

Job Satisfaction, Organizational Justice, and Organizational Citizenship Behavior among Malaysian Employees

Ahmad Zhafran Mohd Anuarul Azhar¹ & Hazalifah Hamzah^{2*}

Corporate Communications Division, Universiti Pendidikan Sultan Idris,
39500 Tanjong Malim, Perak, Malaysia

Department of Psychology, Faculty of Human Development,
Universiti Pendidikan Sultan Idris, 35900 Tanjong Malim, Perak, Malaysia

*email: hazalifah@fpm.upsi.edu.my

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Abstract

The aim of the study was to explore the relationship between job satisfaction, organizational justice, and organizational citizenship behavior among Malaysian employees. A total of 100 Malaysian employees, mainly females, Malays and aged between 25 - 39 years old completed the online survey which consisted of the Job Satisfaction Survey, Colquitt's Organizational Justice Scale, and Organizational Citizenship Behavior- Checklist. The correlation between job satisfaction and organizational citizenship behavior showed a slightly moderate, positive correlation, meanwhile correlation between organizational justice and organizational citizenship behavior showed a moderate significant positive correlation. These findings indicated that any initiatives targeted at promoting employees' organizational citizenship behavior within the organization, employers should focus on enhancing employees' job satisfaction and organizational justice.

Keyword: job satisfaction; organizational justice; organizational citizenship behavior; employees; Malaysia

INTRODUCTION

In the fast-paced and continually evolving service sectors, an organization's effectiveness and longevity are determined by the quality of its goods and services and the readiness of its employees to respond directly to clients (Yu et al., 2021). In other words, organizational success is inextricably related to employee performance (Clack, 2021). Some people regard their employment as a vital resource that affects their performance and well-being (Peeters et al., 2021). Additionally, the emergence of positive thinking influences employee engagement and achievement values in relation to innovative behavior at work in an effective and statistically significant way (Pukkeeree et al., 2020). In another sense, the personal well-being of the employees is fundamentally related to its three-dimensional nature, which includes relationship at work, wellness, and their work-life balance (Juchnowicz & Kinowska, 2021).

Being able to balance work and life, as well as having flexible working hours, are essential characteristics for Malaysian workers who are happy at work; nevertheless, believing that their employers ought to compensate them more is a major source of unhappiness. As reported by Lim (2020), market research firm Vase conducted a poll in which 1,042 Malaysians were asked to rate their degree of satisfaction at their present workplace. According to his findings, 40% of respondents were unsatisfied with their jobs and felt there was room for improvement, while 3% were highly dissatisfied. In total, 27% of the 1,042 respondents felt they were not being paid fairly, and 21% were unclear about their satisfaction. The most common reason for dissatisfaction was the need for better remuneration,

cited by 58% of dissatisfied respondents, followed by 42% who wanted better training and development opportunities, and 40% who sought a better work-life balance. A toxic and harmful work culture was reported by 3% of respondents as a reason for extreme dissatisfaction. Other issues included unethical practices (28%), micromanagement by supervisors (25%), delayed pay (13%), and not contributing to the Employees' Provident Fund (EPF) (6%). Employers are required by law to contribute to their employees' retirement funds via the EPF.

According to Yu et al. (2021), an increase in employee awareness produces effects such as improved service quality and efficiency, whereas a reduction in employee wellbeing results in decreasing productivity, work quality, and policy ability. As a result, organizational success is inextricably tied to engaged employees (Liu et al., 2022), and it is critical to promote employee wellbeing awareness to improve employee performance (Nangoy et al., 2020). Moreover, because of exchanges, people's economic fortunes increased over time. Humans exchanged products and services, among other things, to solidify social bonds, complete religious duties, and reflect a preferred social structure (Ahmad et al., 2023). It seems that exchange continues to be substantially more than the act of exchange. Based on these ethnographies, social researchers established social exchange theory. Social behavior, according to social exchange theory, is the result of an exchange process. This exchange's goal is to maximize benefits while minimizing expenses (Liu et al., 2021).

