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MEDIATING INFLUENCE OF PROCEDURAL JUSTICE AND DISTRIBUTIVE JUSTICE IN AFFILIATION AMONGST CORPORATE SOCIAL RESPONSIBILITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR.

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Organizational Citizenship Behavior.**

ABSTRACT:

The variable corporate social responsibility (CSR) arose one of the significant variable for research. Though, how corporate social responsibility (CSR) impacts organizational citizenship behavior (OCB) required research to understand. With support stakeholder theory, the current study inspects corporate social responsibility (CSR) impact organizational citizenship behavior (OCB) as well as mediates two determinants of organizational justice i.e. distributive justice (DJ), procedural justice (PJ), data collected from 173 individuals in response to the invitation (i.e.43.25% response rate) received in six weeks period from different occupation employee of the corporate offices of Pakistan. Results suggested, corporate social responsibility (CSR) predict organizational citizenship behavior (OCB), corporate social responsibility (CSR) support distributive justice (DJ), corporate social responsibility (CSR) positive impacts procedural justice (PJ), distributive justice (DJ) positively impacts organizational citizenship behavior (OCB) and procedural justice did not support on organizational citizenship behavior (OCB). However, mediation part of distributive justice (DJ) plays a robust conjecturer role of organizational citizenship behavior (OCB) and corporate social responsibility (CSR) as compared to procedural justice (PJ). Analysis also showed that procedural justice (PJ) did not mediate the affiliation amongst corporate social responsibility (CSR), organizational citizenship behavior (OCB)

It is recommended, workforce in developing economies countries like Pakistan has extra worried about equality in the distribution of incentives than procedural justice procedural justice(PJ).Hence, in such a

context, specifically for developed countries like Pakistan, procedures are a less effective way to reduce undesirable significances on biased incentive distribution.

INTRODUCTION

Organizations are required to being imaginative and inventive which is only being possible with the strong dedication and voluntary engagement of members of an organization. Workgroup members play a vital role in building an effective and sustainable organization (Harari et.al, 2016). In the context of globalization, social responsibility is one of the emerging variable in research beneficial to support in maintain attractiveness and suitability in society, this concept is mainly strengthened feelings of harmony and unity for the betterment of society and an individual (Vasilescu et al., 2010.) Corporate social responsibility (CSR) supports in enhancing company's reputation. The strategy and procedure of corporate social responsibility (CSR) in multi-national, national organizations making effort to incorporate stakeholders in operations, strategies, decision making (Carroll, 2015)

Several studies support which supports the phenomenon that corporate social responsibility (CSR) influences organizational citizenship behavior (OCB) (Iqbal et.al, 2018) (Sadaf Iqbal et.al, 2019). It is decided, corporate social responsibility (CSR), significant variable influences employee behavior. However, we argue that there might be a certain descriptive and theoretical variable that cooperatively delivers a detailed and unified understanding effect of corporate social responsibility (CSR) on employee behavior. Hence, in this study, we suggest mediation of procedural justice (PJ) and distributive justice (DJ) amongst corporate social responsibility (CSR), organizational citizenship behavior (OCB).

We argue, corporate social responsibility (CSR), organizational justice share same structure of human requirements (Rupp et.al D. W., 2015). Thus, it would be valuable that two different organization rules by parallel psychology underpinning cooperate both. Therefore aim of the study is investigate positive effect of employee perception of corporate social responsibility (CSR) in relationship with organizational citizenship behavior (OCB) with the assistance of stakeholder theory with positive mediation role of procedural justice (PJ), distributive justice (DJ).

Furthermore, it is claim that proposed association in our study will further be reinforced on the condition that the organizational framework is founded on the fundamental values of justice (Bhattacharya et.al, 2008.) Lastly, in the current study aim of our study is achieved by performing research in one of the developing countries of South Asia namely, Pakistan. Limited studies performed to evaluate the role of these variables. (Islam et.al, 2012,) Thus, we perform this study in Karachi city of Pakistan.

However, it is relevant to complement here, that Karachi is one of the metropolitan cities and financial centers of Pakistan, with major multinational and local companies having their head office, corporate offices, and manufacturing facilities in Karachi. Several multinational companies and local companies of the different sectors such as pharmaceuticals, textile, automobile,

others are operating their businesses encouraging, organizational citizenship behavior (OCB), corporate social responsibility (CSR). This study would be valuable for the corporate sector of Pakistan and benefit other researchers to perform their studies in the future.

Our research is organized in this manner: first section comprises of introduction, second section provide literature review, third section of the research enlighten the hypothesis development, conceptual framework, fourth segment of research enlighten the methodology, comprising the approaches incorporated, fifth segment of study presents analysis and result, and sixth section of the research is comprised of discussion, implications, limitation, and suggestion for future investigation.

