

EXAMINING THE ASSOCIATION OF ORGANIZATIONAL JUSTICE, JOB MOTIVATION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

This study has examined the chain collaboration of organizational justice and job motivation for the management of better performance of nurses through organizational citizenship behavior in the private hospitals, Hyderabad, Sindh. This study is explanatory in nature, which pursues to explain the collaboration of relationship of the variables that are setup for analysis. The respondents are nurses who have at least one-year experience in two private hospitals of Hyderabad. The stratified random sampling method was selected in this research study. The sample size was based on 234 nurses. The process of collection of data was finalized by using questionnaires. The Structural Equation Models (SEM) was used as an analytical tool for the testing of the hypothesis with the help of program analysis of moment structure (AMOS) version 24. The study found that the two factors of organizational justice named distributive and procedural has a positive and significant influence on the performance of nurses. The work motivation has also positive and significant influences on the performance of nurses concluding with Organizational Citizenship Behavior. As a result, the verdicts can be valuable for the two private hospitals specifically in Hyderabad region to develop the performance of nurses.

Keywords: *Distributive Justice, Job Motivation, Organizational Citizenship Behavior, Organizational Justice, Procedural Justice.*

INTRODUCTION

An effective and efficient organization is recognized from its high

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quality and a virtuous performance of its human assets. Among them hospital is one of that organization which manages a great human resources. This service organization is exclusive in regards of human resources, and deals in huge amount of capital, science, technology, rules and strategies. The hospitals are known as such organizations because of its large need of capital investment for the fulfillment of its requirements. Technology and science are the essential part of it, as hospitals have expensive and sophisticated equipment which are required to get update time to time because of their various disciplines to face the challenges that may happen in this sector.

The services offered by the hospitals can be maintained only if it has a good rule, policies and strategies that are interconnected with each other. This can only be achieved by a good performance of the human resources available in the hospitals. This human capital of hospitals is categorized into three sectors, that is, certified experts, managerial and the custodian. Certified experts' deals with the healing process of patients through best treatments. This category is based on doctors, nurses, pharmacologists, nutritionists and others. The category of managerial members deals with the assistance of the certified experts predominantly by maintaining a good hospital's management, specifically, operational administrators, accountants and others. The custodian comes in that category of human resource factor that deals as warden, laundress, cleaner and porter etc. (Wu & Chiu, 2018; Ariani, 2012; Mangkunagara, 2000).

Among all these three categories the nurses play a vital role in a hospital. Though, the quality service accomplish by the nurses are mainly depends on the interaction process between nurses and patients, with associates and towards the concern hospitals. Such influential collaboration of nurses lay down a trend of the ideal performance while providing best services, which is according to the anticipations of the organization, and also explores an extra-ordinary reputation of nurses. In the organizations, this extra role behavior is known as an organizational citizenship behavior. In recent time, this organizational citizenship behavior has turn into one of the international strategic issues that is seeking a huge attention.

The performance of a hospital is crucially depending on the organizational citizenship behavior of nurses (Wu & Chiu, 2018; Ariani, 2012; Eisenberger, et al., 1990). The organizational citizenship behavior

occurs as a natural behavior that is beyond the job description (Jiang, Gollan, & Brooks, 2017; Organ, 1994). The positive influence of organizational citizenship behavior on the company assures the value-added performance of the human resources that provides the virtuous services to the shareholders of the company. Though the elements that may have influential effect on the organizational citizenship behavior in an organization include organizational justice along with the collaboration of job motivation (Singh & Singh, 2019; Ariyani, Haerani, & Maupa, 2016; Greenberg & Colquitt, 2005). It is simple to understand because when employees feel secured at their workplaces, then only they can accomplish their jobs effectively and efficiently. In the same way, when employees will get high motivation from the organization, the employees will give their best performance to achieve the targets of the organization. Likewise, with the feeling of secured and motivated the employees will consequently provide good service, vice versa to the organization.

