

Interplay of organizational justice, psychological empowerment, organizational citizenship behavior, and job satisfaction in the context of circular economy

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Abstract

Purpose – The purpose of this paper is twofold: first, to examine relevant organizational “human” aspects that support circular economy (CE); and second, to investigate the influence of perception of organizational justice (OJ), psychological empowerment on job satisfaction (JS) through mediating role of organizational citizenship behavior (OCB).

Design/methodology/approach – The study used survey questionnaire. The data were statistically analyzed using structural equation modeling (SEM) to test hypotheses of the study.

Findings – OJ positively and significantly influences psychological empowerment. Also, it was found that OCB and psychological empowerment to positively and significantly influence JS. Furthermore, OCB positively and significantly mediates the influence of OJ and psychological empowerment on JS.

Practical implications – Employees should be provided with fair and empowering environment to derive positive outcomes in terms of organizational citizenship behavior and JS. The study also suggests recognizing the importance of OCB in an organization to enhance JS and support CE.

Originality/value – The study presents empirical evidence in Indian context on how to encourage employees to display voluntary job behaviors and keep them job satisfied.

Keywords Job satisfaction, Organizational citizenship behaviour, Organizational justice, Psychological empowerment, Circular economy

Paper type Research paper

Introduction

The extant literature on circular economy (CE) suggests it as a new business model for sustainable development (Jabbour *et al.*, 2017; Mathews and Tan, 2011; Naustdalslid, 2014) and integration of economic activity and environmental well-being (Murray *et al.*, 2016) that to rely on 3Rs principles – reduction, reuse and recycle (Lett, 2014; Su *et al.*, 2013). We argue that the CE offers economic outline grounded in circular movement of products and materials (Masi *et al.*, 2018) and it emphasizes on replacing production systems based on the linear consumption model to a kind of closed system that ensures reusing resources and conservation of energy (Geng *et al.*, 2012). In other words, the CE focuses on removal of the prevailing linear economy model of “take,” “make” and “dispose” which does not possess inbuilt mechanisms of preserving environment (Su *et al.*, 2013). Furthermore, in order to implement the CE, the organizations should emphasize on the 3R principles – reduction, reuse and recycle (Zhu and Qiu, 2007) in their sustainable value creation processes. Such a positive environmental attitude of organizations results in considerable improvement in



well-being of the society (Heck, 2006) and the planet as a whole. It is also noted that the recycling economy and sustainable development themes are integral to the CE wherein the goal is to resolve struggle between environmental protection and economic development (Liu *et al.*, 2012). We define CE as a cyclical closed-loop system (Murray *et al.*, 2016) wherein key focus is to minimize waste, emission and energy leakage and to maximize reuse, remanufacturing, recycling and upcycling (Geissdoerfer *et al.*, 2017).

In the context of CE, the human resources is the most imperative component that affects the productivity of an organization. Practitioners and organizational researchers have increasingly recognized the importance of human capital through employee awareness and engagement policies and practices (Veleva *et al.*, 2017), green training and developmental programs (Teixeira *et al.*, 2016) and dynamic capabilities of sustainability (Amui *et al.*, 2017) in the era of CE. Furthermore, recently in a study Unal *et al.* (2018) found managerial commitment to moderate on to the influence of organizational value network and customer value proposition which help organizations to attain critical goals of CE. We found some empirical researches on to the human side of the CE enterprises, but still miles to travel to empirically understand, control and predict employees' job behaviors in the CE context. Our study is a small attempt to empirically examine interplay of the organizationally relevant variables, namely, organizational justice (OJ), psychological empowerment, organizational citizenship behavior (OCB) and job satisfaction (JS) in the context of CE.