LITERATURE REVIEW

Stake-holder theory

The stake-holder theory in corporate social responsibility (CSR) terms that employees that are exaggerated by a corporation's strategy and act incline to associate themselves contributed significantly to the firm and its corporate social performance (Pérez et.al, 2019). Several experiential studies have been executed to determine the corporate stakeholder relation (Lee, 2009). Stakeholder theory becomes popular in this era since the world has become a global community where the decision taken in one organization of different locations can affect the other organization of another location and will further affect the others.

Stakeholder theory is also concerned about future initiatives i.e. sustainable development and community comfort, which develops the reputation of an organization in the general public. Certainly, stakeholder theory transmits to an organization's skill to make a moral statement on anyone affected by its decision whether workers, suppliers, customers, and individual of society (Godos-Díez et.al, 2014).

According to stakeholder theory, the purpose of the theory is to maximize the profit of an organization. An organization's performance could be increase with the proper implementation of stakeholder theory, where the prime function of an organization is to safeguard the interest of stakeholders. In consequence, that would be in the benefit of all i.e. (customers, stakeholders, employees, and the citizens of that company's operated origin).

Corporate social responsibility (CSR)

Corporate social responsibility (CSR) civilizes corporation and the corporation plays the part of an entity that is not only worried about making the most of the earnings but also contributing to the development of civilization (Bhattacharya et.al, 2008.). Around the globe, corporate social responsibility (CSR) is significant subject for the business academic world of literature research to explore the problem associated (Ruth V. Aguilera et.al, 2007). The variable corporate social responsibility (CSR) is socially liable tactics performed by

organizations that generate macro and organization level results (Deborah E. Rupp et.al, 2013).

Business organizations are progressively engaging in corporate social responsibility (CSR) initiatives and therefore revealing to apply optimistic social goals (Ruth V. Aguilera et.al, 2007).

To construct an effective, sustainable organization, workforce performs more than nominal, official, quantified routine occupations and voluntary commitment in role behavior of employees. Corporate social responsibility (CSR) shows empirical evidence of importance for internal stake-holders such as: workers and directors (Deborah E. Rupp et.al, 2013).

Organizational citizenship behavior (OCB)

Organization citizenship behavior (OCB) represents natural employee conduct promoting operative and competent functioning of an organization. Voluntary engagement includes citizenship behavior are helping other colleagues at the workplace, efficient working to achieve better performance without getting extra privileges, benefits, and time management at the workplace (Eaint Yadanar Oo, 2018).

Researchers have explored the optimistic affiliation amongst organizational citizenship behavior (OCB) with devotion, identification of an organization Likewise, organizational citizenship behavior (OCB) contribute improving operation resulting in achieving the objectives valuable for an organization (Lim & Loosemore, 2017).Organization citizenship behavior (OCB) is beneficial and necessary from the organizational point of view however, it is problematic for the supervisors to stimulate its absence and existence by agreed arrangements or contracts and official incentives for their workforce as employee behavior is voluntary (Khawaja Jehanzeb, 2020). The long-term sustainability and performance of an organization are accompanying by the existence of organizational citizenship behavior (OCB). In the past few eras, organizational citizenship behavior established considerable consideration in the field of management sciences (Harris et.al, 2018).

Distributive justice (DJ) and procedural justice (PJ)

Justice is a subject that always required attention in the field of organizational psychology to apply new techniques for the improvement and betterment of an organization (Bolat, 2010). The two types of organizational justice which we have taken in our study are: distributive justice (DJ), procedural justice (PJ). Distributive justice (DJ) demarcated by way of compensation equality and resource circulation at the workplace it is said to be a fair distribution and inspired by the workforce where there is an equal and fair distribution.

In procedural justice, (PJ) two-way communication is appreciated by which employee can share their grievance with organization and have an opportunity to challenge the decision of an organization through complying with the standard operating procedures, code of conduct, labor laws, and companies laws

resulting in a better relationship between employee and employer (Tziner & Sharoni, 2014).

Furthermore, the idea of justice and fair procedure in an organization has rendered great implications by managers and researchers. The observation of fair development in an organization has also been valued by personnel (López-Cabarcos et.al, 2015). Work presentation is grounded on reasonable organizational achieves includes precarious mechanisms i.e. procedural justice (PJ), distributive justice (DJ) (Kurian, 2018).

HYPOTHESIS DEVELOPMENT

Corporate social responsibility (CSR) influence organizational citizenship behavior (OCB)

It has exposed that organizational factors play vital part in supporting organizational citizenship behavior between employees (Riggle et.al, 2009). There are few studies in academia examining the influences for corporate social responsibility (CSR) workforce attitudes, behavior mostly found positive relationship. Nevertheless; there have been partial emphases on organizational citizenship behavior (OCB) towards multiple dimensions for corporate social responsibility (CSR) perception from a stake-holder viewpoint (Kim, 2017). The organization which offers more socio monetary benefit to their employees, there is a wise chance that staffs reoccurrence kindness through fetching best enactment behavior i.e. (organization citizenship behavior (OCB), in a consequence, it will flourish the company's functioning (Mohammed Kunda et.al, 2019).

