

**The Impact of Organizational Justice on Organizational Citizenship Behavior:
Mediating Role of Employee Happiness and Moderating Effect of Perception of
Fairness**

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Abstract

This is a research that examines the effects of Organizational Justice (OJ) on Organizational Citizenship Behavior (OCB) among the employees in the education sector in Pakistan. It also analyses Employee Happiness (EH) as a mediator and Perception of Fairness (PF) is a moderator under the Social Exchange Theory (SET). It was a quantitative and cross-sectional study. Convenience sampling was applied in collecting data on 220 employees in educational institutions in Rawalpindi and Islamabad. Validated scales measured OJ, EH, OCB and PF. The analysis of data was performed on SPSS and Smart PLS (SEM) that comprised reliability assessment, correlation analysis, mediation, and moderation testing. Findings indicate that OJ is an effective boost to EH and OCB. EH mediates OJ-OCB relationship which suggests that the fair treatment leads to positive emotions that promotes discretionary behavior. PF plays a significant moderating role between EH and OCB whereby the influence of happiness on citizenship behavior is enhanced by high perceptions of fairness. The research contributes to the development of SET by including emotional (happiness) and cognitive (fairness perception) processes in justice-behavior correlations. In practice, it emphasizes the values of equitable policies, open-minded decision-making, and enabling leadership in enhancing good employee behaviors and effectiveness in improving institutions within the education sector. There is the risk of biased responses represented by self-reported data. The cross-sectional design makes the study causally interpretable and the sample size, which is based on two cities and one sector, makes the study less generalized. Future research ought to be longitudinal design with multi-source. To enhance theoretical and contextual knowledge, additional antecedents (leadership style, empowerment, job autonomy), novel moderators (cultural values, digital work conditions), and more comparisons of the sector broadly should be implemented in Pakistan.

Keywords: Organizational Justice, Employee Happiness, Perception of Fairness, Organizational Citizenship Behavior.

Introduction

Organizational Justice (OJ) has been identified to be one of the core constructs in organizational behavior as it has dire effects on employee attitudes, motivation, as well as performance. OJ, which can be characterized as an expression of fairness among the employees of a company in terms of the company results, the organizational procedures, and the way the employees are treated by colleagues, is defined by distributive, procedural, and interactional dimensions (Colquitt, 2001). Fair treatment is an intrinsic and extrinsic

motivator that encourages the employees who then work towards the success of the organization positively (Sustainability, 2023). Among the greatest consequences of OJ is that of its association with Organizational Citizenship Behavior (OCB), optional, extra-role behaviors like altruism, conscientiousness, and civic virtue that positively impact on organizational performance (Organ, 1988). OCB particularly comes in handy in the dynamic environment because it enhances cooperation, lessens turnover, and minimizes counterproductive behavior (MDPI, 2023). As an illustration, medical and IT organizations that are characterized by the importance of equitability and staff empowerment show greater OCB levels and better performance (Hasibuan et al., 2024; Vijayalakshmi, 2023). Employees showed OCB during the period of the public health crisis due to the sense of duty and commitment, which is differentiated as an organizational value (Willis et al., 2021). There is new research with employee happiness as a mediating variable between OJ and OCB. Happiness is defined as positive emotions, job satisfaction and wellbeing and as a result, they lead to engagement, creativity and teamwork (Lyubomirsky, King, and Diener, 2005). It has been found out that employees who are happy tend to exhibit OCB more given that positive emotions enhance motivation and cooperative behavior (Judge et al., 2001; Cropanzano and Wright, 2001). There is also the role of leadership, in which the inclusive and ethical leadership practices contribute to the well-being of employees and maintain organizational results (Fendui et al., 2024; Katsaros, 2024). Perceptions of fairness are one moderating factor that determines the conversion of OJ to OCB. Their loyalty to decisions and the level of their engagement depend on the judgments of employees concerning fairness. High legitimacy makes people strengthen the perception of fairness and promote OCB, and low legitimacy makes people less motivated and disengaged (Greenberg, 1987; Erdogan, Liden, and Kraimer, 2006). This highlights that the perception of fairness would not just be a consequence of justice practices but it would be a major determinant of how justice can influence behavior. In spite of the long studies, some gaps still exist. The majority of research is cross-sectional in nature, which restricts the knowledge on how justice perceptions, happiness and fairness change over time (Siegrist, 2023). Numerous studies also look at the direct effect of OJ on OCB or fairness perceptions as one outstanding, seldom including mediators and moderators in a unified structure (Monzani et al., 2021). Also, there is high concentration of research in the Western corporate and healthcare contexts, and underrepresentation in education, manufacturing, and public service (Yu, 2023). This brings contextual fragmentation especially in the field of education where bureaucratic processes, workload and insecurity of career are greatly implicated in how justice is viewed. As an academic, equity is associated with the assignment of work, the appraisal system, and rewards of an additional workload instead of monetary benefits (PLOS ONE, 2024). The existence of these peculiar dynamics indicates that more studies are required on how OJ, happiness, and fairness perceptions can drive OCB in schools. The theoretical basis of this study is the Social Exchange Theory (SET) which establishes that organizational relationships are founded on the notion of reciprocal exchanges of effort, loyalty and rewards (Blau, 1964). The fairly treated employees perform reciprocally in terms of discretionary behaviors such as OCB (Cropanzano and Mitchell, 2005). Justice results in trust and long-range reciprocity whereas injustice lowers motivation and contributes to deviance (Skarlicki and Folger, 1997). Happiness serves as an emotional resource between OJ and OCB and fairness perception mediates the possibility of the employee practicing fair treatment in OCB (Fendui et al., 2024). Nevertheless, there is a significant gap in the theory because only a few studies have experimented in a SET framework. This research will address both knowledge gaps in the theoretical and contextual framework by exploring the influence of OJ on OCB in the Pakistani educational field with happiness as a mediator and perception of fairness as a moderator. It will focus on teachers and academic staff in Rawalpindi and Islamabad and will offer local information on the dynamics of justice-behavior in an emerging market. This is of the essence as the morale of employees and their discretionary