Several studies suggest that organizations rely on varied ways to enable employees learn about sustainability, namely, organizational commitment to sustainability (Perez-Aleman and Sandilands, 2008), active stakeholder involvement (van Tulder *et al.*, 2009) and use of social and environmental metrics along with financial metrics to measure sustainability (O'Rourke, 2004). Haugh and Talwar (2010) suggest for embedding sustainability into organizational culture and use of collaborative approach to sustainability training that to include employees from across different business functions. These aforementioned studies suggest that the role of organizational than individual-level variables positively affects organization in the context of CE. However, we believe that it is a half-truth as the 3Rs principle of CE – reduction, reuse and recycle (Lett, 2014; Su *et al.*, 2014) depends on how well the employees' job attitudes and behaviors have been weaved together with organizational culture, structure, processes and systems. Thus, we believe that job satisfied employee – positive emotional state resulting from the appraisal of one's job or from job experiences (Locke, 1976) – is the building block of successes of CE business model in the context of a business organization. However, employees' JS depends upon several individual and organizational level variables and the notable amongst them are OJ (Ambrose *et al.*, 2007; Rego, Lopes and Cunha, 2009; Rego, Machado, Leal and Cunha, 2009), OCB (Gonzalez and Garazo, 2006; Nadiri and Tanova, 2010) and psychological empowerment (Holdsworth and Cartwright, 2003; Wang and Lee, 2009). This paper is an attempt to fill in the void as it is evident in the human aspect of CE literature.

Theory and hypotheses

Locke (1976) describes JS as a “self-reported positive emotional state resulting from the appraisal of one's job or from job experiences.” Based on his review of empirical studies on JS, Locke determined that seven work issues are typically associated with JS. These include: mentally challenging work, personal interest in the specific job, work that is not too physically tiring, perceived equitable rewards, appropriate working conditions, employee self-esteem, management assistance in managing the workplace by minimizing conflict and ensuring that work is interesting and good pay/promotions are available. Results of several other studies provide additional characteristics associated with JS. Lawler's (1971) study results indicate that when jobs are high on four core dimensions (job variety, autonomy, task identity and feedback), employees who want higher order need satisfaction are likely

more motivated and more satisfied with their jobs than workers whose jobs are not high on these four core dimensions. The Hackman and Oldham (1976) model explain how job characteristics and individual worker differences interact to impact on JS, motivation and productivity of workers. Results also indicate that workers who have jobs with high skill variety, task identity, task significance, autonomy and feedback are more motivated, satisfied and productive than workers whose jobs do not have these characteristics. DeVaro *et al.* (2007) focus on the contextual factors that are provided by the organization to ascertain JS. The focus on the JCM is primarily driven by two considerations. First, the JCM still remains the theoretical focal point in the current discussion of JS and work design and is still used as a powerful conceptual tool for job enrichment.

In the past researches, the effect of OJ and psychological empowerment was shown on OCB. But the mediating effect of OCB among OJ, psychological empowerment and perceived JS were not tested. In past researches, the impact of OJ and psychological empowerment was tested on OCB as the dependent variable. In the current study, we take OCB as mediating variable and test its mediating effect between OJ, psychological empowerment and perceived JS. The model tested in this study integrated psychological empowerment and OJ to analyze the mediating role of OCB on JS.

Organizational justice and job satisfaction

Employee perception of fairness of the organization's actions translates into various favorable employee outcomes and predicts a number of attitude and behavior at work (Irving *et al.*, 2005). On the other hand, employees' JS arises from evaluation of several features of job such as the pay, the promotion opportunities, the supervisors and the co-worker (Ivancevich and Matteson, 2005). We believe that varying degrees of fairness can have differing outcomes for individual employees (e.g. Skarlicki and Folger, 2003). Moreover, justice is a critical component in the study of organizations and is found to impact several other outcomes, either directly or through mediating variables (Irving *et al.*, 2005; Rego, Lopes and Cunha, 2009; Rego, Machado, Leal and Cunha, 2009).

We argue that the OJ as a discipline is the most researched area of knowledge and the past studies suggest OJ as consistent and strong predictor of employees' JS (Colquitt *et al.*, 2001). At the same time, Colquitt *et al.* (2001) in a meta-analytic study observed that employees' favorable perception about OJ results in improved JS. Furthermore, DeConinck and Stilwell (2004) in a study found procedural justice to directly influence employees' satisfaction with their supervisor whereas distributive justice was strong predictors of pay satisfaction. Therefore, we posit that the favorable perceptions of justice at workplace to positively influence JS (Ambrose *et al.*, 2007) as the various forms of OJ have been found to enhance different facets of JS (Irving *et al.*, 2005; Ouyang *et al.*, 2015). Hence, we predict that:

H1. OJ influences JS.