It is evident, through previous studies that the employees who consider that their organization is socially responsible are keen on corporate social responsibility (CSR) (Zhang et al, 2014). Some of the studies which discovered an optimistic association amongst corporate social responsibility (CSR), organizational citizenship behavior (OCB) are incorporated for evidence in this literature for authentication. According to the study performed by (Abdullah & Rashid, 2012), have explored that, corporate social responsibility (CSR) activities play an optimistic role in improving organizational citizenship behavior (OCB) of employees.

(Rupp et.al D. S., 2013), initiate a positive relationship on organizational citizenship behavior (OCB) through performing corporate social responsibilities (CSR).

Another study conducted by (Jones.D, 2010) found that the employees participating in the volunteer program of corporate social responsibility (CSR) towards social exchange theories. The study reveals that higher corporate social responsibility (CSR) activities by an organization through volunteer programs result in generating proudness in employees to be a member of that organization. An organization is socially responsible for the wellbeing of their stakeholders (i.e. community, environment, employees, government, and customers),

outcome positive impact organizational citizenship behavior (OCB). Consequently, developed the following hypothesis for the current study:

H₁: corporate social responsibility (CSR) perception an optimistic effect on organizational citizenship behavior (OCB)

Impact of corporate social responsibility (CSR) on procedural justice (PJ), distributive justice (DJ)

Corporate social responsibility (CSR) activities are tools to imply the organizational norms for the treatment of internal and external stakeholders with the perspective of organizational justice, Concept of justice and corporate social responsibility (CSR) interpersonal, ethical, and contributory aspiration for normative behavior (Rupp et.al D. G., 2006). In this study, we explain positive association amongst main categories pertaining organizational justice i.e. procedural justice (PJ), distributive justice (DJ), corporate social responsibility (CSR) (Frenkel et.al, 2012).

The terminology, distributive justice (DJ) states towards worker apparent equality and distribution of organizational resources (R. Rupp D et al., 2001) conversely, procedural justice (PJ) states professed equality procedure used to govern organizational results. Furthermore, distributive justice (DJ) is connected to valuation of precise distinct consequences however; procedural justice (PJ) relates assessment organized and methodical structures. (Frenkel et.al, 2012). Distributive justice (DJ) defends the action towards moral, impartial standards amongst the single worker; aids dispersed separately and inversely to the workforce of an organization (Wang et.al, 2010).

Rendering (Blakely et.al, 2005) (Alder et.al, 2005) distributive justice (DJ) formed on equity theory. This theory explains the employee judgment regarding the outcomes such as promotion, monetary benefits, and wellbeing of employee social life organization offer for their effort towards assigned role and responsibilities. The employee feels more comfortable when organizations deal with them fairly and realize internal corporate social responsibilities (CSR). Since they are treated with the objective and ethically the sense of loyalty generates amongst employees. Procedural justice and distributive justice might exaggerate through worker's perception towards corporate social responsibility (CSR). Socially responsible organizations generate fair and consistent policies usually established through annual performance reports.

Furthermore, workforce perception of company procedural justice and distributive justice could inspired with distinctive aspiration is fulfilled through detecting association pampers notion molarity, distributes owing part to administrative shareholders by reputable, unbiased measures and codes of conduct. Therefore following hypothesis established for the present study:

H_{2a}: corporate social responsibility (CSR) perception positive effect on distributive justice (DJ)

H_{2b}: corporate social responsibility (CSR) perception positive effect on procedural justice (PJ)

Impact of distributive justice (DJ), procedural justice (PJ) on organizational citizenship behavior (OCB)

In this study, we explain the positive affiliation amongst two kinds of organizational justice i.e. procedural justice (PJ), distributive justice (DJ), organizational citizenship behavior (OCB) (Blakely et.al, 2005). Justice in a broader perspective influences the behavior of employees, linked with sophisticated work performances, appreciated and valued the employees of an organization. When employees evaluate both dimensions for organizational justice i.e. distributive justice (DJ), procedural justice (PJ) as significant, social exchange theory is developed resulting in greater commitment with organizational citizenship behavior (OCB) (FRED O WALUMBWA et.al, 2010). Distributive justice (DJ), procedural justice (PJ), two workplace factors that need to be examined in connection with organizational citizenship behavior (OCB) (Eric G et.al, 2013)

Moreover, organizational citizenship behaviors (OCB) indicate employee inclination towards active participation in organization events, effort as a highest supernumerary for an organization, and observe the opponents for the threats and opportunities for the organization. (Khawaja Jehanzeb, 2020) Organizational citizenship behavior (OCB) has limited studies as a predictor variable in connection with two dimensions of justice. Consequently, developed the following hypothesis for the current study:

H_{3a}: distributive justice (DJ) perception positive effect on organizational citizenship behavior (OCB)

H_{3b}: procedural justice (PJ) perception positive effect on organizational citizenship behavior (OCB)