It is necessary to improve the company's efforts toward carrying out operational tasks as efficiently as feasible. However, support for improved performance is intrinsically connected to the approval of all existing employees (Inayat & Khan, 2021). The organization believes that by applying it, employees' behavior will improve, resulting in improved organizational performance, a notion termed organizational citizenship behavior. Bateman and Organ (1983) coined the term organizational citizenship behavior to describe personal and arbitrary behaviors that are not part of employees' occupational duties or role behaviors, are not part of their recruitment commitment, and are not required of them (Podsakoff, Mackenzie, Paine, & Bachrach, 2000). Organizational citizenship behavior is a non-formal organizational behavior that contributes to greater organizational performance. Organ (1988) introduced five organizational citizenship behavior aspects, including Altruism: voluntary behavior in which employees assist their coworkers in executing certain tasks; Employees who are conscientious adhere to business laws and value punctuality. Employees demonstrate sportsmanship when they are willing to engage with adversity without getting irritated. Civic virtue: subordinates are held responsible for complying with corporate policies and exhibit a certain level of awareness about critical business issues; and finally, Courtesy: behaviors that are critical to businesses because they reduce frictions, provide stability, and aid in the shaping of psychological and organizational environments.

Previous study has found that work satisfaction, organizational trust, and organizational justice all have an impact on organizational citizenship behavior. Varihanna et al. (2020) discovered that organizational trust, organizational justice, and work satisfaction have a substantial beneficial effect on organizational citizenship behavior, using estimated coefficients. Meanwhile, another previous research by Trisnawati et al. (2020) obtained a significance value indicates that organizational justice, organizational commitment, and job satisfaction are believed to be directly related to organizational citizenship behavior. On the other hand, Cahyani and Pusparini (2020) argued that organizational justice has direct and indirect relations to organizational citizenship behavior. According to social exchange theory, the organizational inducement can increase the work engagement of employees, as a symbol of gratitude for fulfilling their demands (Guan et al., 2020).

According to previous study, job satisfaction and organizational justice are two elements that contribute to organizational citizenship behavior (Varihanna et al., 2020). Job satisfaction is founded on the notions of reciprocity and social exchange theories. Organizational justice is based on equity theory (Adams, 1963; 1965), which is based on social exchange theory. Procedural, distributive, interactional, and informational justice, which have their roots in social exchange theories, may also provide a clear link up with job satisfaction, with job satisfaction potentially playing a mediating function in the relationship between organizational justice and organizational citizenship behavior (Quresh & Khan, 2023). Employee job satisfaction is related to overall job satisfaction or discontent. Job satisfaction is defined as having a positive attitude about one's work as a result of evaluating its employment features. People's perceptions on job satisfaction vary, therefore job satisfaction is largely a personal attitude. Heriyadi et al. (2020) discovered a positive and substantial relationship between job satisfaction and

organizational citizenship behavior in their investigation. Employee satisfaction influences the organizational citizenship behavior of employees' positive attitude. The higher the level of employee happiness, the greater the organizational citizenship behavior value (Unanue et al., 2021). Furthermore, employees who uphold organizational justice are inclined to engage in positive workplace behaviors such as helping one another, volunteering to give their best for the company, and so on. Subawa et al. (2020), also discovered that job satisfaction has a positive impact on organizational citizenship behavior. Aside from that, a previous research findings confirmed that job satisfaction and organizational commitment were significant mediators influencing organizational citizenship behavior prediction (Na-Nan et al., 2020). As a result of these findings, it was established that job satisfaction influences organizational citizenship behavior.

Meanwhile, organizational justice is a wide notion of what is equitable in the workplace. In other words, it is a person's perspective of justice and the conduct of their superiors. In a study by Sujono et al. (2020), they proved that organizational justice had a positive and significant direct effect on organizational citizenship behavior, by which when it was treated well can be perceived positively for employees to increase their organizational citizenship behavior. Furthermore, Odor et al. (2020) discovered a substantial positive association between organizational justice components and organizational citizenship behavior. Moreover, the three aspects of organizational justice (distributive, procedural, and interactional) showed a positive link with the two primary organizational citizenship behavior dimensions, namely organizational citizenship behavior -interpersonal and organizational citizenship behavior -organizational. Likewise, Siddiqui and Siddiqui (2019) found that obedient and participative behavior of employees within an organization can be accomplished by employing a high level of procedural justice and that there is a significant relationship between them, whereas interactional and distributive justice are not significant in achieving the desired organizational citizenship behavior. Meanwhile, according to Salam (2020), distributive justice had the greatest effect on organizational citizenship behavior compared to other elements of justice, whereas procedural justice had no effect on organizational citizenship behavior. In contrast, one study discovered that while organizational justice had no positive link with organizational citizenship behavior, it did have a positive relationship with organizational commitment (Jehanzeb & Mohanty, 2019).