Organizational justice and organizational citizenship behavior

OCB is a kind of discretionary employee behavior that results in the "maintenance and enhancement of the social and psychological context that supports task performance" (Organ, 1997, p. 91) and is perceived as an important tool of an organization's performance and its long-term sustainability (Takeuchi *et al.*, 2015). There has been much interest in understanding of OCB and its antecedents, such as satisfaction, organizational commitment or perception of OJ (Chan and Lai, 2017; Gao and He, 2017; Gupta and Singh, 2013; Takeuchi *et al.*, 2015).

The extant literature suggests that sense of fair treatment results in employees to exhibit OCB at workplace (e.g. Wong *et al.*, 2006) but if they experience inequity at workplace, they would not display discretionary job behaviors or curb their effort to satisfy only the contractual responsibilities (Fassina *et al.*, 2008). We argue that OJ positively influences

employees' OCB (Chan and Lai, 2017; Cohen-Charash and Spector, 2001; Colquitt *et al.*, 2001; Karriker and Williams, 2009). Cohen-Charash and Spector (2001) stated that well-treated employees are more likely to comply with organizational policies, show extra conscientiousness and behave altruistically toward others. Since the OCBs are beyond the formal duties of employees, we believe that employees tend to dole out their OCBs to their organization or individuals when they are treated justly, but withhold them when they are not. Therefore, we hypothesize that:

H2. OJ influences OCB.

Organizational justice and psychological empowerment

Conger and Kanungo (1988) described empowerment as an individual having a "voice" or role in shaping and influencing organizational activities. The idea is closely related to the concept of process control (Thibaut and Walker, 1975) or voice (Folger, 1977) in OJ theories. Thibaut and Walker (1975) used the concept of process control to depict that individuals in an organization are given the opportunities to express their views or to participate in decision making, and thus feel having control over the processes or outcomes. People need to feel that their work is achieving the intended purposes, which are of meaning to themselves, and they also need to feel that they have the competence and self-autonomy to their work behaviors to perceive empowerment. We believe that perceived OJ will aid the development of psychological empowerment because distributive justice will foster the perception of competence through ensuring the responsibilities, resources and merits are fairly allocated in the organization; procedural justice will facilitate the employees' perception of self-determination, meaningfulness and sense of impact by allowing voice or control of organizational members in the decision making process; interactional justice will aid to feeling of self-efficacy and identification with the organization through appropriate interaction with organizational members and sharing of necessary information regarding organizational goals, values, norms or even culture. As a result, we predict:

H3. OJ influences psychological empowerment.

Psychological empowerment and job satisfaction

Psychological empowerment – which has four dimensions, namely, meaning, competence, self-determination and impact – refers to employees' intrinsic motivation to perform tasks (Spreitzer, 1995). In addition to the positive relationship between psychological empowerment and JS and OCB, researchers have suggested that JS might mediate the positive influence of psychological empowerment on OCB (Bogler and Somech, 2004). Employees who are satisfied with their jobs would be more likely to identify with their organization and more likely to exhibit behaviors which are not directly recognized but beneficial to the organization. The psychological empowerment positively and significantly influences employees' JS and also their mental and physical health (Holdsworth and Cartwright, 2003). Furthermore, Wang and Lee (2009) in a study found employees feelings of psychologically empowered at workplace to significantly predict their level of JS and other critical job outcomes. As a result, we posit that employees' psychological empowerment positively influences their level of JS (Seibert *et al.*, 2011). Further, they point out that "psychologically empowered workers are likely to experience more intrinsic need fulfillment through work and therefore report higher levels of JS" (Seibert *et al.*, 2011, p. 985). Therefore, we posit that psychological empowerment may promote employees' JS and organizational commitment and these will, in turn, improve OCB. Hence, we predict:

H4. Psychological empowerment influences JS.