behavior directly influence student achievement and institutional success. The importance of the research is two-fold. In theory, it is an expansion of SET in the sense that it adds emotional and psychological variables like happiness and perception of fairness to justice-behavior formulations. In practice, it can give HR managers and educational leaders evidence-based information to develop balanced and open-minded policies that foster well-being, trust, and OCB. Not only does transparent and inclusive practices enhance satisfaction and performance, but also organizational culture as a result of trust and cooperation (Wright and Cropanzano, 2004). On the other hand, injustice undermines credibility and it discourages discretionary contributions (Brockner et al., 2004). Finally, OJ is a decisive factor of workplace behavior and performance and it has well-established connections to OCB. Nonetheless, mediating effect of employee happiness and moderating effect of fairness perception have not been fully explored particularly in education and non-Western environment. Through the application of SET, this paper will explain the manner in which justice promotes OCB and will add to the existing theories as well as to pragmatic approaches toward establishing positive organizational climates in the Pakistan education sector.

Literature Review

Organizational Justice and Organizational Citizenship Behavior

The Organizational Justice (OJ) is a powerful determinant of Organizational Citizenship Behavior (OCB) since it leads to the perception of fairness on distributive, procedural, interpersonal, and informational levels. Equal allocation of resources, open procedures, respectful treatment, and honest communication all support the fact that employees strive to adopt extra-role behaviors that improve the performance of the organization (Khan et al., 2022; Greenberg and Colquitt, 2022). The research shows that OJ influences OCB by job satisfaction, commitment, and trust, the impact of which is higher in collectivist societies where harmony and cooperation are prioritized (Park and Lee, 2023; Singh and Ahmed, 2023). Justice perceptions are powered by the theoretical concepts of Equity Theory (Adams, 1965), Social Exchange Theory (Blau, 1964) and Organizational Support Theory (Eisenberger et al., 1986) to explain reciprocity and discretionary behavior. Clinical data in the healthcare, education, and business sectors have validated the beneficial effects of OJ on OCB that is mediated by cultural values, leadership, and employee characteristics (Farh et al., 2007; Lopez and Singh, 2023). In general, the organizational fairness is a predictor of voluntary prosocial behavior, which leads to increased commitment and organizational success, in the long run.