In the context of organizational citizenship behavior, the current study investigates the relationship between job satisfaction and organizational justice. This study aims to explore how job satisfaction influences organizational citizenship behavior among Malaysian employees while also seeks to understand the impact of organizational justice on organizational citizenship behavior among Malaysian employees. Employees who witness and enjoy organizational justice are prone to trust their employer, thereby contributing to higher job satisfaction and, eventually, higher organizational citizenship behavior (Varihanna et al., 2020). As a result, it emphasizes the need of human resource management in providing fair laws and regulations that their employees can rely on to improve job happiness. Employees feel more inspired to strive harder toward accomplishing the organization's purpose when they believe the office delivers greater perks. Employees believed they played a vital role in the organization.

The study may then help employers understand both job satisfaction and organizational justice among Malaysian employees. This will result in more effective and useful action plans for companies to improve work satisfaction and organizational justice on their employees to raise their organizational citizenship behavior level. Next, the study will then investigate the relationships between organizational citizenship behavior and job satisfaction and organizational justice among Malaysian workers. The level of organizational citizenship behavior will rise as employees believe they are being treated fairly and have a sense of belonging to their respective company. This link will eventually provide employers with insight into revising their corporate policies in accordance with the findings of this study. Finally, the study will aid in the identification of techniques to promote work happiness and organizational justice among Malaysian employees. This study will go over the fundamentals and applicable knowledge for employers to use as a reference.

Considering the relevance of organizational citizenship behavior amongst employees in each company, management must establish and communicate the employee policy. Awareness among employees and mutual aid in the domain of job support can aid in the improvement of organizational citizenship behavior. Furthermore, according to Na-Nan et al. (2020), if companies want their employees to exhibit organizational citizenship behavior, they must instil job satisfaction as a strong

sense of duty. Employees will then be able to perform to their full potential while adhering to company behavior guidelines. According to the social exchange theory, the concepts of reciprocity and social exchange theories serve as the basis for job satisfaction. Hence, any satisfied employee will tend to increase their performance voluntarily as an act of responding to their equal chance and well-being which they received from their employer.

Meanwhile, when compared to other elements of justice, distributive justice had the greatest impact on organizational citizenship behavior, whereas procedural justice had no impact on organizational citizenship behavior. However, one study contrastingly discovered that organizational citizenship behavior does not have a relationship with organizational citizenship behavior, but it does have a relationship with organizational commitment (Jehanzeb & Mohanty, 2019). Eventually, employee attitudes and behaviors, according to Adam's equity theory, are dependent on a fair perception of the organization's outcomes. Subsequently, organizational citizenship behavior and organizational citizenship behavior may play an important role in encouraging employees to stay with their current organization because organizational citizenship behavior may improve a sense of belonging to an organization and employee determination, assisting the organization in retaining employees. As a result, as the level of justice and fairness among employees rises, so will the organizational citizenship behavior.

For such, this is an excellent opportunity to collect data on whether establishing organizational citizenship behavior will increase employee satisfaction and justice while also enhancing job performance. As a result, the study's goal is to discover the link between job satisfaction and organizational justice with organizational citizenship behavior among Malaysian employees. Henceforth, the objectives of this study were (1) to identify the relationship between job satisfaction and organizational citizenship behavior among Malaysian employees and (2) to identify the relationship between organizational justice and organizational citizenship behavior among Malaysian employees. Pertaining to both research objectives, two hypotheses were developed and tested in this study:

H₀₁: There is no significant relationship between job satisfaction and organizational citizenship behavior among Malaysian employees.

