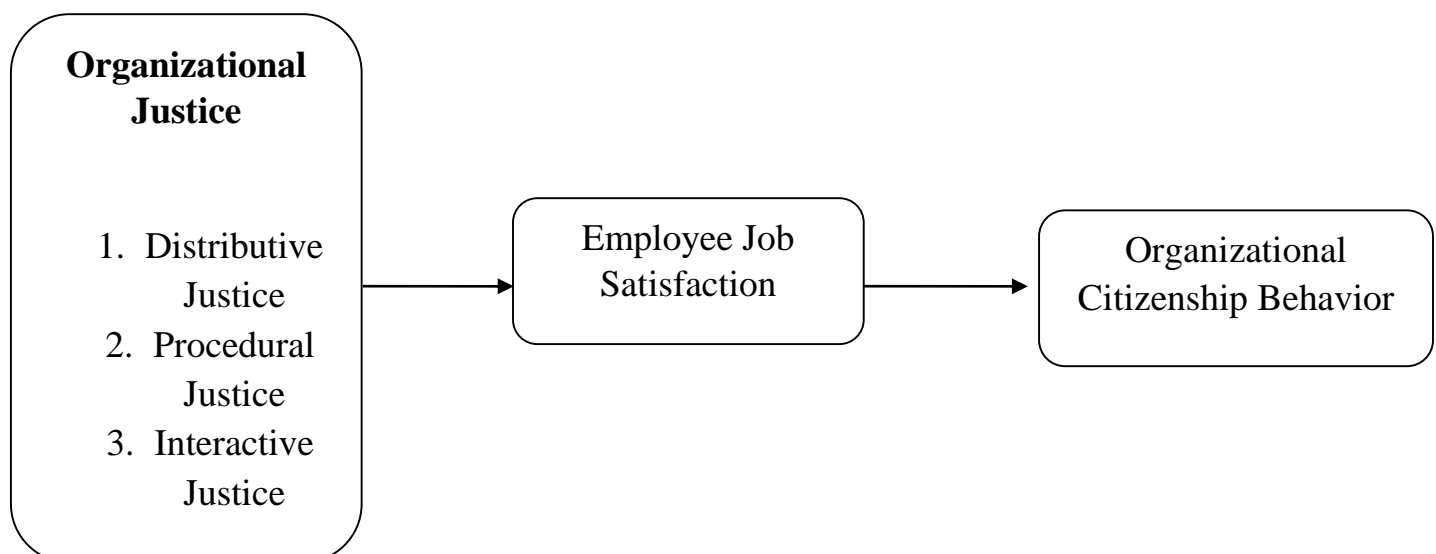
Likert Scale is used to measure the responses and the responses of all Front Desk Officers.

3.5 Data Analysis

For Analyzing Data SPSS (Statistical Package) has been used and the following Process will be used:-

- Filled Questionnaires sorted out.
- Each item of the Questionnaire coded.
- Coded Data embedded in to SPSS
- Regression & Correlation Analysis used to find out the Associations between the independent & dependent variables.

3.6 Conceptual Model



3.7 Hypothesis of the Study

- H₁: Distributive justice is positively associated with Employee job satisfaction.
- H₂: Procedural justice is positively associated with Employee job satisfaction.
- H₃: Interactional justice is positively associated with Employee job satisfaction.
- H₄: Distributive justice is positively associated with Organizational Citizenship Behavior.
- H₅: Procedural justice is positively associated with Organizational Citizenship Behavior.
- H₆: Interactional justice is positively associated with Organizational Citizenship Behavior
- H₇: Job satisfaction is Positively Associated with Organizational Citizenship Behavior
- H₈: Job satisfaction mediates the effect of Distributive Justice on Organizational Citizenship Behavior.
- H₉: Job satisfaction mediates the effect of Procedural Justice on Organizational Citizenship Behavior
- H₁₀: Job satisfaction mediates the effect of Interactional Justice on Organizational Citizenship Behavior

CHAPTER-4

DATA ANALYSIS AND DISCUSSION

4.1 Reliability Analysis

To determine the consistency in data and to know about responses strength, the reliability has been conducted.

Table 1: Reliability Analysis

	Items	Cronbach's Alpha
JS	6	0.876
OJ	6	0.760
OCB	12	0.812

The study used Organizational Justice, job satisfaction and OCB for the relationship in this study. All three variables show that data is reliable because of the reason that the alpha value of all variables above than 0.7. The reported values are 0.87, 0.76 and 0.81 for JS, OJ and OCB respectively.