Organizational Justice and Employee Happiness

Organizational Justice (OJ) can be an important factor in determining how happy an employee is because it affects psychological health, job gratification, and hardiness. Positive emotions and trust in the workplace are promoted by fair rewards distribution and transparency, which leads to greater levels of satisfaction and loyalty (Kim and Park, 2022; Smith and Zhang, 2023; Lee and Chen, 2023). Evidence supports the claim that job satisfaction is a mediating variable between OJ and happiness because when employees feel that they are treated fairly, they experience greater motivation and emotional stability and have better mental health (Ahmed and Liu, 2022; Garcia and Torres, 2023). Distributive, procedural, inter-personal, informational justice are all factors that enhance the happiness of employees by providing equity, respect and open communication (Colquitt, 2001). This relationship is also influenced by cultural and leadership aspects, as collectivist cultures focus on the fairness of the process, whereas transformational leaders increase the perception of justice and satisfaction (Singh and Patel, 2023; Hassan and Kumar, 2023). Finally, organizational fairness decreases stress, absenteeism, and burnout and enhances creativity, loyalty, and workplace well-being, which also makes OJ a primary source of happiness and organizational performance (Lopez and Smith, 2023).

Employee Happiness and Organizational Citizenship Behavior

It is very well researched that happiness among employees has a positive impact on the Organizational Citizenship Behavior (OCB) since happy and emotionally stable employees do not hesitate to voluntarily engage in extra-role actions that help organizations to achieve success. Job satisfaction, psychological well-being, and positive emotions will create happiness, which leads to altruism, cooperation, and resilience to allow employees to adopt the behaviors of mentoring, knowledge-sharing, and teamwork (Fredrickson, 2022; Weiss and Cropanzano, 2023; Lee and Kim, 2022). Such positive experiences in the workplace result in trust and loyalty, which enhance the organizational commitment and proactive behaviors (Martinez and Wong, 2023; Park and Zhang, 2023). Theoretic approaches such as the Broaden-and-Build Theory, Social Exchange Theory, and Self-Determination Theory help us understand the reasons happiness enhances prosocial behavior, develops reciprocity, and encourages intrinsic motivation (Blau, 1964; Deci and Ryan, 2000; Fredrickson, 2001). This relation is increased by leadership and culture, where transformational leadership and equitable environments improve happiness-driven OCB (Brown and Wilson, 2023; Ahmed and Liu, 2022). In general, happy workers are creative, flexible and committed, and happy qualifies as an influential factor in OCB and organizational performance (Lyubomirsky et al., 2005).

Mediating role of Employee Happiness

Employee happiness has become a focal mediating variable that connects organizational practices and good performance in the workplace. It is proven that positive emotions promote learning, resilience, and interpersonal relations, which results in greater job satisfaction and loyalty (Fredrickson, 2022; Blau, 2023). Happiness transforms the perceptions of fairness to motivation and cooperative behaviors including OCB (Ahmed and Lee, 2022). Leadership styles are crucial, and transformational and authentic leadership contribute to the promotion of happiness that will mediate engagement, innovation, and commitment (Brown and Wilson, 2022; Walumbwa et al., 2008). Empirical evidence demonstrates that happiness leads to lower turnover intentions and burnout and higher retention is recorded in the healthcare and education fields (Garcia and Torres, 2023; Mehta and Zhang, 2022). Theoretical approaches, such as Broaden-and-Build Theory (Fredrickson, 2001), JD-R Model (Bakker and Demerouti, 2007), and Self-Determination Theory (Deci and Ryan, 2000) describe the capacity of happiness to expand cognitive resources, to connect job resources to job satisfaction and to encourage intrinsic motivation. The structural equation modeling validates the fact that happiness is an important mediating variable between workplace support, justice, leadership and outcomes (Baron and Kenny, 1986). Future studies are necessary to explore digital workspace, generation gaps, and cultures since collectivist cultures intensify the effects of happiness (Hofstede, 1980; Singh and Patel, 2023). In general, companies that help employees become happier are more productive, engaged, and successfully run over the long-term.