H₀₂: There is no significant relationship between organizational justice and organizational citizenship behavior among Malaysian employees.

METHODOLOGY

Research design

The study employed quantitative research using an online survey. The snowball sampling approach has been used to gather the targeted sample size due to the participants recruited by their peers may be more willing to participate and share information, as there's an element of trust established through the referral process. It can be a quick and cost-effective way to gather data, as the researcher leverages social networks to reach a broader group of subjects (Faro et al., 2021). This method also allows researcher to start with a small sample and expand it as needed, making it adaptable to different research needs and contexts.

Instruments

The demographic information of the participants such as age, race and gender were gathered at the first section of the instrument. This section asked for basic information about respondents so that the study can figure out where they fit into the general population.

Job Satisfaction Survey

The Job Satisfaction Survey (JSS) was developed by Spector et al., (1985) to measure job satisfaction has 36 items and using a six-point Likert scale (from 1 = strongly disagree to 6 = strongly agree). It contains nine facets (each consisting of 4 items) which includes pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication.

The internal consistency for each facets were above .70 which are acceptable. There were 19 items in the scale which are negative items (item number 2, 4, 6, 8, 10, 12, 14, 15, 16, 18, 19, 21, 24, 26, 29, 31, 32, 34, 36) and need to be recoded first to calculate the mean score for the level of job satisfaction. This study has obtained Cronbach's $\alpha = .813$ for the total scale, implying that the reliability of the instrument is adequate (Taber, 2017).

Colquitt's Organizational Justice Scale

The Colquitt's Organizational Justice Scale (COJS) by Colquitt (2001) was used to measure organizational justice. It has 20 items and using the five-point Likert scale (from 1 = to a small extent to 5 = to a large extent). It has four subscales distributive (4 items), procedural (7 items), interpersonal (4 items), and informational (5 items). This study has obtained Cronbach's $\alpha = .965$ for overall of the scale.

Organizational Citizenship Behavior – Checklist

The Organizational Citizenship Behavior – Checklist (OCB -C) by Spector et al. (2010) was used to measure organizational citizenship behavior. It has 10 items and using the five-point Likert scale (from 1 = never to 5 = every day). The Cronbach's $\alpha = .863$ for the scale was obtained.

Participants

The study employed an online survey which was participated by 100 Malaysian full-time employees with 84.00% of them have been working for at least a year. Table 1 summarized the demographic characteristics of the participants.

Table 1 Demographic Characteristics of Participants

Demographic Characteristics	<i>n</i>	%
Gender		
Male	45	45.00
Female	55	55.00
Age		
25 - 29	73	73.00
30 - 34	14	14.00
35 - 39	13	13.00
Race		
Malay	94	94.00
Chinese	4	4.00
Indian	1	1.00
Others	1	1.00
Total	100	100.00

RESULT

The level of job satisfaction, organizational justice and organizational citizenship behavior were obtained. The findings showed that the level of job satisfaction ($M = 142.60$, $SD = 29.01$), organizational justice ($M = 69.18$, $SD = 14.70$), and organizational citizenship behavior ($M = 31.61$, $SD = 8.12$) among the participants were moderate.

The Pearson correlation was used to investigate the relationship between job satisfaction and organizational citizenship behavior. It showed that correlation between job satisfaction and organizational citizenship behavior showed a significant slightly moderate positive correlation ($r_{(99)} = .231$, $p = .021$), therefore H_01 was rejected. Meanwhile, the correlation between organizational justice

and organizational citizenship behavior resulted a significant moderate positive correlation ($r_{(99)} = .307$, $p = .002$), hence H_{02} was rejected.

DISCUSSION

The result of this study indicated that when job satisfaction increases among the employees, their level of organizational citizenship behavior will also complementarily increase. This finding is in line with a study by Subawa et al. (2020), denoted that the better and more job satisfaction provided by management to employees, the higher the organizational citizenship behavior will be and the more likely it will achieve one of the agency predicates, namely the healthy predicate.

Moreover, this study found that as employees' sense of justice grows, so will their level of organizational citizenship behavior. This finding is consistent with the findings of Salam (2020) who found that distributive and interactional justice have a significant impact on organizational citizenship behavior.