4.2 Factor Analysis, KMO & Bartlett's Test

The study has used KMO for understanding that whether the sample size used is enough for the analysis.

4.2.1 KMO and Bartletttest for OJ

Table 2: KMO and Bartletttest of OJ

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.768
Bartlett's Test of Sphericity	Approx. Chi-Square	123.56
	Df	5

Sig.	.000
------	------

Table 3: Component Matrix OJ

	Component
	1
Q1	.654
Q2	.558
Q3	.811
Q4	.598
Q5	.789
Q6	.789

The above tables show the results for KMO & Bartlett's test and components matrix loading of the variable OJ and report that KMO value is above 0.6, which determine that the the construct is a valid one and the size of the sample is quite accurate and enough.

4.2.2 Factor Analysis, KMO and Bartler test for JS

Table 4: KMO and Bartlett's Test of JS

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.689
	Approx. Chi-Square 98.654
Bartlett's Test of Sphericity	Df 7
	Sig. .000

Table 5: Component Matrix of JS

	Component
	1
Q1	.654
Q2	.876
Q3	.666
Q4	.609
Q5	.521
Q6	.776

The KMO's value is above than the critical land mark i.e 0.6, which suggest the adequacy of the sample size used in this particular study and the Bartlett's test is also highly significance at $P < 0.05$.

4.2.3 Factor Analysis, KMO and Bertler test for OCB

Table 6 KMO and Bartlett's Test of OCB

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.765
Approx. Chi-Square	112.546
Bartlett's Test of Sphericity	
Df	8
Sig.	.000

Table 7 Component Matrix of OCB

	Component

	1
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Q1	.786
Q2	.776
Q3	.613
Q4	.765
Q5	.831
Q6	.564
Q7	.786
Q8	.567
Q9	.678
Q10	.654
Q11	.554
Q12	.657

The above tables show the results for KMO & Bartlett's test and components matrix loading of the variable OCB and report that KMO value is above 0.6, which determine that the the construct is a valid one and the size of the sample is quite accurate and enough.

4.3 Descriptive Statistics

Table 12 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JS	370	1.00	5.00	2.6543	1.05554
OJ	370	1.00	5.00	2.8999	.765433
OCB	370	1.00	5.50	2.6666	1.89645
Age	370	1.00	3.00	1.7778	1.78733

Gender	370	1.00	2.00	1.5432	.23456
Marital status	370	1.00	2.00	1.6543	.87642
No of years worked	370	1.00	4.00	2.12312	1.32465
Education	370	1.00	4.00	2.22211	.786342
Valid N (list wise)	370				

The study used independent, dependent and mediating variable on the well-established five Likert scale form. The study applied exploratory analysis for the eye bird approach to check the errors in data the max and min values of the variables responses and demographic factors have been reported in the table.

4.4 Regression Assumptions

4.4.1 Normality Tests of the Data

The following normality tests have been conducted for the normality of data in this study

Table 4.4.1.1 JS Shapiro-Wilk Test of Normality

	Statistic	Df	Sig	Statistic	Df	Sig
JS	.12	7	.675	.8976	7	.876

Kolmogrov-smirnovShapiro-Wilk

The results in the above table determine that JS responses are normally distributed. The values recurring for the variable in both tests are insignificant, showing that data is normal.

4.4.1.2 OJ Shapiro-Wilk Test of Normality

Kolmogrov-smirnovShapiro- Wilk

	Statistic	Df	Sig	Statistic	Df	Sig
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OJ	.12	9	.290	.888	9	.432
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The results in the above table determine that OJ responses are normally distributed. The values recurring for the variable in both tests are insignificant, showing that data is normal.

Table 4.4.1.3 OCB Shapiro-Wilk Test of Normality

Kolmogrov-smirnovShapiro- Wilk

	Statistic	Df	Sig	Statistic	Df	Sig
OCB	.14	6	.342	.765	6	.653

The results in the above table determine that OCB responses are normally distributed. The values recurring for the variable in both tests are insignificant, showing that data is normal.