One of the factor in arise of organizational citizenship behavior (OCB) majorly depend on the attitude shown by every individual for the motivation they receive in shape of remunerations, promotional opportunities, organizational culture, associations with supervisors, and relationships with other employers. The organizations always struggle to develop the high quality behaviors of workforces in order to achieve the targeted aims of the corporation. The decline in organizational citizenship behavior is sometimes because of the aspects that are not being met according to the expectations of the employees. This can be easily maintained by motivating the employees, by providing best working conditions, self-control, working environment, instructions, training and others. The organizational justice implies the view of employees about fairness at the workplace (Singh & Singh, 2019; Chan & Lai, 2017; Greenberg & Colquitt, 2005). A number of policies can be adopted by the organizations to improve employee performance by achieving high quality organizational citizenship behavior among employees through maintaining organizational justice and motivation according to the expectations of employees.

Though, the above discussed circumstances have not been achieved in some private hospitals of Hyderabad like Agha Khan and Maajee Hospital. While at the time of collection of the survey questionnaires some facts came around in regards of less pleasant relationship between companion nurses. This may happen because of the work division among morning,

afternoon and evening duties. Such problems take place because of some irresponsible nurses who ignore the schedule of the hospitals. Moreover, also the uncomfortable relationship between supervisors and peers were found at some places. The nurses were not satisfied from the salary packages that they were receiving from the hospitals. Some other problems like limited promotion and lack of transparency was analyzed which decreased the morality factor among the nurses which can be considered a major factor for the improvement of work quality. Such reasons were determined features that influence the organizational citizenship behavior of nurses in the concerned hospitals. This research study, will explore these factors furthermore to improve the performance of nurses in these two hospitals. Thus, the purpose of this research is to analyze the chain collaboration of factors of Organizational justice and Job Motivation on the Organizational Citizenship Behavior in Agha Khan and Maajee Hospital, Hyderabad, Sindh.

LITERATURE REVIEW

Organizational Citizenship Behavior and Organizational Justice

A huge literature emphasized organizational justice as a substantial interpreter of employee behavioral responses and reactions including organizational citizenship behavior (Singh & Singh, 2019; Chan & Lai, 2017; Karriker & Williams, 2009; Cohen-Charash & Spector, 2001; Beugré, 1998). The constructive benefits of organizational justice in organizations deals in long run that stand-in encouraging and developing working attitudes among the employees (Vainieri, Ferrè, Giacomelli, & Nuti, 2017; Cohen-Charash & Spector, 2001). There is a strong harmony that workforces both worth and mandate justice from their organizations (Singh & Singh, 2019; Chan & Lai, 2017; Cropanzano, Byrne, Bobocel, & Rupp, 2001).

A manifest factor to elucidate the effects of organizational justice in the organization is social exchange theory (SET), which highlights the communal exchanges of means from time to time (Colquitt & Zipay, 2015; Cropanzano & Mitchell, 2005; Blau, 1964). The social exchanges in the organizations are frequently evident through human resource assistances, such as incomes, promotions, and information, which reciprocates the behavior of employees by means of determination, benevolence, and performance (Wu & Chiu, 2018; Foa & Foa, 1980). Though, as long work forces have confidence inequitable decision outcomes as distributive justice,

along with the procedures involved in such decisions are unbiased as procedural justice, the exchanges will continue in terms of high quality behaviors (Chan & Lai, 2017; Colquitt, Baer, Long, & Halvorsen-Ganepola, 2014; Colquitt et al., 2013; Thibaut & Walker, 1975; Adams, 1965).

This research is based to explore the key improvements required in the domain of organizational justice and organizational citizenship behavior. Thus, the researchers have emphasized on the major factors distributive and procedural justice through which the response of the employees in association with organizational structures, strategies, and official incentive provision decisions can be analyzed for long run effects. Some of the researches explores that both distributive and procedural justice have informal impact in the organizations, due to the favorable atmosphere maintained by the executives, in regards of sharing information and sometime being respectful and courteous to the employees (Matta et al., 2017; Scott, Garza, Conlon, & Kim, 2014).