This study has implications for organizations and human resource practitioners. It is one of the additional findings to past few research conducted in Malaysia, aiming to examine the relationship between job satisfaction and organizational justice with organizational citizenship behavior among employees. This study also has assessed multiple aspects of job satisfaction, organizational justice, and organizational citizenship behavior. This study does provide information on the level of job satisfaction and organizational justice among Malaysian employees, as well as how it affects their willingness to volunteer within an organization or company that is not part of their main job responsibilities. It is interesting to note that previous research has mostly found a correlation between job satisfaction, organizational justice, and organizational citizenship behavior, which is supported by the findings of this study. The major benefit of the study consists of a deeper insight among Malaysian employees on how organizational citizenship behavior is linked with their perceived level of job satisfaction and organizational justice.

This study will also be a great help for the employers to learn and understand about job satisfaction and organizational justice. The study has also examined connections among Malaysian workers between organizational citizenship behavior with their perceived level of job satisfaction and organizational justice. It is found that as job satisfaction and organizational justice level elevated, the Organizational citizenship behavior will increase simultaneously. The study has discovered ways for employers to ensure their employees to have a high level of job satisfaction and organizational justice as well as Organizational citizenship behavior. In accordance with job satisfaction, employers should know that if the employees' job, compensation, promotion, superiors, and co-workers can be enhanced, it will influence employees' increasing organizational citizenship behavior conduct. Employers should also communicate with their subordinates in a transparent or open manner to guarantee that all subordinates' views are heard before making any job decisions or rules. Then, they must provide their subordinates with the ability to provide input in decision making so that employees feel fairly treated, resulting in an increase of employees' organizational citizenship behavior.

However, it is important to acknowledge the limitations of this research study for future investigations. For starters, there hasn't been much research done in Malaysia on the relationship between job satisfaction and organizational justice with organizational citizenship behavior. Most of the research has been conducted in Western countries where English is the primary language. According to Wan (2017), there has been little research on organizational justice and organizational citizenship behavior in Malaysia. The researcher also stated that the limited literature available revealed that the findings of previous studies were somewhat ambiguous. Secondly, the total number of samples is smaller as compared to previous studies. 100 respondents were recruited from 118 responds acquired in this study, which is sufficient for data analysis. Besides, it may be representative of the overall employees in Malaysia as the participant's localities spread across the nation and not only limited to certain provinces or states. Another constraint is imposed by the instrument itself. The instrument is written in English, which is not the first language of most Malaysians. Some of the vocabulary used may not be practically understood by some of the respondents, which may have an impact on their choice of answer. Some of the items' statements are also not convenient to be translated directly into Malay, and even if they are, they may not be familiar enough to be understood within the local setting.

Considering these limitations, several recommendations can be proposed to enhance the accuracy of future studies where it should be conducted with a larger sample of the group to provide more representative data for analysis and interpretation. Since it is one of several studies on the relationship between job satisfaction, organizational justice, and organizational citizenship behavior conducted in Malaysia, more research in this area will be beneficial to obtain comparable data. The sample size also needs to be increased to heighten the effect size. Consequently, the findings can be generalized throughout the nations and become a representative for Asian countries. Moreover, if the sample distribution can also be broadened across Asia regions, it would be much better as there was lack of this topic of study had been done currently as compared to western countries. Aside from that, having a translated Malay version of the instruments is advantageous, and a pilot test is to be carried out first for the scale's validation. Some of the item statements in the questionnaire may be unfamiliar in the Malaysian context, making comprehension of the context of the questions complicated. The scale was developed in Western countries, and most of the studies were conducted there as well.

CONCLUSION

In conclusion, this study highlights that both job satisfaction and organizational justice play important roles in enhancing organizational citizenship behavior among Malaysian employees. As employees experience higher levels of job satisfaction and perceive greater organizational justice, their willingness to go above and beyond their job requirements, namely organizational citizenship behavior increases. These insights can help organizations focus on improving job satisfaction and ensuring fair practices to foster a more engaged and cooperative workforce.

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