The mediation role of procedural justice (PJ) and distributive justice (DJ) in the relationship between corporate social responsibility (CSR) and organizational citizenship behavior (OCB)

Two primary extents of organizational justice have several empirical evidence as it plays a role in perceived fairness, the study mainly focuses on the outcomes after applying these two types (distributive and procedural) justice in an organization (Shao R Rupp et.al, 2013). According to (Colquitt et al, 2005) distributive justice, procedural justice highly linked with Organizational Citizenship Behavior (OCB). Another study performed by (R. & Ruppe et.al, 2013) revealed that perceptions of fairness (procedural, distributive) justice positively linked with organizational Citizenship Behavior (OCB). Similarly, based on the social exchange theory, Corporate Social Responsibility (CSR) practices witnessed as originating positive role which stimulus employee organization justice. Empirical researches have verified that employees Corporate Social Responsibility (CSR) perceptions positively related to organization's two primary dimensions of justice (distributive and procedural)

for various businesses includes fast-moving consumer goods (FMCG) sector, pharmaceuticals, insurance, services, and financial (Moon et.al, 2014) (De Roeck, 2018).

Based on earlier perceptive, we observed that employees perceive a fairness process when companies allocate Corporate Social Responsibility (CSR) resources and activities, employees attached with the company. In present study, mindset underpinning for corporate social responsibility (CSR) impacts employee behavior, attitude on fulfillment for fundamental employee requirements i.e. instrumental, relational, justice, and ethics. (Rupp et.al D. W., 2015) Therefore, it is revealing that justice has a common psychological assumption with corporate social responsibility (CSR).

In current study there is complete thoughtful corporate social responsibility influence organizational citizenship behavior (OCB) if we elaborate by taking distributive justice (DJ), procedural justice (PJ) as a mediator of our study. According to justice theory, (Akram T et.al, 2017) sense of giving back to the employer will prevail in employees on part of what they receive from their organization (positive or negative) on receiving of positive atmosphere from the organization than the employee will return in the form of efficiency and performance towards role assigned. Thus, we recommended procedural justice (PJ), distributive justice (DJ) certainly mediate amongst corporate social responsibility (CSR), organizational citizenship behavior (OCB) therefore following hypothesis established for the present study:

H_{4a}: distributive justice (DJ) positively mediates between corporate social responsibility (CSR) and organizational citizenship behavior (OCB)

H_{4b}: procedural justice (PJ) positively mediates between corporate social responsibility (CSR) and organizational citizenship behavior (OCB)

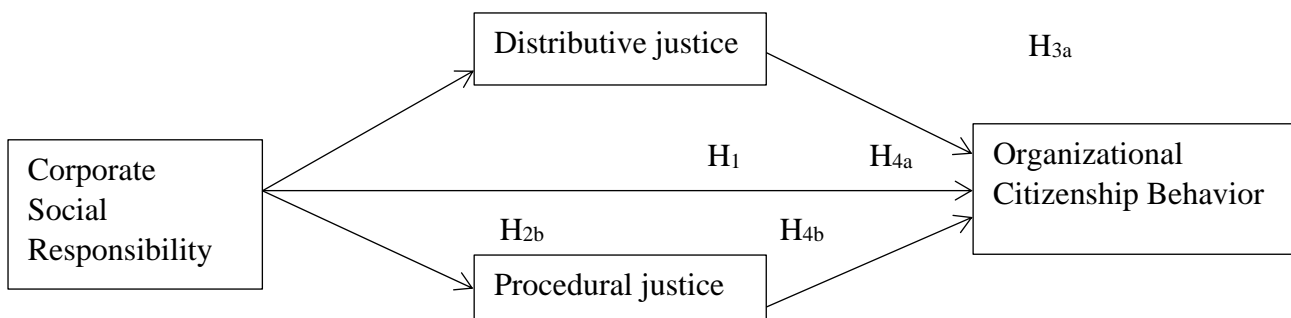


Figure: 1. Conceptual Framework

METHODOLOGY

Sample and data collection

To investigate the relationship amongst independent and dependent variables and mediating variable of the study, self-reported, semi-structured survey questionnaire was developed to collect data an online survey questionnaire was

undertaken in one of the cities of Pakistan Karachi. The population of corporate sector employees of Karachi is unknown. We visited different corporate offices of organization exist in Karachi such as automobile, pharmaceutical, textile, and others, we emphasized on the employees of different sector to enhance the significance of the study, convinced to participate in the survey also sent out the survey request online to total 400 individuals and 173 individuals commenced the survey in response to the invitation (i.e.43.25% response rate) received in six weeks period.