Distributive justice highlights the equality in allocations of outcomes comprising reimbursements, promotions and in official obligation (Karriker & Williams, 2009). However, the procedural justice deals with the fairness of the procedure in terms of strategies, policies and standards for the determination of best results (Chan & Lai, 2017; Cohen-Charash & Spector, 2001; Lind & Tyler, 1988). Once the employees feel satisfied in justice, their quality performance will be promoted through faith, belief, revelation and constructive behavior ((Li, Zhang, Zhang, & Zhou, 2017; Lam, et al., 2013). Though the citizenship behavior reveals serving voluntarily, ethically, and interacting with subordinates to improve performance in the organization for the betterment of employees (Li, Zhang, Zhang, & Zhou, 2017; Lam et al., 2013; Konovsky & Pugh, 1994; Niehoff & Moorman, 1993). Therefore, the researcher assume that the factors of organizational justice namely distributive and procedural justice plays an influential role in the development of organizational citizenship behavior. Thus, when employees feel satisfied from the expected and acceptable sources of justice, they get enthused to perform citizenship behaviors because of the organizational justice in the organizations.

Work Motivation and Organizational Citizenship Behavior

The term motivation has an origin from the expression to move, progress or ambition a task to accomplish with success. Among the factors of organizational resources, the human resource is the most imperative for

the organization's competitive advantage (Rizwan et al., 2010). The performance of employers determined by many aspects like personnel appraisal, motivation, remuneration and reimbursements, job satisfaction, job security and training for the development of employees. The structure of organization, strategies of company, organizational culture, relationship with subordinates but the element of motivation is having a great influencing impact on the performance of employees.

To lead the high level of employee performance and commitment, aspiring managers use motivation technique to achieve the organizational goals. Highly motivated human resource is quick to respond in fulfillment of their responsibilities as a result; they become determined to meet the objectives of the organization. Manzoor (2012) is of the opinion that no any human resource provides their services without cost or any incentive. Though, they look for high compensations, therefore the higher authorities in this regard should satisfy their employees by providing them their desirable remunerations. Among all the motivational factors money has a great significance, no any other motivator can be more influential than money in the enhancing the employee behavior (Sara et al., 2004). It has a great dominant character that fascinate, motivate and maintain higher levels of employees' performance (Manzoor, 2012). Rewards are the sources of job satisfaction among employees that enhance the quality of employee performance through organizational citizenship behavior (Kalimullah et al., 2010). Such supplementary encouragements make personnel more determined because of the extra outlays they receive other than the salaries. To establish the high level of performance among employees it is very essential for employers to understand the concepts of motivation (Ganta, 2014). Motivation can encourage the performance of employees in different ways likewise it supports in managing the citizenship behavior of employees, accomplish the goals of the organization, create job satisfaction, promotes the efficiency of employees, provide assistances to both employers and peers to achieve their individual goals, inspires team synchronization and ensures organizational citizenship behavior by encouraging the human resource.

Though in literature, organizational citizenship behavior has been found very beneficial in many organizations, it is significant to found the factors that are engage in organizational citizenship behavior in the place of work. Some of the researches have explored that individual factors lead to

organizational citizenship behavior has been broadly characterized into three areas: individual traits of personality, individual attitude towards fairness perception and qualities of a leadership (Singh & Singh, 2019; Borman, Penner, Allen, & Motowidlo, 2001; Pillai, Schriesheim, & Williams, 1999; Konovsky & Organ, 1996; Organ & Ryan, 1995; Bateman & Organ, 1983). The perceived faithfulness towards rules, organizational justice imitate suitable decision perspectives that has great influence on several essential job-related standards, comprising job attitudes of an individual, personal appraisal, deviance and citizenship along with return of outcomes from each unit-level (Singh & Singh, 2019; Colquitt et al., 2013; Colquitt, Conlon, Wesson, Porter, & Ng, 2001). However, no any research is found investigating the chain collaboration of factors of organizational justice namely distributive and procedural along with job motivation towards the organizational citizenship behavior in the context of Pakistan. For the fulfillment of this gap, the researchers proposed to explore the factors of organizational justice with job motivation towards the organizational citizenship behavior among the nurses engage in Agha Khan and Maajee Hospital, Hyderabad, Sindh, Pakistan.