Moderating role of Perception of Fairness

The element of fairness perception has a moderating role of critical importance in influencing how employees react to the work conditions, the leadership style, and the organizational practice. The perception of fairness is based on theories of Equity Theory (Adams, 1965), Organization Justice Theory (Colquitt, 2001), and Social Exchange Theory (Blau, 1964) to help workers analyze job satisfaction, job performance, and Organizational Citizenship Behavior. The studies indicate that fair pay and clear procedures decrease turnover intentions and improve trust, motivation and resilience (Lopez and Smith, 2022; Nguyen and Walker, 2023). When employees feel that they are treated fairly, they report increased commitment and job satisfaction and are more willing to go on discretionary behaviors (Johnson and Green, 2023). It also depends on the perception of fairness because

fair decision-making and treating them with respect enhance the leader-member exchange, trust, and OCB (Bass and Riggio, 2006; Walumbwa et al., 2008). Research has affirmed that equity moderates the effects of support and policies at the workplace on OCB (Podsakoff et al., 2000; Moorman, 1991). Fairness sensitivity is culturally determined; collectivist societies exhibit a higher level of procedural and interactional justice than those of high-power distance cultures (Hofstede, 1980; Singh and Patel, 2023).

Hypothesis

H1: There is a significant positive impact of organizational justice on organizational citizenship behavior.

H2: There is a significant positive impact of organizational justice on employee happiness.

H3: There is a significant positive impact of employee happiness on organizational citizenship behavior.

H4: Employee Happiness mediates the relationship between organizational justice and organizational citizenship behavior.

H5: Perception of fairness moderates the relationship between employee happiness and organizational citizenship behavior.

Conceptual Framework

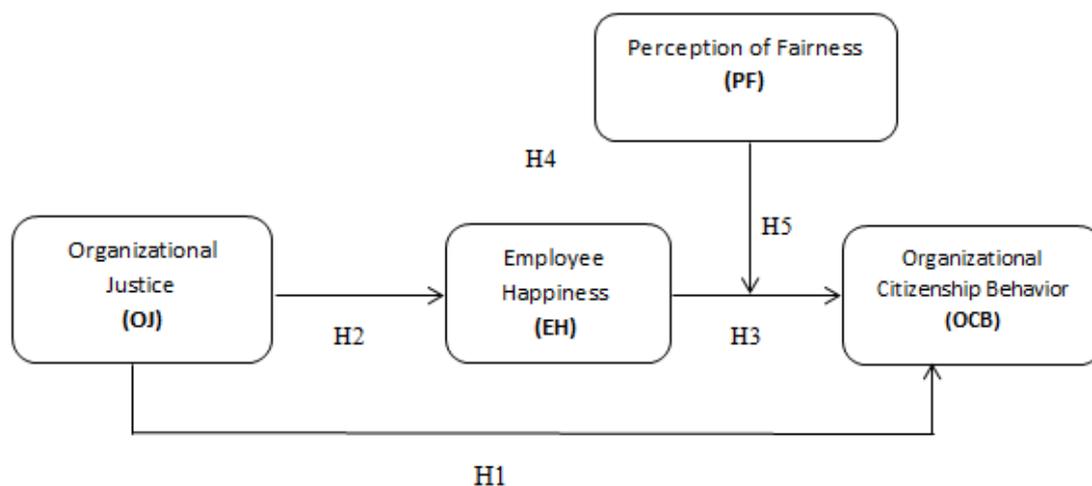


Figure 1 : Mediation model showing the indirect effect of Organizational Justice (OJ) on Organizational Citizenship Behavior through Employee Happiness

Material and Methods

Research Design

In this study, the impact of Organizational Justice (OJ) on Organizational Citizenship Behavior (OCB) in the education field in Pakistan is examined where Employee Happiness is considered as a mediator and Perception of Fairness as a moderator. In the educational institutions of Rawalpindi and Islamabad, employee commitment, cooperation and discretionary behavior are essential and therefore justice and happiness play a key role. A quantitative survey design was adopted, which was descriptive, through 44-item questionnaires in English that were sent to 260 members of staff using Google Forms. A cross-sectional data was gathered in four weeks. Objectivity, validity, and reliability were guaranteed by the deductive approach, and hypotheses were tested by the analysis of statistics and reinforced the Social Exchange Theory structure.

