

The Impact of Organizational Justice on Work Satisfaction during the Covid-19 Pandemic in India: Evaluating the Mediating Effects of Organizational Culture and Citizenship Behavior

¹Bhavika Bindra, ²Dr. Shikha Kapoor

¹Research Scholar, Amity International Business School, Amity University, Noida, Uttar Pradesh 201301

Email id: bindrabhavika96@gmail.com

²Professor, Amity International Business School, Amity University, Noida, Uttar Pradesh 201301

Email id: skapoor2@amity.edu

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Abstract

Perceived workplace organizational justice is often a major element impacting the satisfaction and retention of employees. This study analyzed the connection between the organizational justice along with IT employee satisfaction of work in Bangalore, India, during the pandemic in Covid-19. Also explored were the mediating influences of organizational culture and citizenship behavior on this relationship. Some 403 respondents from Bangalore's IT firms were surveyed using a Likert scale survey instrument. The data was analyzed using Structural Equation Modeling (SEM). The results revealed that organizational justice did not affect employee work satisfaction during the pandemic, and both, organizational culture and citizenship behavior did not mediate this relationship.

Keywords: *organizational justice, work satisfaction, organizational culture, citizenship behavior, Covid-19 pandemic*

1. Introduction

Good mental health on the job, which leads to job satisfaction, is a critical aspect in today's organizational management (Davenport et al., 2016). Positive mental health strategy enhances the workplace and has been related with positive impact on staff and the outcomes of their occupations (Meyers et al., 2013). The problem of employee satisfaction is becoming increasingly important, particularly in the wake of big events such as the COVID-19 epidemic, which result in rapid changes and reorganizations. The emergence of the coronavirus disease SARS-CoV-2 effected many alterations towards how society and businesses functioned. Numerous nations have declared an epidemiological crisis to avoid the diseases from spreading. Several companies in India have now been forced to cease operations completely. In universities, administration, and some businesses, remote, mixed, or rotating work schedules were utilized to maintain operations. Preventive measures were required to manage the virus spread of COVID-19. The virus of COVID-19 remains to present a grave threat in India and throughout the world, many precautions are in position to halt its spread. In contrast, these rules have an effect on enterprises and employees.

Human resources are viewed as crucial stores of competencies and behaviors that are difficult for competitors to duplicate or replace (Erkutlu, 2011). Globally, business organizations are particularly interested in identifying and fostering habits that are essential for the evolution of competitive advantage. Organization citizenship behavior (OCB) is considered as one of the most discussed about work behaviors among the numerous ones that are being regarded relevant (e.g., Chou & Pearson, 2012; Cun, 2012; Jawahar & Stone, 2015). OCB was first proposed by Bateman and Organ (1983), and it was Organ (1988) who stated that it influences organizational performance by enabling resource conversions, creativity, and adaptation. Numerous studies have been carried out to discover the causes for employees' readiness to undertake OCB, with the primary goal of identifying determinants of OCB in workplace mindsets. There have been various work behaviors associated to OCB, but work satisfaction (Murphy et al., Ryan, 1995; 2002; Organ) along with organizational justice (OJ) (e.g., Blakely et al., 2005; Yilmaz & Tasdan, 2009) have received the most attention (Crede et al., 2007). As a result, work satisfaction has consistently

been associated to work performance. This oversimplification of a connection invites scrutiny. Although most executives appear to agree, academics suggest that this link should be investigated further because there might be better explanation factors that might possibly explain the performance in relation to these characteristics (e.g., Brown & Peterson, 1994; Keaveney & Nelson, 1993).

Organizational culture (OC), according to Schein (1990), is described as a system of the shared beliefs, ideals, and preconceptions amongst the organization members. Organizational members' conduct is influenced by common values because they depend on them in order to mentor their behaviors and decisions, which has an effect on the performance of the company (e.g., van Riel & Fombrun, 2009). The Organizational members build consensual ideas set and opinions of what is genuine, what is significant, and the way to act by viewing organizations as rational-structural and social entities (Trice & Beyer, 1984). (Schein, 2010) adds on the idea of OC by identifying its qualities as a collaborative educational behavior structure that may be transferred from single generation of employees to another. As a result, OC unfolds as a crucial organizational factor for improving job engagement and satisfaction among employees.

The impact of OJ on employee attitudes and behavior is significant. OJ has the following constructs: distributive justice, interactional justice, procedural justice and spatial justice (Imran et al., 2015). Employees begin to acquire a good attitude toward the business when they realize that their employer is treating them fairly (Skarlicki & Latham, 1996). As a result, the level of anxiety and stress in staff is reduced significantly (Greenberg, 2006). As per the findings of a study, if employees are given incentives and initiatives based on merit, their work satisfaction would increase. It will ultimately result in an increase in organizational engagement, which will lead to improved performance of the organization. Several other scholars have attempted to establish a link between OJ and turnover intent, and have discovered that if a business does not treat its personnel fairly, exit intentions worsen (Mosadeghrad et al., 2008).