Suitable sample size, intention, and power analysis have to turn out to be a major problem in research and analysis. In this study, we use G Power software to support sample size, calculation for various statistical methods (F, t, x^2 , z, and exact tests) (Kang, 2021). G power software gives the result that the minimum sample size of the current study must not be less than 92 respondents. Employees who participated in our survey belong to diverse industries of Karachi, Pakistan with the following sector-wise participant percentage mentioned in Table-I

Table-I: Sector-wise participant percentage

Sector	Participant Percentage (%)
Automobile	11
Fast Moving Consumer Goods	12.7
Oil and Gas	20.2
Textile	11
Pharmaceutical	11.6
Others	33.5

The questionnaire developed for this study in three portions: first part is cover letter brief the purpose of study and instructions for completing questionnaire, second part is the items measuring corporate social responsibility (CSR), organizational citizenship behavior (OCB), distributive justice (DJ), procedural justice (PJ) respectively, third part is demographic variable section summarizing information about the participants

Our data is composed of employees of diverse professions and organizations. Hence, it will support our study in improving the effectiveness and generality of our findings.

Scale

Corporate social responsibility (CSR)

We adapt (Heung-Jun Jung, 2017), (Eaint Yadanar Oo et.al, 2018) to developed eight items and seven point Likert scale ranging 1- “Strongly disagree” 7- “Strongly agree” quantify the influence on employees, society, vendors. Corporate social responsibility (CSR) must evaluate as it is one of the significant subjects to corporate and culture, measurement is one of the portions dealing with this important matter. (Mobin Fatma et.al, 2014)

Additionally, before the full-scale demonstration, we performed pilot testing on 50 participants to check the corporate social responsibility (CSR) behavior towards various stakeholders. (Society, employee, and vendors) and after successful responses from the respondents, we performed full-scale performance. We use IBM SPSS 19.0 to find the value of Cronbach's alpha for this variable (i.e.0.905).

Organization citizenship behavior (OCB)

Organizational citizenship behavior (OCB) variable was measured through eight items and seven point Likert scale ranging 1- "Strongly disagree" 7- "Strongly agree" extent its influence organizational citizenship behavior (OCB) on Civic feature to commitment, mortality to voluntary effort and good manners to admiration for others that assistances individual and organization adapted from recent research of (Benson T. H. Lim, 2017).

Furthermore, before the full-scale demonstration, we performed pilot testing on 50 participants to check the organizational citizenship behavior (OCB) performance benefits an individual and an organization and after successful responses from the respondents, we performed full distribution of the questionnaire to the potential respondents. We use IBM SPSS 19.0 to find the value of Cronbach's alpha for this variable (i.e.0.904).

Distributive justice (DJ)

Distributive justice (DJ) was weighed through eight items scale developed by (Heung-Jun Jung, 2017) and five points Likert scale, ranging 1- "Strongly disagree" 5- "Strongly agree" quantify efforts, experiences, and time in terms of receiving fair rewards in return.

Moreover, we performed pilot testing on a group of 50 individuals to evaluate distributive justice (DJ) in terms of rewards received by the employee are fair and after successful responses from the respondents, we performed full-scale performance. We use IBM SPSS19.0 to find the value of Cronbach's alpha for this variable (i.e.0.888).

Procedural justice (PJ)

This variable procedural justice (PJ) measured through nine items scale developed by (Heung-Jun Jung, 2017) and seven points Likert, ranging 1- "Strongly disagree" 5- "Strongly agree" enumerate its effect on planning, observation, and resources. We use IBM SPSS 19.0 to find the value of Cronbach's alpha for this variable (i.e.0.889).

Pilot testing on a group of 50 individuals to evaluate procedural justice (PJ) was performed in terms of observation, resources, and planning of an organization for the benefit of their employee, positive responses from the respondents, provide confidence to performed full-scale performance. Data analysis and results

Common Method Variation and Non-Response Bias

We follow the (Podsakoff N.P.et.al., 2003) study for avoiding chances of common method variances, respondents were confirmed for their privacy and participation in the survey is voluntary, no correct or incorrect answers. Furthermore, in the current study, we implemented Herman's single factor technique to measure common method variance. In addition to the above procedures, we performed descriptive factor analysis on IBM SPSS 19.0, and after running this test, the result showed a common method variance value of 41.66% which is less than 50%.

Moreover, the interaction effect could not be precisely produced by common method variance. Whereas, determination of study is to create interaction effect and can be taken as indication despite the effect of common method variance interaction effect exists. (Siemsen, 2010) Therefore, our result suggested that the common method bias not severe worry of current study. We compared the early responses with the late responses of participants to verify the non-response bias in our survey. We performed a t-test on (IBM SPSS software 19.0 version) and it does not reveal significant differences between early, late responses. Hence, non-response bias is does not exist in current research.

ANALYSIS AND RESULTS

Reliability And Validity Mean Standard Deviation And Correlations

For the evaluation of construct psychometric validity, an exploratory factor to determine the 33 items associated with the study were performed. The items were found unite on the factor grouped into four of the following organizational citizenship behavior (OCB), corporate social responsibility (CSR), distributive justice (DJ), procedural justice (PJ)) impacts, applying probability estimation method, using adjustment quality indices and particular orientation. The (Hair et.al, 2009) suggestion adopted to examine model. Values of R square, R square adjusted, and VIF value are distributive justice (DJ), organizational citizenship behavior (OCB), procedural justice (PJ) R square= 0.323, 0.450, and 0.414. Whereas the values of R square adjusted are 0.319, 0.443, and 0.410 and the value of ($VIF \geq 1$) respectively.