4.4.2 Multicollinearity Test

Table 12 Multicollinearity Statistics

Collinearity Statistics		
	Tolerance	VIF
JS	.789	1.432
OJ	.675	1.321

The table show that tolerance and VIF values are well in brecket and the range of the feasibility which determine no multi collinearity. (Brien& Robert, 2007). The above tolerance values reflect that the tolerance level is moderate, good and the VIF values also showing within the feasible ranges.

4.5 Correlations Analysis

	JS	OJ	OCB
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JS	1		
OJ	.623**	1	
OCB	.589**	.512**	1

Table 13 Correlation Analysis of the Variable

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

The above table shows the strength of relationship using correlation between variables. The results signifies that OJ is strongly correlated with both JS and OCB. JS is also strongly positively correlated with OCB. The results determine that increase in OJ will definitely enhance the level of JS in employees as well as the citizenship behavior of the employees.

4.6 Regression Analysis

Regression analysis has been conducted to find the impact of OJ on organizational citizenship behavior and the mediating role of JS in their relationship in the employees of NADRA. The study has used Barron and Kenny (1986) approach

Step 1 OJ Impact on OCB

Beta	R-Square	Adj R-Square	F-Value	t-Value	P-Value
.356	.287	.270	34.78	5.749	0.000

Dependent Variable OCB

In the first step the study analyzed the effect of independent variable on dependent variable, The results show that org justice significantly affect the level of OCB of the employees in NADRA. The beta and T-value are significant at 5% probability level.

Step 2 OJ on JS

Beta	R-Square	Adj R-Square	F-Value	t-Value	P-Value
.24	.323	.318	54.67	5.89	0.000

Dependent variable; JS

In the second step the study analysed the effect of ind variable on mediating variable, the results show that OJ significantly affect the level of JS of the employees in NADRA. The beta and T-value are significant at 5% probability level.

Step 3 JS Impact on OCB

	Beta	R-Square	Adj R-Square	F-Value	t-Value	P-Value
	.16	.118	.108	32;67	4.009	0.000

Dependent variable: OCB

In the third step the study analyzed the effect of mediating variable on the dependent variable. The results show that JS significantly affect the level of OCB of the employees in NADRA. The beta and T-value are significant at 5% probability level.

Step 4 OJ and JS on OCB

	Beta	R-Square	Adj R-Square	F-Value	t-Value	P-Value
OJ	.245	.267	.253	26.56	2.897	0.001
JS	.022				.946	.344

Dependent variable: OCB

The results in the above validate partial mediation carried by JS in the relationship of OJ and OCB. The beta and T-value of the independent variable OJ has been reduced by the inclusion of JS in a model, which means that some of the effect of OJ has been absorbed by the variable JS.

CHAPTER 5

FINDING & CONCLUSION

5.1 Findings & Discussion

1. The outcomes of the analysis show that there is a positive nexus between organization justice and organization citizenship behavior. When organization justice increase it enhance organization citizenship behavior. Similar findings got from previous research (Fatimah, Amirra & Halim,2011).
2. The findings seem that job satisfaction have and organization justice having positive association. In previous study such kind of result found Moorman, 1993).
3. The outcomes explain that there is a positive relationship between job satisfaction and organization citizenship behavior (Nadiri and Tanova (2010). Job Satisfaction mediate the impact of organization justice and organization citizenship behavior. Similarly, Job Satisfaction mediate the effect of organization justice and organization citizenship behavior.

5.2 Conclusion:

This study to be seems to establish the effect of organization justice and job satisfaction on the organization citizenship behavior of the employees of NADRA (Pakistan). The study employed the data of 370 employees of NADRA from the front desk management. The study was conducted using reliability, factor analysis, correlation and regression for the analysis of the data. The outcomes validate positive associations between organization justice, job satisfaction and organization citizenship behavior. Same finding found from previous studies (Foote & Tang, 2008).

The outcomes also exposed that the organization justice have positive effect on job satisfaction and organization citizenship behavior. Similar results reported (Nadiri and Hussain (2005)). The results also demonstrated that job satisfaction partially mediate the relationship between organization justice and citizenship behavior. The results over all concluded the positive nexus

among the three variables of this study and validate the mediating role of job satisfaction in the relationship of job satisfaction and OCB.

5.3 Future Direction

Those who want to conduct research in the same area can compare the relationship of the same variables in two or more organizations. Similar studies can also test trust as another mediator in the relationship of the same variables.

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