Conceptualization and Development of Hypotheses

Factors of Organizational Justice and Organizational Citizenship Behavior

Organizational justice is considered as a significant element for evaluations of employee in the organizations (Colquitt et al., 2013). The perception of justice explores the work outcomes as employees come to develop commitments to respond the fair treatment, received from the decision-making authorities, in the form of positive and constructive attitudes, determination, and productive work behaviors towards the organizations (Singh & Singh, 2019; Cropanzano & Byrne, 2001; Konovsky, 2000; Blau, 1964). Although, employees are concerned with any just or unjust treatment received by them to react with positive or negative approach, therefore the perception of justice can also improve or reduce (Park et al., 2015; Jones & Skarlicki, 2013; Hausknecht et al., 2011). The individuals can improve their perception about justice when they found their situation as being treated fairly, likewise reasonable increase in pays, increased input into decisions, however this can move reciprocal if they found their situations treated less fair in the way of unjustified pay cuts, decreased input beseeched. In this research it is explored that the organizational justice is changed systematically

meaningful, not random, fluctuations and therefore useful for prediction (George & Jones, 2000; Chan, 1998).

Thus, the concern of organizational justice is based on the perception of employees about the fair treatment they receive in return from their jobs, on the basis of distributive justice and procedural justice (Colquitt, 2001). The distributive and procedural justices emphasize on specific quality of outcomes distributive and the process of decision making. This can be considered as the role of the organization strategies and procedures that assure each employer in an organization will follow equivalent evaluation and performance standards. While comparing the distributive and procedural justices, the subordinates' perception of fairness receives from the higher authorities based on the chronological routine collaboration can be easily managed if the concerned authorities fulfill their responsibilities in rational manners. Several researches explore the distributive and procedural justice as a key factor of organizational justice has a great impact on employers approaches and performances in regards of behaviors (Chan & Lai, 2017; Ambrose & Schminke, 2009; Williams, Pitre, & Zainuba, 2002; Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Moorman, 1991). In some other research studies the organizational marvels in concern of organizational justice have focus on diverse dynamics (Rubenstein, Allen, & Bosco, 2017; George & Jones, 2000). However, the conceptualization of researcher proposed, that employees apply the factors of distributive justice, procedural justice and job motivation to make sense of justice events in their job career. Moreover, employees analyze from these factors of organizational justice and motivation about the organizational authorities which assist them to predict about their future. Thus, organizational justice can be considered as an essential factor in organizational citizenship behavior (Singh & Singh, 2019; Organ, 1988). The two theories social exchange theory and equity theory are the origin for enlightening the relationship between organizational citizenship behavior and organizational justice (Singh & Singh, 2019; Rubenstein et al., 2017; Moorman 1991; Adams, 1965; Blau, 1964). According to equity theory employees take efforts to adjust their struggles in order to reduce the anxiety that has been produced due to inequity they receive from the organization (Adams, 1965). Results of such fairness or unfairness act of higher authorities can be the cause root of organizational citizenship behavior (Singh & Singh, 2019; Organ, 1988). However, the theory of social exchange well-thought-out the

significance of organizational citizenship behavior as an interchange of relationships among employees and employers (Moorman, 1991; Organ, 1990). With the support of literature, the employees satisfied with the fair treatment of authorities incline to participate in organizational citizenship behavior (Chan & Lai, 2017; Wong et al., 2006). When the employees found themselves as valuable resource, the fairness in procedures can perform as a channel to communication. The welfare of the employees in the organizations are also sustained by the employers by means of organizational citizenship behavior (Chan & Lai, 2017; Niehoff & Moorman, 1993; Lind & Tyler, 1988). Whereas, the employees suffering from discrimination or inequality would pull out their organizational citizenship behavior or make their struggles limited to accomplish the contract based obligations of organization (Fassina et al., 2008). A number of research studies have established the affirmative relationship among the factors of organizational justice that is distributive and procedural justice with the organizational citizenship behavior. The anticipation of organizational citizenship behavior can be explored by distributive and procedural justice that has a positive relationship based on fair interactive behavior of employers ((Li et al., 2017; Karriker & Williams, 2009; Colquitt et al., 2001; Cohen-Charash & Spector, 2001). Subsequently human resources are more motivated to fulfill their responsibilities and remain faithful to their organizations by interchange in a fair working environment when they receive fair outcomes (Chan & Lai, 2017; Karriker & Williams, 2009; Zapata-Phelan et al., 2009; Cropanzano & Mitchell, 2005), thus, the relationship between organizational citizenship behavior and distributive and procedural justice was hypothesized as follows:

H1 *Distributive Justice has a substantial impact on the performance of nurses towards organizational citizenship behavior.*

H2 *Procedural Justice has a substantial impact on the performance of nurses towards organizational citizenship behavior.*

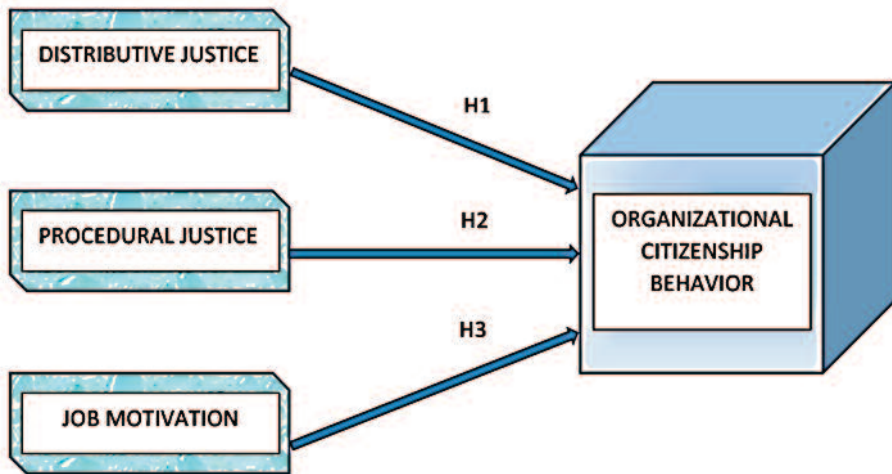
Job Motivation and Organizational Citizenship Behavior

From the extent literature review the relationship between motivation and organizational citizenship behavior was found very strong and affirmative. Huge literature of organizational behavior explores that the organizational citizenship behavior is based on motivational attitude of employees that assures organizational citizenship behavior develops due to motivation (Davila & Finkelstein, 2013; Ariani, 2012). Some of the researchers are of the opinion that employees engaged in organizational

citizenship behavior depends on the perception of authorities developed for the motivation of employee and to accomplish their expectations (Allen & Rush, 1998). As a result, the expectation that there is a substantial impact of sources of motivation in the development of relationship between employee organizational citizenship behavior was further explored (Ghanbari & Eskandari, 2013). Conferring to organizational citizenship behavior dimensions and a meta-analysis conceptualization the highly correlated relationship between motivation and organizational citizenship behavior was recognized with no obvious distinction in relationships with the most popular set of organizational citizenship behavior precursors (LePine, Erez & Johnson, 2002; Organ, 1988). Thus, with the assistance of intrinsic motivation the employers encourage their undertakings in a satisfying work environment for themselves and for their subordinates. Thus, it can be assumed that employers who enjoy their work are more likely to assist others and create a helping working climate and while finding organizational citizenships behaviors as pleasurable. Preceding researches indicated that there is a negative impact of extrinsic motivation on organizational citizenships behaviors, for the reason that the extrinsic motivation is based on the component of social reward like wages, salaries remuneration however the organizational citizenships behaviors cannot be provided from such formal rewards by the higher authorities (Barbuto et al., 2000; Barbuto & Scholl, 1999). This concept was sustained by Herzberg's motivation theory that explores the factors of extrinsic rewards have not much strong motivation level, its presence can only avoid the dissatisfaction of employees. Though, current research study demonstrates that intrinsic motivation has excessive influence on organizational citizenships behaviors without ignoring the impact of external motivation. Both the intrinsic as well extrinsic motivation in corporation improves and supports the organizational citizenships behaviors (Ibrahim & Aslinda, 2014). The intrinsic conditions and extrinsic rewards both can motivate the employees in same manner and this can provide top priority to the organizational citizenship behavior. According to the opinion of Organ (1997) employees practice indirect and informal views about future rewards in their decisions to perform in certain organizational citizenship behaviors. Though, the highly motivated employees are found highly committed to contribute in the success of organization and execute the organizational citizenship behaviors (Ibrahim & Aslinda, 2014). Consequently, the elements that can have mediating role like perceived organizational support, job satisfaction, psychological