Furthermore, to determine the quality of overall adjustments, construct reliability, validity was assessed. Construct reliability and validity shown value of average variance extracted (AVE) ranges 0.532- 0.602 of four variables and adequate reliability ($CR \geq 0.7$) shown in [Table-II](#), for factors validity items affiliated with present factors weight above 0.5 were acceptable validity shown in discriminant validity (Fornell-Larcker criterion) [Table-III](#), standard deviation, T statistics, $p < 0.01$, factor outer loading ranging 0.630 - 0.834 shown in outer loading shown in [Table-IV](#). The data was processed using a structural equation model (SEM) in PLS smart software.

Table-II: Construct reliability and validity

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	
Corporate Social Responsibility	0.905	0.910	0.923	0.602	
Distributive Justice	0.888	0.890	0.911	0.564	
Organizational Citizenship Behavior	0.904	0.907	0.922	0.599	
Procedural Justice	0.889	0.893	0.910	0.532	

Table-III: Discriminant validity (Fornell-Larcker Criterion)

Variables	Corporate Social Responsibility	Distributive Justice	Organizational Citizenship Behavior	Procedural Justice
Corporate Social Responsibility	0.776			
Distributive Justice	0.567	0.751		
Organizational Citizenship Behavior	0.682	0.617	0.774	
Procedural Justice	0.643	0.680	0.611	0.729

Table-IV: Outer Loadings

Items	CSR	DJ	OCB	PJ
CSR-1	0.721			
CSR-2	0.812			
CSR-3	0.797			
CSR-4	0.778			
CSR-5	0.707			
CSR-6	0.763			
CSR-7	0.830			
CSR-8	0.791			
DJ-1		0.670		
DJ-2		0.677		
DJ-3		0.716		
DJ-4		0.722		
DJ-5		0.798		
DJ-6		0.834		

DJ-7		0.788	
DJ-8		0.789	
OCB-1			0.753
OCB-2			0.733
OCB-3			0.811
OCB-4			0.831
OCB-5			0.783
OCB-7			0.815
OCB-8			0.670
PJ-1			0.758
PJ-2			0.753
PJ-3			0.796
PJ-4			0.776
PJ-5			0.752
PJ-6			0.698
PJ-7			0.751
PJ-8			0.630
PJ-9			0.637

Hypothesis testing

H₁ proposed that corporate social responsibility (CSR) perception will have positive influence organizational citizenship behavior (OCB). Multiple regressions performed, determine the corporate social responsibility (CSR) significant influences organizational citizenship behavior (OCB) overall analysis was significant ($\beta=0.433, p<0.01$). Thus hypothesis H₁ was accepted. Moreover, H_{2a} proposed that corporate social responsibility (CSR) perception will have positive influence on distributive justice (DJ) and overall analysis on this is significant having these values ($\beta=0.567, p<0.01$.) H_{2b} proposed that corporate social responsibility (CSR) perception will have positive influence on procedural justice (PJ) this hypothesis was supported with the value ($\beta=0.643, p<0.01$). Thus, hypotheses H_{2a} and H_{2b} were accepted.

Likewise, H_{3a} proposed the impact of distributive justice (DJ) on organizational citizenship behavior (OCB) investigation relating to this hypothesis is significant following values ($\beta=0.257, p<0.01$). H_{3b} proposed procedural justice (PJ) impact on organizational citizenship behavior (OCB) is not significant having the following values ($\beta=0.150, p>0.01$). Hence, hypothesis H_{3a} was accepted and H_{3b} was not accepted.

In the current study, we follow three conditions of examining the impact of mediation. First of all, we examined the variables according to the recommendation of a study performed (Mohammed Kunda et.al, 2019). In principle, the independent variable i.e. corporate social responsibility (CSR) must significantly impact mediator distributive justice (DJ) and procedural justice (PJ). The second step is that the independent variable, (corporate social responsibility, CSR) necessity substantial impacts on the dependent variable i.e.

organizational citizenship behavior (OCB). The third condition is partial mediation occurs when both mediator and independent variables performed the second step of regression and having a value less than that of the previous hypothesis performed. Consequently, we are investigating the mediation role of procedural justice (PJ) and distributive justice (PJ) between corporate social responsibility (CSR) and Organizational citizenship behavior (OCB).

Results present that, the distributive justice (DJ) mediates between corporate social responsibility (CSR) and organizational citizenship behavior (OCB) ($\beta=0.153, p<0.01$) result shows that this mediation h_{4a} hypothesis is significant. Furthermore, the result of the procedural justice (PJ) mediate between corporate social responsibility (CSR) and organizational citizenship behavior (OCB) show the result as ($\beta=0.096, p<0.01$). Hence, it is evident with the result that hypothesis h_{4b} was not supported.