However, relatively few research has examined the relation between OJ aspects and satisfaction of work in Indian IT companies, particularly during the Covid-19 pandemic period. Furthermore, in the context of IT firms and pandemic situations, the functions of contextual elements such as OC and OCB in forming the link between OJ and work satisfaction have been understudied. More research, such as that conducted by Hao et al. (2016), is needed to support the relation amongst justice facets and the satisfaction of work.

In consideration of this, the objective of this report is to study the connection between occupational justice and employment satisfaction in the organizations of Indian IT in the relation to pandemic of Covid-19. The significance of OC and OCB in affecting the association between OJ and work satisfaction is also explored in the article. To achieve these aims, the following hypotheses were developed:

H1: Organizational commitment possess a substantial influence on satisfaction of work of IT employees.

H2: The connection between organizational justice and employee contentment is considerably mediated by organizational culture and organizational citizenship activity.

2. Materials and Methods

2.1. Research methods and design

The latest study used a descriptive study design because to its research objectives, which include evaluating the effect of OJ on employee satisfaction along with roles of OC and OCB within the association. This study design also allows researchers to assess the extent of the influence of study variable factors (OJ, OC, and OCB) on the outcome variable (work satisfaction). Furthermore, the study's explanatory design demonstrates the association between OJ and work satisfaction, as well as the roles of OC and OCB in that relationship. Because of this explanatory nature, the current study used quantitative methods to assess the relationships between variables. Because it is less complicated and easier to answer, an organized quiz was created to collect the essential data. The quiz was divided among the randomly selected sample population. The queries were intended to measure the influence of OJ dimensions and OC on responders, as well as to evaluate OCB and job satisfaction. A five-point Likert scale was used to assess the responses.

2.2. Sampling

Staff of IT companies in Bengaluru are the targeted population of the current study. Bangalore was chosen for the study because it is the Indian IT sector's hub, having numerous small and major businesses. The primary data was collected using a random sample strategy, which is the most basic as well as non-biased method. A total of 403 personnel, starting from the developers onto the HR professionals, were chosen and given the designed questionnaire to collect the necessary information. The data gathered from the population sample was then evaluated using a variety of statistical procedures. Most (59%) of the 403 participants were young women (aged 21 to 30), showing a growing female presence in India's IT sector. Furthermore, it was found that about 78% of those surveyed were graduates, with nearly 52% being postgraduates and around 27% being undergrads. This, together with the fact that most of the participants had less than 5 years of service, suggests that the bulk of the respondents were well-educated new hires. This is significant since these employees are very restless and look for work satisfaction. Furthermore, the bulk of employees (95%) were entry to middle level, suggesting that they are sensitive to OC.

2.3. Data analysis

All through the study, pie charts were used to depict the demographic data of the respondents. Participants' impressions of the various characteristics of the research variables were also measured using descriptive analysis. The intrinsic consistency and accuracy of scales in the quiz were studied using the Cronbach's alpha. Lastly, a structural equation model (SEM) was utilized to evaluate the hypothesis of OJ's impact on work satisfaction, as well as the mediation effect of OC and OCB in establishing the correlation between the two.

3. Results

3.1. Covid-19 impact

It was discovered that most respondents (82%) were compelled to adjust their work duties as a result of the Covid-19 epidemic, and that most (63%) worked late, reducing their sleep time. Also, most responders were concerned about their careers as a result of the pandemic. This amply proves that the epidemic had a significant impact on their work patterns as well as their job security.

3.2. Descriptive correlations and statistics

Table 1 depicts the correlation analysis and descriptive statistics.

Table 1: The descriptive analysis & relationships of the study's components

	Mean ± SD	1	2	3	4	7	8	9	10	11	12	13	14	15	16
Distributive Justice	3.249± 0.780	1													
Procedural Justice	3.331± 0.785	.560 **	1												
Interpersonal Justice	3.579± 0.700	.603 **	.50 9**	1											
Informational Justice	3.322± 0.789	.615 **	.42 9**	.671* *	1										
Hierarchy	3.306± 0.524	0.07 3	0.0 28	.387* *	.166 **	1									
People Policies	3.733± 0.664	.298 **	.54 4**	.271* *	.284 **	0.0 5	1								
Standards	3.395± 0.557	.506 **	.40 9**	.436* *	.465 **	0.0 9	.66 2**	1							