empowerment, job involvement, employee engagement, organizational justice and the combination of intrinsic and extrinsic motivation based on expectancy theory of Herzberg's Two Factor theory, that may ground the basis for high level of organizational citizenship behavior. Thus, the correlation among job motivation and organizational citizenship behavior was hypothesized such as:

H3 Job motivation has a substantial impact on the performance of nurses towards organizational citizenship behavior.



RESEARCH METHODOLOGY

This research study has taken place to examine the association between organizational justice factors such as distributive, procedural and job motivation factors and organizational citizenship behavior. The adoption of cross-sectional approach is implemented in which the data was collected through a survey questionnaire.

Population and Procedure

Population of this research study are all nurses in 10 patient wards at Agha Khan Hospital and 8 patient wards at Maajee Hospital. Through random sampling the data was collected from the nurses on duty. The purpose behind this study is to examine the association among the factors of organizational justice that are distributive and procedural along with the factor of job motivation towards the organizational citizenship behavior in private sector hospitals. Distribution of survey questionnaire was completed by the direct personal visit to the participants. The collection of primary data in this study

were obtained using a closed ended questionnaire. The consent from the participant to participate in this research study was taken through a formal consent form along with the covering letter explaining the purpose of this research, then the questionnaires were dispatched to individual separately. Thus, the responses of this survey questionnaire was measured on the basis of five point Likert scale where 1 specifies the concern of strongly disagree, 2 exposes the level of disagree, 3 expresses the degree of uncertainty, 4 explores the agreed level of response, however 5 directs the concern of strongly agree.

Measurement Scales

The application of independent variables by the researchers are distributive, procedural, and job motivation along with the demographic information about the respondents and the organizational citizenship behavior was observed as dependent variable. With the assistance of five-point Likert scale, the variables were measured through various items to analyses the responses of the respondents.

Distributive justice- This independent variable was analyzed by consuming four items that were formerly settled by Leventhal (1976) and further modified by Colquitt, et al., (2001).

Procedural justice- This independent variable was explored with the usage of seven-item scale settled by Colquitt (2001), initially based on Leventhal (1976) and Thibaut and Walker (1975).

Job Motivation-This scale was measured six items adapted by the index scale that was developed by Smith, Kendall & Hulin (1969).

Organizational citizenship behavior-Aneight-item scale was used to measure respondents' organizational citizenship behavior moderated by Podsakoff et al. (1990).

Demography-The demographic scale was based on age, years of working, gender, marital status, and educational level.

DATA ANALYSIS AND RESULTS

The analyses of data were accomplished by using Statistical Package for Social Sciences (SPSS) version 24.0 for windows and Analysis of Moment Structures (AMOS).

Assessment of Reliability

The authorization of reliability known as internal consistency of the survey questionnaire items was confirmed through Cronbach's alpha. Where, the overall reliability was found to be 0.87, according to George and Mallery, (2003) which is considered as excellent. Though, the reliability of other factors were found satisfactory (Table 1).

Table 1: Reliability of Factors N= 234

S.No.	Variables	Variable Code	Alpha
1	Distributive justice	DJ	.89
2	Procedural justice	PJ	.88
3	Job motivation	JM	.78
4	Organizational citizenship behavior	OCB	.82

Descriptive Statistics

The observation of mean and standard deviation explores the significance of collection and distribution for a data set that has been gathered from the respondents. The range of mean was observed among 2.12 to 3.11. Although the range of standard deviation persisted among 1.09 to 1.52 (Table 2).