Psychological empowerment and organizational citizenship behavior

Employees experience psychological empowerment when they perceive their jobs as important, possess required skills and competency, perceive autonomy to make decision about how they perform their work and belief in their work to make difference in achieving organizational goals (e.g. Avolio *et al.*, 2004; Conger and Kanungo, 1988; Spreitzer, 1995; Zhang and Bartol, 2010). Chiang and Hsieh (2012) found that psychological empowerment positively influences employees' OCB. Similarly, Seibert *et al.* (2011) in a recent meta-analysis study suggest for positive and significant relationship between psychological empowerment and OCB and the same has been reported in other empirical study (e.g. Newman *et al.*, 2017). We contend that empowered employees will display high level of involvement and take initiatives in identifying issues and providing constructive comments to improve the organizations (Frazier and Fainshmidt, 2012), exhibit increased creativity (Zhang and Bartol, 2010) and stay in organization for a longer period of time (Seibert *et al.*, 2011). Therefore, we posit that when employee perceive their work to be meaningful, they exhibit discretionary job behaviors (Seibert *et al.*, 2011) as the meaningful work is so powerful that it motivates individual employee to stretch extra mile in a manner best suited to positively influence organizational outcomes (Lamm *et al.*, 2015). As a result, we predict that:

H5. Psychological empowerment influences OCB.

Organizational citizenship behavior and job satisfaction

The relationship between JS and OCB has been examined by different researchers and is well established in the literature. Many studies have supported the associations between JS and OCB. For example, Williams and Anderson (1991) suggest that JS and OCB was positively related. In general, studies that analyzed this relationship empirically found that OCB and JS are positively associated (Foote and Tang, 2008; Gonzalez and Garazo, 2006; Nadiri and Tanova, 2010). It is due to the reciprocal relationship between JS and OCB (e.g. Podsakoff *et al.*, 1993), it is unlikely that researchers will be able to conclusively determine the direction of causality between JS and OCB in the near future. Directional causality remains uncertain, but a lot of evidence indicates that such a relationship does exist, and we posit that JS is likely to be the highest in organizations where OCB is prevalent (Foote and Tang, 2008; Podsakoff *et al.*, 1993).

Several studies confirm for the positive linkage between OCB and satisfaction (Dávila and Finkelstein, 2013; Lambert, 2010; Meynhardta *et al.*, 2018). The OCB is amongst several mechanisms that helps explain positive linkages between public value and life satisfaction (Meynhardta *et al.*, 2018). Lambert (2010) in a study found OCB to be positively related to life satisfaction which suggests that as and when employees engage in the OCB, it gives them positive experiences and feelings toward their work and themselves and that to create spill over positive effects on employees' JS level. Although the relationship between OCB and JS has been established in the literature with regard to traditional work environments, we believe it is important to test that relationship in a different context. Therefore, we predict that:

H6. OCB influences JS.

Organizational justice and organizational citizenship behavior: the mediating role of psychological empowerment

Several researches suggest that display of the employees' discretionary behavior (i.e. OCB) is the function of perceived sense of fair treatment in the organization (e.g. Wong *et al.*, 2006); however, when employees experiences inequity at workplace, the employees withholds their

voluntary OCB (Fassina *et al.*, 2008). It suggests that OJ plays important role for employees to exhibit OCB (Chan and Lai, 2017; Karriker and Williams, 2009) and the well-treatment meted out to employees is the springboard for them to show extra conscientiousness and altruistic behaviors toward the coworkers (Cohen-Charash and Spector, 2001). Similarly, numerous studies found psychologically empowered employees to proactively take initiatives and demonstrate high level of involvement while identifying issues and providing constructive comments to improve the organizations (Frazier and Fainshmidt, 2012). We argue that the psychological empowerment propels organizational members to exhibit increased creativity (Zhang and Bartol, 2010) and intentions to stay with organization for a longer period of time (Seibert *et al.*, 2011). Based on these past studies, we posit that employees' psychological empowerment predispose them to display OCB more often than not especially when they are treated well and perceive equity at workplace. Therefore, we predict that:

H7. Psychological empowerment mediates the influence of OJ on OCB.