Focus	3.416± 0.586	.228 **	.30 8**	.141* *	-.001 3	.16 5**	.59 7**	.55 1**	1						
Citizenship behavior	3.404± 0.649	.291 **	.33 8**	.338* *	.271 **	.26 1**	.47 5**	.61 6**	.6 02	1					
Remuneratio n and Benefits	3.678± 0.657	.208 **	.27 4**	0.039	.292 **	0.0 61	.39 6**	.29 7**	.2 09	0.0 3	1				
Job Security	3.683± 0.605	.224 **	.30 1**	.492* *	.167 **	.47 1**	.38 7**	.40 2**	.3 18	.27 2**	.31 3**	1			
Sense of belonging	3.098± 0.631	.277 **	.21 1**	.481* *	0.05 2	.59 5**	.23 0**	.46 0**	.4 15	.61 1**	0.0 8	.66 0**	1		
Recognition	3.186± 0.636	.432 **	.34 3**	.592* *	.279 **	.34 6**	.48 1**	.61 1**	.4 13	.62 2**	- 0.0	.49 2**	.65 5**	1	
Productivity	3.447± 0.620	.368 **	.24 6**	.421* *	.177 **	.34 3**	.56 7**	.69 1**	.6 42	.62 4**	0.0 3	.47 4**	.66 4**	.79 9**	1

3.3. Measurement Model

The aim of a CFA model is to describe the association between latent and measured variables (Byrne, 2012). With this intent, CFA was carried out by utilizing loaded factors of OJ, Work Satisfaction, OC and OCB with finally loaded items. To authenticate the study model in a better way, this test uses a mixture of the model fit indices such as the (RMSEA) root mean square error of approximation, Chi-Square test (CMIN/DF), Tucker Lewis Index (TLI) and comparative fit index (CFI). These measurement indices are their superior to other fit indices due to their insensitivity to sample size and ambiguous estimates of parameters (Kline, 2005). Model fit indices of final model is shown in Table 2. CMIN/DF is 3.326, which remains in the recommended values of 1-5 (Bollen and Long, 1993). CFI is 0.918, which is above the recommended 0.9 value (Byrne, 1994). RMSEA is 0.043, which is within the 0.08 threshold value (Browne and Sugawara, 1996). In addition, the TLI is 0.925 that above the recommended 0.90 (Hu & Bentler, 1999). The CFA results show that the data to measurement model fit is satisfactory. Therefore, these good fit indices of the measurement model enable the testing the hypotheses of this research.

Table 2: Indices of Model Fit

Indices of Model Fit	Observed Value
Chi-square (CMIN/DF)	3.326
Tucker Lewis Index (TLI)	0.925
Comparative Fit Index (CFI)	0.918
Root Mean Square Error of Approximation (RMSEA)	0.074

3.4. Structural Model

The structural equation model (SEM) utilized in the research is depicted in Figure 1. The model has been created to demonstrate the link between OJ, OC, and OCB, and satisfaction of work. The model and model's standard path coefficients were investigated employing fit indices to compare different models. The study's primary focus was to monitor the relationship between work satisfaction, which was the major variable outcome, and OJ, which was an independent variable. Work satisfaction is designated as an endogenous variable in this analysis because it is the main determinant of the result. Work satisfaction was used as the endogenous variable, with OJ as the

exogenous one. SEM was used to test the relationship between exogenous and endogenous factors. The model was constructed using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA)-identified subconstructs.

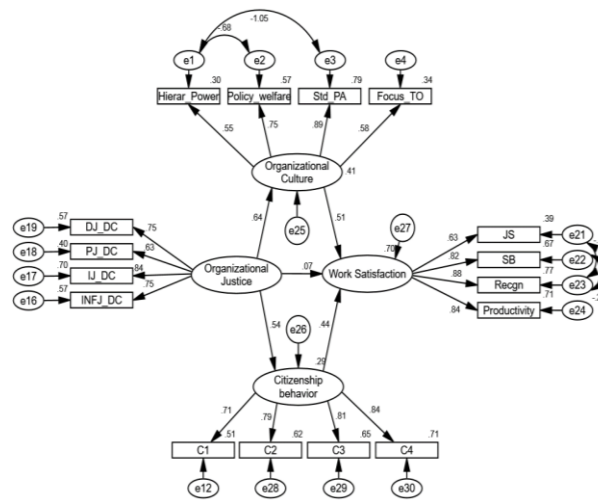


Figure 1: Model of structural equations for study

Table 3 shows the indirect, direct, as well as the total effects with 95% of the confidence intervals of final model. The results show that there is no direct effect between OJ and work satisfaction (i.e., estimate effect is 0.074, which is not significant). Thus, *H1: The Organizational commitment possess a substantial influence on the satisfaction of work of IT employees* is rejected. However, when mediating factors OC and OCB are added, there is a significant impact (i.e., estimate effects are 0.641 and 0.543, respectively, and significant). Thus, *H2: The connection between organisational justice and employee contentment is considerably mediated by organizational culture and organizational citizenship activity* is accepted. Therefore, OC and OCB fully mediate the relationship between OJ and work satisfaction.