Population and Sample

The research targeted the population of the study to include the educational staff members

in Rawalpindi and Islamabad to guarantee that there was adequate participation in the study to collect reliable data. Under the rule of 5 to choose an adequate sample, the responses were collected via Google Forms using the rule of 5, where 220 employees participated in the study depending on their position and other appropriate characteristics. An approach to finding a relevant sample was based on the Social Exchange Theory (SET) as grounded by a convenience sampling approach, in which the network referrals were used to overcome the difficulties in recruitment. Both secrecy and anonymity were upheld and ethical permission was obtained in the applicable board. Questionnaires were given in English which is also an official language in Pakistan and thus there was clarity and validity. This method reduced biasness and maximized reliability thus suitable in investigating the association between organizational justice, employee happiness, perception of fairness and organizational citizenship behavior.

Questionnaire Design

The independent variable was Organizational Justice and the dependent variable was Organizational Citizenship Behavior (OCB) and the mediator was the Employee Happiness, and the moderator was Perception of Fairness. Four pretested scales were used to collect data based on five-point Likert scale with 1 (strongly disagree) to 5 (strongly agree). Organizational Justice was scaled using a 10-item scale and the measure of OCB using 12 items modified by Hoy and Tarter (2004) and DiPaola and Hoy (2005), respectively. The measurement of the Employee Happiness was based on a seven-item scale by Othman et al. (2018), and the Perception of Fairness with the use of a 15-item scale by Sonnleitner and Kovacs (2018). These were validated instruments that guaranteed reliability and accuracy in measurement of the study constructs in the context of the educational sector.

Data collection and analysis

Two hundred and twenty questionnaires were collected and sent back using convenience sampling technique two hundred and fifty out of the above employees of the educational sector responded appropriately. Construct validity and Reliability analysis, Discriminant validity analysis, Model fitness based on standardized root mean square residual and Normed Fit index and Hypotheses test based on Beta and P value will be used to analyze data. All the tests will be interpreted as Structured Equation Modeling (SEM) through the aid of SMART PLS-3 software and SPSS.

Results and Discussion

Table 1
Construct Validity and Composite Reliability Analysis

| S # | Variables | Cronbach's Alpha | Composite Reliability | Average Variance Extracted |
|-----|---|------------------|-----------------------|----------------------------|
| 1 | Employee Happiness (EH) | 0.904 | 0.907 | 0.637 |
| 2 | Organizational Citizenship Behavior (OCB) | 0.916 | 0.918 | 0.571 |
| 3 | Organizational Justice (OJ) | 0.928 | 0.949 | 0.629 |
| 4 | Perception of Fairness (PF) | 0.987 | 0.991 | 0.858 |

Table 1 Data is said to be reliable when its composite reliability values are >0.70 . Composite reliability results are more accurate than Cronbach's alpha values in measuring internal consistency among items or constructs (Bryman, 2015). The Alpha value of EH is $0.904 > 0.70$ means internal consistency is good, likewise OCB value is $0.916 > 0.70$ and PF value is $0.987 > 0.70$ show good internal consistency in items of each independent variable is good. Likewise Dependent variable OJ value is $0.928 > 0.70$ which show excellent internal

consistency, henceforth data is reliable. Average Variance extracted (AVE) measures validity and data is said to be valid if AVE is >0.50 . In above table, all three independent variables and one dependent variable AVE values are; EH $0.637 > 0.50$, OCB $0.571 > 0.50$, PF $0.858 > 0.50$, OJ $0.629 > 0.50$ means all items are strongly correlated with their respected variables that confirms validity in the data. In the study, quantitative analysis was performed with the help of SPSS to analyze the demographics and answers of 220 respondents in the educational sector. The demographic attributes included gender, age, education and work experience. Findings indicated that females represented the majority sample of 80.5 percent as opposed to male 19.5 percent. Majority of the respondents (69.5) were between the ages of 20 and 30 with only 0.5 per cent of the respondents being older than 50. Education degrees indicated that most of them had master degrees (65.9%), then bachelor's degrees (22.7%), and doctorates (9.5%), and a few lower education levels. On experience, 62.7% of the respondents had less than five years of work experience with only 3.2% reporting over 20 years. The ANOVA was one-way to determine the effect of the demographics on the organizational citizenship behavior (OCB). Findings showed that there were no statistically significant differences by gender, age, education and experience ($p > .05$), implying that or demographic variables did not have a significant influence on OCB results. This is an indication of fairness perceptions and happiness can be stronger than demographics. The SPSS was used to conduct the correlation analysis to test the association between the main variables of the study. Findings showed significant and strong associations of all constructs. Organizational Justice (OJ) showed a good positive relationship with Employee Happiness (EH) ($r = 0.709, p < .01$) and also with Organizational Citizenship Behavior (OCB) ($r = 0.548, p < .01$). In the same way, Employee Happiness had a positive correlation with OCB ($r = 0.637, p < .01$), which proves that happier employees are more likely to exhibit extra-role behaviors. All variables also showed positive relationships with Perception of Fairness (PF) with significant relationships with OJ ($r = 0.511, p < .01$), EH ($r = 0.641, p < .01$), and OCB ($r = 0.591, p < .01$). These results prove that the perceptions of fairness, happiness, and justice are interconnected to increase the willingness of the employees to work more than their formal tasks. The interrelations are very strong, which supports the mediating and moderating functions of EH and PF in enhancing the effect of OJ on OCB.