Organizational justice and job satisfaction: the mediating role of psychological empowerment

OJ denotes employee's subjectively experienced sense of fairness at workplace (Di Fabio and Palazzeschi, 2012). Several past researches have used OJ as an explanatory variable to shape employees' job attitudes, including JS (Aryee *et al.*, 2002; Clay-Warner *et al.*, 2005; Nadiri and Tanova, 2010). Using social exchange theory, Aryee *et al.* (2002) suggest that procedural and interactional justice significantly predict organization-referenced supervisor-referenced outcomes, respectively. Similarly, Nadiri and Tanova (2010) report that both procedural and distributive OJ positively and significantly influence JS. On the other hand, several studies found psychological empowerment to positively influence JS (e.g. Amundsen and Martinsen, 2015; Castro *et al.*, 2008; Dewettinck and van Amejide, 2011; Seibert *et al.*, 2011). Furthermore, we argue that employees perception of their role as meaningful allows them to self-determine their work to make impact on organizationally relevant outcomes through full utilization of their competence have positive significant impact on their JS (Amundsen and Martinsen, 2015; Castro *et al.*, 2008; Dewettinck and van Amejide, 2011; Seibert *et al.*, 2011). These several researches suggest OJ to predict JS (e.g. Clay-Warner *et al.*, 2005; Di Fabio and Palazzeschi, 2012; Nadiri and Tanova, 2010) and psychological empowerment to influence JS (e.g. Amundsen and Martinsen, 2015; Dewettinck and van Amejide, 2011; Seibert *et al.*, 2011), we posit that OJ could also indirectly influence JS through psychological empowerment. Accordingly, we hypothesize that:

H8. Psychological empowerment mediates the influence of OJ on JS.

Organizational justice, psychological empowerment and job satisfaction: the mediating role of organizational citizenship behavior

In a meta-analytic study, Colquitt *et al.* (2001) observed that employees' subjectively experienced sense of fairness at workplace have positive and significant influence on their level of JS. Similarly, other studies also report varying degrees of equity at workplace to have differing outcomes for individual employees (e.g. Skarlicki and Folger, 2003) and OJ to significantly predict directly and/or indirectly to organizationally relevant variables, including employees' JS (e.g. Irving *et al.*, 2005; Rego, Lopes and Cunha, 2009; Rego, Machado, Leal and Cunha, 2009). On the other hand, psychological empowerment was observed to positively influence JS (Holdsworth and Cartwright, 2003; Seibert *et al.*, 2011; Wang and Lee, 2009). Seibert *et al.* (2011) point out that "psychologically empowered

workers are likely to experience more intrinsic need fulfillment through work and therefore report higher levels of JS" (p. 985). Furthermore, numerous studies also report that employees discretionary job behaviors (i.e. OCB) positively and significantly influence JS (e.g. Foote and Tang, 2008; Gonzalez and Garazo, 2006; Nadiri and Tanova, 2010).

Based on these studies, we argue that employees' perceived sense of fairness and psychological empowerment could also indirectly influence their JS level when these employees are found to exhibit high level of discretionary job behaviors. Therefore, we postulate that:

H9. OCB mediates the influence of OJ on JS.

H10. OCB mediates the influence of psychological empowerment on JS.

Therefore, we proposed the hypothesized model in Figure 1.

Methods

Participants and procedures

We approached human resource department of public sector banks in eastern India to conduct a study. After obtaining permission from ten public sector banks, we distributed survey questionnaire to 300 employees who opted to participate in this study. However, we could receive filled-in usable questionnaire from 267 respondents. A total of 79.4 percent of the respondents in the study were male, their average age was 37.59 years and their average level of work experience in the bank was 9.80 years. All the respondents in the study were graduate with 23.4 percent of them had post-graduate level of education across varied disciplines in arts, science, commerce and management.

Measures

We used five-point Likert scale wherein strongly agree = 5 to strongly disagree = 1.

Organizational justice (OJ). A seven-item scale (Parker *et al.*, 1997) was used to assess OJ. This scale has three items to obtain employee's perceptions of distributive justice, four items for "voice" and "choice" aspects of procedural justice. Sample items included were "When a work unit performs well, there is appropriate recognition and rewards for all," "Members of my work unit are involved in making decisions that directly affect their work." The Cronbach's α coefficient for OJ was 0.816.

Psychological empowerment (PE). We used 12 item scale of Spreitzer (1995) employees' perception on psychological empowerment at workplace. Sample items included were "My job activities are personally meaningful to me," "I have significant autonomy in determining how I do my job." The Cronbach's α coefficient for OJ was 0.878.