Table 2: Descriptive Statistics N=234

S.No.	Variables	M	SD
1	Distributive justice	2.74	1.40
2	Procedural justice	2.12	1.52
3	Job motivation	3.09	1.26
4	Organizational citizenship behavior	3.11	1.09

Note: M=mean, SD=standard deviation.

Structural Modeling Testing

Through the technique of Structure Equation Modeling (SEM) this research study has approve the relationships between the dependent and independent variables. However, the values of fit indices put forward that all the indicators of model fitness indicate the endorsed values (Marsh & Hocevar, 1985; Hair et al., 2006) (Table 3). As a result, the fitness of model expresses the chain collaboration of distributive justice, procedural justice, job motivation on organization citizenship behavior. Moreover, the covariance among the variables was also assured along with factor loadings (Figure 1).

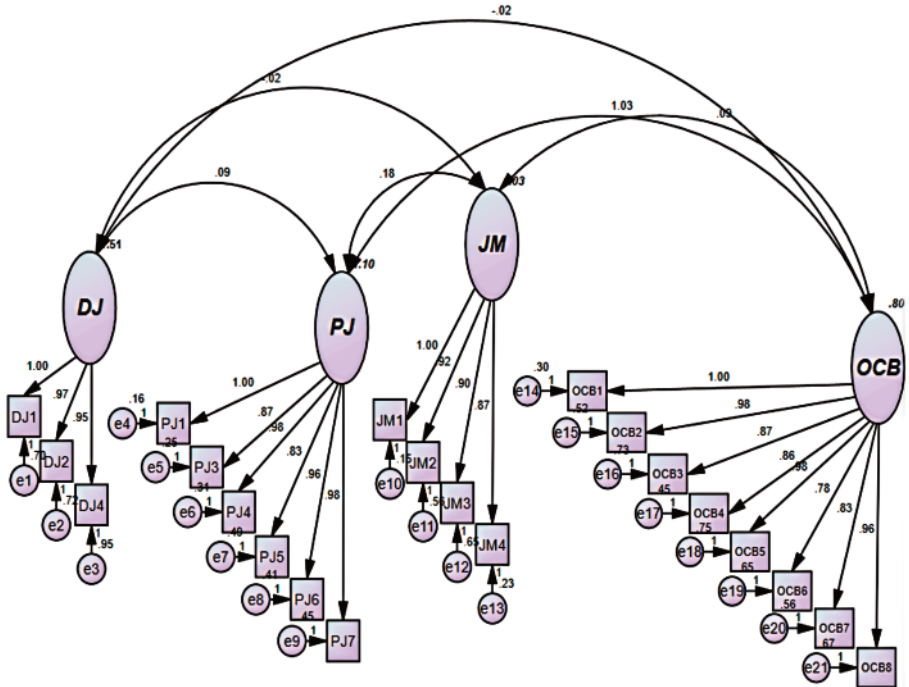


Figure.1 Model Analysis Using SEM

Note: DJ= distributive justice, PJ=procedural justice, JM=job motivation, OCB=organizational citizenship behavior.

Table 3: Overall Fit Indices from SEM Analysis

Model fit indicators	χ^2	Probability	χ^2/df	TLI	CFI	RMSEA	GFI	AGFI
	302.577	0.000	2.434	0.853	0.90	0.066	0.940	0.93

Hypotheses Testing

On the basis of regression weights such as standard error (ER) and critical ratio (CR) by showing significant path at the .05 level in which the three asterisks (***) indicate significance smaller than .001, the analyses of hypotheses were confirmed through Maximum Likelihood Estimates.

The regression weights conclude (S. E=.049; C. R=4.223; $p < .0.01$) (Table 4). Therefore, hypothesis H1 was accepted. The values of regression indicate (S. E=.050; C. R=-3.26; $p < .0.01$) (Table 4). Therefore, hypothesis H2 was supported. Parallel to this, the value of third

hypothesis in the regression weights were (S. E= .043; C. R= .080; $p > 0.932$) (see Table 4). As a result, H3 was rejected.