In our study, there is a partial mediation shown in indirect specific effects of distributive justice (DJ) mediates between corporate social responsibilities (CSR) and organizational citizenship behavior (OCB). Additionally, in H_{4b} , there is also partial mediation that has been experiential in indirect effects of procedural justice (PJ) mediate between corporate social responsibility (CSR) and organizational citizenship behavior (OCB). The summary of the hypothesis performed in this study is presented in SEM PLS smart software shown in [Table-V](#) and [Table-VI](#).

Table-V Mean, STDEV, Confidence Interval, T-statistics, P-values

Hypothesis	Beta (β) value	Sample Mean (M)	Confidence Interval	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Remarks
Corporate social responsibility (CSR) -> Distributive Justice(DJ)	0.567	0.572	0.457,0.668	0.054	10.495	0.000	H2a is supported
Corporate social responsibility (CSR) -> Organizational citizenship behavior (OCB)	0.433	0.433	0.227,0.568	0.073	5.889	0.000	H1 is supported
Corporate social responsibility (CSR) -> Procedural Justice (PJ)	0.643	0.647	0.535,0.743	0.052	12.300	0.000	H2b is supported
Distributive Justice (DJ) > Organization	0.270	0.274	0.104,0.418	0.078	3.448	0.001	H3a is supported

Citizenship Behavior (OCB)								
Procedural Justice (PJ) - > Organization Citizenship Behavior (OCB)	0.150	0.146	0.062,0.323	0.099	1.507	0.132	H3b is not supported	

Table-V: ISpecific Indirect Effects

Mediation Effects	Beta value (β)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CSR -> Distributive Justice -> Organization Citizenship Behavior	0.153	0.156	0.045	3.421	0.001
CSR -> Procedural Justice -> Organization Citizenship Behavior	0.096	0.093	0.064	1.504	0.133

DISCUSSION

The aim of our research is to regulate positive influence corporate social responsibility (CSR) with organizational citizenship behavior (OCB) mediation of procedural justice (PJ), distributive justice (DJ) in Pakistan context, which is explicitly different from developed countries such as: United Kingdom, United States of America, and other European countries. Our result specifies that corporate social responsibility (CSR) has necessary positive impact on distributive justice (DJ), organizational citizenship behavior (OCB) with significant mediation of distributive justice (DJ). However, corporate social responsibility (CSR) has positive influence on organizational citizenship behavior (OCB), procedural justice with a partial significant mediation role of procedural justice (PJ).

This research widens the attentive process of employee perception on corporate social responsibility (CSR) and hypothetical supporting by contributing the corporate social responsibility (CSR) activities and impact organizational citizenship behavior (OCB) (Newman et al, 2015). We argue from perspective of stakeholder theory that, when an employee perceives their firm is engaged with corporate social responsibility (CSR) actions and the policies remain fair, individuals express additional commitment at workplace and further probable to go beyond their official duties through their positive behavior and dedication that benefits the organization. (Pérez et.al, 2019). Three models for the significance of procedural justice (PJ), distributive (DJ) are as follows:

First model persuading aptitude and behavior of workforce and support dimensions of organizational justice i.e. distributive justice (DJ), procedural justice (PJ). Second model, (personal outcome model) is more inclined towards distributive justice (DJ) as it directly impacts an individual such as promotion, pays, and evaluation. Finally, the third model (group value model) is more persuaded towards procedural justice (PJ), which states, this dimension of organizational justice is more significant for workers as it represents the intelligent behavior and attitude of society. (Jody Clay-Warner et.al, 2005).

Analysis of present research supports first and third model of justice, distributive justice (DJ) has significant relationship with corporate social responsibility (CSR), organizational citizenship behavior (OCB) while procedural justice had an association with corporate social responsibility (CSR) non-significant affiliation of organizational citizenship behavior (OCB). Employee helps their co-workers, performs their duties efficiently and thinks critically in fair organization, compared to an unfair. It shows significant that organizational citizenship behavior (OCB) extent selfless conduct to colleagues' fit-in group valued model mentioned earlier. It supports the justice procedure for everyone in office. Intellect of equality in the procedures and processes might generate extra enjoyable environment, inspires workers associates to help each other. (Lalit Kumar Yadav, 2017).

On the other hand, based on the existing study supervisors must be aware of the requirement of workforce while, implementing policies recommended that the negative effects of distributive injustice would be diminished by fair techniques. However, reduction in employee efficiency will not be controlled through procedural justice, if an employee faces unfairness in distributive justice such as pay, promotion, and rewards. Our analysis reveals a robust and more convincing effect of distributive justice (DJ) than procedural justice (PJ) on two variables namely, corporate social responsibility (CSR), organizational citizenship behavior (OCB).