Organizational citizenship behavior (OCB). It was assessed using 24 item scale on OCB by Podsakoff *et al.* (1990). Sample items included were "we attend meeting that are not

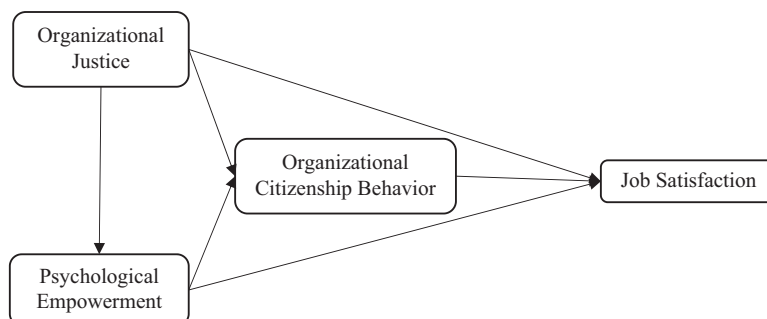


Figure 1.
The hypothesized model

mandatory but are relevant to my work,” “people here are mindful of how his/her behaviors affect other people’s jobs.” The Cronbach’s α coefficient for OJ was 0.737.

Job satisfaction (JS). We used three item scale of Cammann *et al.* (1983) to assess JS. Sample items included “satisfaction with work itself,” “satisfaction with supervision,” The Cronbach’s α coefficient for OJ was 0.730.

Analysis and results

We checked for common method bias (CMB) and non-response bias before proceeding for data analysis to test hypotheses. However, we followed procedural remedies suggested by Podsakoff *et al.* (2003) during data collection wherein we informed respondents about confidentiality and anonymity of the responses and requested to give their true responses. The Harman’s single factor test was used to test for the CMB (Podsakoff *et al.*, 2003) and the results of exploratory factor analysis suggest that the maximum variance explained by a factor was 28.69 percent suggesting that CMB was not any issue. We compared the responses of early respondents with that of the late respondents to check for the non-response bias using *t*-test and it did not reveal any significant differences between these two groups. Therefore, the non-response bias was not an issue in this study. A two-step procedure (Anderson and Gerbing, 1988) was adopted to test the hypotheses. The first step tested whether the self-report measures used in the study were all separate and distinct. In the second step, a structured model was analyzed that specified the nature of the hypothesized relationships among the construct. Different fit indices were chosen to assess the fit of structural model: the goodness-of-fit index (GFI), comparative fit index (CFI), increment fit index (IFI), normed fit index (NFI) and root mean square error of approximation (RMSEA) (Joreskog and Sorbom, 1989).

Measurement model

Using analysis of moment structures, confirmatory factor analysis (CFA) was performed to determine the distinctness of the different constructs used in the study. From the values obtained after CFA ($\chi^2 = 133.133$, $df = 71$ ($\chi^2/df = 2.204$); GFI = 0.935; NFI = 0.911; IFI = 0.956; TLI = 0.943; CFI = 0.956; RMSEA = 0.057), we argue that all the four variables, namely, OJ, psychological empowerment, OCB and JS are distinct from each other. Thereafter, we tested for convergent and divergent validity of the measuring instruments and found that each of the items of the intended constructs had the standardized loadings > 0.5, the scale composite reliability for each of the construct was found to be > 0.7, and the obtained average variance extracted (AVE) was > 0.5 (Fornell and Larcker, 1981; Hair *et al.*, 2006). They all suggest that the observed items explained more variance than the error terms and that indicated about the unidimensionality of the measurement scale (Fornell and Larcker, 1981). We also tested for the discriminant validity of the constructs wherein the square root of the AVE was found to be larger as compared to obtained correlations between the constructs and other constructs in this study (Table I).