Table 4: Regression Weights

	<i>Dependent Variable</i>	<i>Path</i>	<i>Independent Variables</i>	<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>
H1	Organizational Citizenship Behavior	⇐	Distributive justice	.278	.049	4.223	***
H2	Organizational Citizenship Behavior	⇐	Procedural justice	.159	.050	3.26	***
H3	Organizational Citizenship Behavior	⇐	Job motivation	.030	.043	.080	.932

Note: SE=standard error, C. R= critical ratio, p=significance level

DISCUSSION AND CONCLUSION

This research study was conducted to examine the association of factors of organizational justice and job motivation towards organizational citizenship behavior. To accomplish this purpose, a survey questionnaire was adopted to analyses the organizational citizenship behavior among nurses of private hospitals in Sindh, Pakistan. The overall reliability was maintained as .87, whereas the reliability of other factors were also found satisfactory.

The survey questionnaires that were received by the researcher from the respondents, was having total number of items. In the initial stage of return questionnaire, total number of items was 25 (distributive justice =4, procedural justice=7, job motivation=6 and organizational citizenship behavior=8). In the process of Exploratory Factor Analysis (EFA) some inappropriate items such as 2 from procedural justice, 1 from distributive justice and 2 items from the job motivation were not loaded above the suggested value of factor loading 0.5 (Hair et al., 2006). Although all (8) items of organizational citizenship behavior factor were loaded above the value of .5 (Hair et al., 2006). Thus, the items that were not loaded were excluded from the further analysis of this research.

The proposed H1 distributive justice has a significant influence on the performance of nurses towards organizational citizenship behavior. The analyses of this research confirm the significant influence on the performance of nurses towards the organizational citizenship behavior in

Hyderabad, Sindh, Pakistan. These results are consistent with researchers like Cohen-Charash & Spector, (2001); Cropanzano & Mitchell, (2005); Karriker & Williams, (2009); Zapata-Phelan et al., (2009) & Singh & Singh (2019) who confirmed the positive relationship between distributive justice and organizational citizenship behavior. Thus, the proposed H2 procedural justice has a significant influence on the performance of nurses towards organizational citizenship behavior. The outcomes of this research were also supported by the various scholars such as Cohen-Charash & Spector, (2001); Cropanzano & Mitchell, (2005); Karriker & Williams, (2009); Zapata-Phelan et al., (2009); Singh & Singh (2019) according to whom procedural justice has also positive relationship with organizational citizenship behavior.

Regarding the results of final hypothesis H3, the regression weights explored the non-significant relationship between job motivation and organizational citizenship behavior. Thus such negative results are according to the Barbuto and Scholl, (1999); Barbuto et al. (2000); & Ahmed & Khan, (2016). These researchers have also discussed the positive and negative relationship between job commitment and organizational citizenship behavior. In conclusion, the analyses of this research study determined from the model analysis through structural equation modeling that there is a significant influence of distributive and procedural justice on the performance of nurses towards organizational citizenship behavior. Whereas, there is no significant influence was found of job motivation towards organizational citizenship behavior among the nurses of private hospitals in Hyderabad, Sindh, Pakistan. This may be due to the fact that the relationship between fellow nurses was less pleasant, because of the division of work among morning, afternoon and evening duties. Some other complications may include due to the irregularities of some nurses. Furthermore, one of the fact could be the less coordination among the employers and subordinates. One of the important factor that was explored was the dissatisfaction of the nurses from the salary packages that they receive. Along with above concluded problems, some other are as follow like limited promotion and lack of transparency that demotivate the morality of the nurses in assuring their quality of work. On the basis of above findings, both hospitals should make developments toward the variables like job motivation to enhance the performance of nurses in their hospitals. Along with this they must undertake such policies and procedures that

optimize the performance of nurses. As a result, still there is much remain to be done by these two hospital in increasing the performance of nurses in regards of enhancement of organizational citizenship behavior.

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