Table 3: Direct, indirect, and total effects with 95% confidence intervals

Model pathways	Estimated effect	95% CI	
		Lower	Upper
Direct effects			
Organizational Justice → Organizational Culture	0.641***	0.587	0.691
Organizational Justice → Citizenship Behavior	0.543***	0.456	0.620
Organizational Justice → Work Satisfaction	0.074	-0.031	0.176
Organizational Culture → Work Satisfaction	0.507***	0.388	0.638
Citizenship Behavior → Work Satisfaction	0.444***	0.342	0.527
Indirect effects			
Organizational Justice → (Organizational Culture, Citizenship Behavior) Work Satisfaction	0.566**	0.483	0.648
Organizational Justice → (Organizational Culture) Work Satisfaction	0.000	0.000	0.000
Organizational Justice → (Citizenship Behavior) Work Satisfaction	0.000	0.000	0.000
Total effects			
Organizational Justice → (Organizational Culture) Work Satisfaction	0.641***	0.587	0.691
Organizational Justice → (Citizenship Behavior) Work Satisfaction	0.543***	0.456	0.620

4. Discussion

This study set out to evaluate the impact of organizational justice on work satisfaction during the covid-19 pandemic while also evaluating the mediating effects of organizational culture and citizenship behavior.

It was seen that OJ had no significant influence on the employee's work satisfaction in the Bangalore IT organizations during the Covid-19 pandemic. This result stands in direct contrast to previous studies on OJ and job satisfaction (e.g., Dundar & Tabancali, 2012; Bakhshi et al., 2009; Nojani et al., 2012; Elamin & Alomaim, 2011). The components of OJ were found to be favourably correlated with work satisfaction in previous studies. These researches, however, were conducted at normal times. According to research carried out under social isolation and pandemic stress, remote work satisfaction is adversely affected by isolation (Toscano & Zappalà, 2020). According to research, human engagement has a considerable impact in determining work satisfaction (Dimotakis et al., 2011). When obliged to work in remote areas owing to the epidemic, employees experience both. Psychological alienation is defined as a sensation of emotional emptiness generated by absence of social interaction and connection]. Again, Wang et al. (2021) used the "Theory of Uncertainty Management" and argued that OJ would be more relevant to employee confidence and work satisfaction under the Covid-19 scenario. Rathnayake (2021) showed that procedural fairness contributes to improving work satisfaction and enhances employee OCB. Research carried out by Putra & Trinanda (2015) has shown that OJ has no remarkable effect on employee's performance and they have not considered the justice factor to be a determinant of performance. But the current study rejects these opinions indicating that even OJ will not result in work satisfaction in a Covid-19 environment.

Studies by a number of earlier investigators showed a high correlation between work satisfaction and OCB. Fatonia (2020), Kartika (2020), Sartika (2020) research, etc. observed a strong and favorable influence of work satisfaction on OCB. Roos (2005) noted that OC has a key role in the overall functioning of organization along with its employees. OC encourages (i) staff to act with respect, (ii) employee's predisposition to work together productively, and (iii) the decision-making process. Studies show that work satisfaction tends to diminish under these pandemic conditions, but organizations are able to achieve strong employee results with a good OC (e.g., Rachman & Ardini, 2020). In this study, however, the association between OJ and work satisfaction was not mediated by OC and OCB. This is most likely because the coronavirus pandemic caused a rise to the underemployment rate and significant reductions in compensation and benefits, as well as concerns over well-being and mortality. These stressors affect their work satisfaction and organizational commitment (Yousaf et al., 2019).

There are various management implications of the findings of this research. First, OJ does not affect the work satisfaction in this study. Bakhshi et al.'s (2009) research has also shown that OJ is not related to work satisfaction. However, they found that this was substantially linked to the commitment to the organization. This is a significant issue, because justice generates trust and loyalty, as discussed before by Bowen et al. (2007). Thomas et al. (2012) and Iqbal (2013) similarly observed that OJ leads to a higher degree of employee engagement with the firm. This could result in increased staff retention if addressed correctly.

Secondly, the connection between OJ and work satisfaction was not mediated by OCB and OC. A pandemic study by Bulińska-Stangrecka & Bagińska (2021) found that the favorable relationships between employees drive perceived work satisfaction with the mediated impact of the interpersonal confidence. It is therefore essential for the managers to promote pleasant interactions between employees in the business and the establishment of an environment of mutual trust.

As with any other research, this study too has several limitations, the first being its cross-sectional nature. Hence, the time range of the study is restricted. Longitudinal investigations should be conducted in future to enhance the outcomes of the research. The geographic restriction of the research which was carried out just in Bangalore also constitutes another limitation. Future studies must include other cities in order to corroborate the conclusions as pan Indian. The limiting of research to the IT sector is yet another restraint. Additional analyses in other industries should be undertaken.

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