Table I.
Descriptive statistics,
coefficients of α
and correlations

S. No.	Variable	Mean	SD	Cronbach's α	1	2	3	4	5	6
1	Age	37.59	9.44	–	1					
2	Work experience	9.80	7.58	–	0.759**	1				
3	OJ	4.92	1.50	0.816	0.002	–0.065	1			
4	PE	4.97	1.52	0.878	0.022	0.018	0.622**	1		
5	OCB	4.52	1.52	0.737	–0.112	–0.071	0.529**	0.501**	1	
6	JS	4.80	1.50	0.730	0.004	–0.023	0.444**	0.518**	0.447**	1

Note: **Significant at 0.01 level

Structural model

The SEM analysis clearly indicates the superiority of Model ($\chi^2 = 112.285$, $df = 21$; $GFI = 0.945$; $NFI = 0.924$; $IFI = 0.969$; $TLI = 0.959$; $CFI = 0.969$; $RMSEA = 0.049$) in which OJ was taken as exogenous variable and predicted psychological empowerment (directly), OCB (directly and indirectly) and JS (directly and indirectly). The χ^2/df ratio should be less than 3; the values of GFI , IFI , CFI , NFI greater than 0.90; and $RMSEA$ less than 0.08. For $RMSEA$, values of 0.05 or less indicate close fit, values between 0.05 and 0.08 indicate reasonable fit and values between 0.08 and 0.10 indicate marginal fit (Jöreskog and Sorbom, 1993; Browne and Cudeck, 1992).

Tests for direct impact. We present the results for the test for the direct impact in the Table II. The results suggest that the direct influence of OJ on JS, OCB and psychological empowerment as ($H1$: $\beta = -0.14$; $t = 0.665$; $p < 0.506$), ($H2$: $\beta = 0.598$, $t = 3.993$; $p < 0.001$) and ($H3$: $\beta = 0.80$, $t = 8.630$; $p < 0.001$), respectively. Similarly, Table II also depicts direct influence of psychological empowerment on JS and OCB as ($H4$: $\beta = 0.428$, $t = 2.599$; $p < 0.009$) and ($H5$: $\beta = 0.275$, $t = 2.026$; $p < 0.043$), respectively. Finally, the direct influence of OCB on JS was found as ($H6$: $\beta = 0.555$, $t = 3.078$; $p < 0.002$). Therefore, we mention that the results obtained for the tests of direct impact indicate that $H1$ was rejected whereas $H2$, $H3$, $H4$, $H5$ and $H6$ were accepted in this study.

Tests for indirect impact. The mediation analysis was conducted using suggestions as offered by Preacher *et al.* (2007). Table III provides results for the hypothesized indirect effect. Based on the obtained results, we find that psychological empowerment positively and significantly mediates on to the influence of OJ on OCB ($H7$: $\beta = 0.220$, $p < 0.008$) and JS ($H9$: $\beta = 0.796$, $p < 0.003$), respectively. Similarly, Table III indicates that OCB was found to positively and significantly mediates on to the influence of OJ on JS ($H8$: $\beta = 0.796$, $p < 0.003$) and psychological empowerment on JS ($H10$: $\beta = 0.152$, $p < 0.05$), respectively. Therefore, all the hypothesized indirect influence, namely $H7$, $H8$, $H9$ and $H10$ were accepted in this study.

Discussion and conclusions

The results of the present study extend previous research findings by pointing toward a comprehensive understanding of how OJ, psychological empowerment and OCB inter-relate

Impact	Standardized direct effect	SE	<i>t</i> -value	Sig. level	Hypothesis testing
JS ← OJ	-0.14	0.078	0.665	$p < 0.506$	$H1$
OCB ← OJ	0.598	0.182	3.993	$p < 0.001$	$H2$
PE ← OJ	0.80	0.092	8.630	$p < 0.001$	$H3$
JS ← PE	0.428	0.061	2.599	$p < 0.009$	$H4$
OCB ← PE	0.275	0.166	2.026	$p < 0.043$	$H5$
JS ← OCB	0.555	0.055	3.078	$p < 0.002$	$H6$

Table II.
Hypothesis testing for direct impact

Impact	Standardized indirect effect	Sig. level	Hypothesis testing
OCB ← PE ← OJ	0.220	$p < 0.008$	$H7$
JS ← OCB ← OJ	0.796	$p < 0.003$	$H8$
JS ← PE ← OJ	0.796	$p < 0.003$	$H9$
JS ← OCB ← PE	0.152	$p < 0.050$	$H10$

Table III.
Hypothesis testing for indirect impact

Notes: OJ, Organizational Justice; OCB, Organizational Citizenship Behavior; PE, Psychological Empowerment; JS, Job Satisfaction

to influence JS in bank employees. An exhibition of fairness and the creation of a healthy work environment for the different categories of bank workers are paramount and indeed essential to maximizing productivity. More specifically, the results indicate that when employees perceive that environment is fair and empowering they tend to engage in helping behavior that in turn affects JS. Such feelings of empowerment will lead employees to feel motivated and engaged and lead to feelings of connection and belongingness to their organization. Overall, the findings suggest that fairness, empowerment and citizenship behavior provide the enabling conditions for employees to experience satisfaction and the propensity to stay productive in their organizational context.