Furthermore, contrary proven research findings that distributive justice (DJ) mediates significantly amongst organizational citizenship behavior (OCB), corporate social responsibility (CSR). Where, procedural justice (PJ) established research outcomes that, did not mediate amongst corporate social responsibility (CSR), organizational citizenship behavior (OCB). Analysis of study conducted for developing country i.e. Pakistan supports our argument that the individuals of developing markets are more worried about monetary benefits and the "conclusion defends the unpleasant" philosophy was acceptable. Thus, in this context, procedural justice is not as expected to reduce the damaging significances of biased incentive distribution.

THEORETICAL IMPLICATIONS

There are substantial research suggestions, presenting modern linkage amongst corporate social responsibility, organizational citizenship behavior (OCB) with full mediation of distributive justice (DJ), partial mediation of procedural justice (PJ) in Pakistani corporate sector context. It is evident in our study that, the role of distributive justice is more important than procedural justice with the association of corporate social responsibility (CSR), organizational citizenship

behavior (OCB) activities to achieve desired efficiency from employees at the workplace.

In our study firstly, stakeholder theory explain the process supporting the affiliation amongst corporate social responsibility (CSR), organizational citizenship behavior (OCB). A role of corporate social responsibility (CSR) activity is enhancing organizational citizenship behavior (OCB) in employees. Secondly, highlights essential significance of the concept of organizational justice determinants in connection amongst corporate social responsibility (CSR), organizational citizenship behavior (OCB) with mediating effect of distributive justice (DJ), procedural justice (PJ) in perspective recommended (Rupp et.al D. W., 2015).

Furthermore, our analysis spread (De Roeck et.al, 2014) experiential influence recommended, mediation role of organizational justice enlighten connection amongst corporate social responsibility (CSR), organizational citizenship behavior (OCB).

Practical implications

In the current study we discovered that employee awareness for corporate social activities impacts employee behaviors because appropriate corporate social responsibility creativities educate employees about organization fairness. Thus, it supports improving the positive impact of organizational citizenship behavior (OCB).

Our study result indicates individuals in developing economies are less concerned with procedural justice (PJ) if they detect distributive injustice which is quite contrary to what the present study recommended. Supervisors must be super conscious while applying the procedures based purely on the ideas revealed and tested in developed countries. That is not significant in Pakistan corporate culture and the result would be shocking for the managers.

Similarly, the fact that the managers need to be ensured is that the individuals are more concerned with the unbiased distribution of monetary benefits, as it is the main factor of behaviors in developing countries like Pakistan.

Limitation of research and Future recommendation

The current research study was not without limitations. Firstly, the insignificant interface does not recommend either procedural justice (PJ), distributive justice (DJ) have a null impact.

However, both type of justice plays role of mediation in study with independent variable corporate social responsibility (CSR), dependent variable organizational citizenship behavior (OCB). Secondly, the data collected for the present result is cross-sectional, makes it difficult to generalize outcome. It is recommended to make the result more generalized. Future research must

replicate the same study model in other developing countries such as India, Bangladesh, and Nepal.

As the current study was to examine the behavior impact with mediation role of organizational justice, future studies are recommended for prospective outcomes such as: job satisfaction and organizational commitment. This study did not include the income of employees and the use of economic variables as a moderator variable. Future research may include economic variables as moderator variables to find out the effect of a high and low-income individual's responses to the organizational justice category. We will perform more research in a similar context in light of extending this theory across the nation to evaluate its impact on cross-border and socio-economic perspectives.

Although, these limitations, study contribute to the literature and some future guidelines, further research might be investigated. Different developed countries could be expanded for weigh outcomes and low to high income of individual's economies can be examined as a moderator in future research.

CONCLUSION

The objectives of the study are accomplished by performing research in corporate sector of Pakistan and collected data from different occupation individuals. We observed optimistic impact of corporate social responsibility (CSR) on organizational citizenship behavior (OCB) with partial mediation of procedural justice (PJ) full mediation of distributive justice (DJ). This paper makes a significant influence on the present study in field of corporate social responsibility (CSR) perceptions associated construct specifically, organizational citizenship behavior (OCB), procedural justice (PJ), and distributive justice (DJ). The current study influences the literature by using stakeholder theory to describe the investigated variables.

Furthermore, corporate social responsibility (CSR) activities impact the internal stakeholder perception with mediation impact of distributive justice (DJ), procedural justice (PJ) towards organizational citizenship behavior (OCB) supporting co-workers, managers. Nevertheless, current research specifies individuals in developing economies are less concerned with procedural justice (PJ) if they detect distributive injustice which is quite contrary to what the present study recommended.

It is recommended that the supervisor must be super conscious while applying the procedures based purely on the philosophies discovered and verified in an advanced nation. This is not substantial in Pakistan business culture and the consequence would be dreadful for the executives.

Similarly, the fact that the administrators are required to ensure, individuals are worried about the biased allocation of economic benefits, is one of the main aspects of behaviors in developing countries like Pakistan.

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