Besides testing for the four mediation hypothesis, six direct relationships were also examined, which established, OJ as an antecedent of OCB and psychological empowerment; psychological empowerment as an antecedent of JS and OCB; and OCB as an antecedent of JS. These findings are consistent with the existing literature. Further, the hypothesized mediation effects found support, thus reaffirming the arguments drawn from the social exchange theory and the “broaden and build” theory of positive emotions. Importantly, the results go some considerable way toward explaining the influence that empowerment and justice may have on JS. The results both extend and corroborate many previous findings in an expanded and theoretically grounded context.

Implications for theory

The findings of our study advance underlying theories on to the interplay of OJ, psychological empowerment and OCB and JS. The results of our study find support in the extant literature that perception of fairness at workplace influences psychological empowerment (e.g. Folger, 1977; Thibaut and Walker, 1975) and OCB (Chan and Lai, 2017; Cohen-Charash and Spector, 2001; Colquitt *et al.*, 2001; Karriker and Williams, 2009) of the employees. Similarly, we also find support for the findings of our study that perception of psychological empowerment at workplace to positively influence employees’ JS (e.g. Seibert *et al.*, 2011; Wang and Lee, 2009) and OCB (e.g. Frazier and Fainshmidt, 2012; Seibert *et al.*, 2011; Zhang and Bartol, 2010). Finally, our study suggest that OCB positively influences JS and finds support in the extant literature (e.g. Foote and Tang, 2008; Gonzalez and Garazo, 2006; Nadiri and Tanova, 2010). Therefore, we posit that perception fairness at workplace and psychological empowerment predispose employees toward displaying organizationally desired discretionary job behaviors (i.e. OCB); and, the display of OCB by the employees help influence positively to their level of JS.

At the same time, the results of our study indicate the mediation influence of psychological empowerment on to the indirect influence of OJ on OCB and JS. These findings find support in the extant literature (e.g. Clay-Warner *et al.*, 2005; Di Fabio and Palazzeschi, 2012; Nadiri and Tanova, 2010) and at the same time our findings contribute to the theoretical development of the field. Employees who are satisfied with their jobs would be more likely to identify with their organization and more likely to exhibit behaviors that are not directly recognized but beneficial to the organization.

Implications for practice

Many practical implications can be derived from the present findings. First, it appears that providing employees with fair and empowering environment might have positive outcomes in terms of citizenship behavior and JS. By helping employee decision making, opportunity thinking and self-development organizations can, directly and indirectly, promote citizenship behavior and increase JS. The role of OCB in mediating the relationship among OJ, psychological empowerment and JS in bank employees is a significant theoretical contribution of this study. In addition, this study provides useful information based on the

Indian context to researchers for conducting similar studies in different cultural contexts. It also helps us to recognize the importance of OCB in an organization to enhance JS.

While the present research has provided new insights into the relationships between OJ, psychological empowerment, OCB and JS, some limitations need to be acknowledged. Although rigorous confirmatory and structural modeling technologies were used, the cross-sectional data do not enable the determination of causal relations. Additionally, given that all of the data were collected through self-report procedures, the usual caveats around “common method variance” apply. However, the measurement model demonstrated acceptable fit to the data, and the correlations between the measured constructs were moderate and varied quite considerably, the issue of common method variance appears not to be overly problematic. The sample was restricted to a single group (bank employees) with similar demographic characteristics; however, the measures used for the variables are standardized tools, so their outcomes, in the form of the model, make the study more relevant and robust. For generalizability, multi-sample and longitudinal studies with these variables are needed to represent diverse demographic variables.

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