Table 2
Pearson correlation matrix for study variables

| Variable | Mean | SD | OJ | EH | OCB | PF |
|-----------------|-------------|-----------|-----------|-----------|------------|-----------|
| OJ | 3.4218 | 0.6553 | | | | |
| EH | 3.6435 | 0.7268 | 0.709 | | | |
| OCB | 3.4117 | 0.5531 | 0.548 | 0.637 | | |
| PF | 3.5439 | 0.5918 | 0.511 | 0.641 | 0.591 | |

Note. $p < 0.01$ (2-tailed).

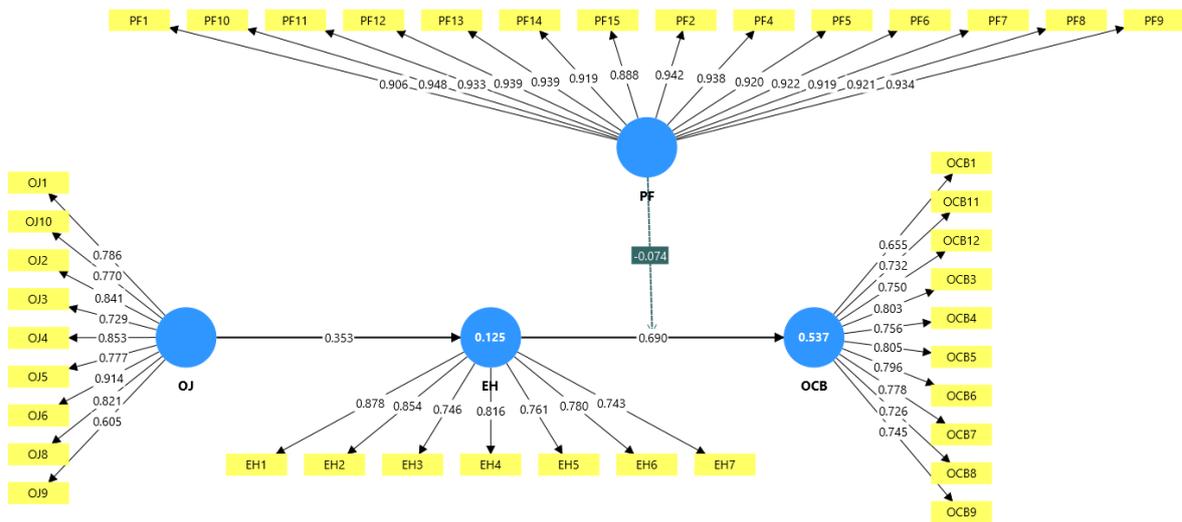


Figure 2: Moderation model illustrating the effects of Perception of Fairness (PF) on the relationship between OJ, EH, and OCB.

Table 3
Path coefficients and significance levels from regression analysis.

| | β | SE | t | p | LLCI | ULCI |
|-----------------|---------|------|--------|--------|-------|-------|
| OJ -> OCB | 0.55 | 0.05 | 10.979 | <0.001 | 1.500 | 2.157 |
| OJ -> EH | 0.71 | 0.14 | 5.167 | <0.001 | 0.590 | 1.318 |
| EH > OCB | 0.64 | 0.06 | 11.151 | <0.001 | 1.355 | 1.937 |
| Indirect effect | β | SE | t | p | LLCI | ULCI |
| OJ -> EH -> OCB | 0.45 | 0.07 | 6.829 | <0.001 | 1.150 | 1.783 |

Table 4
Moderation analysis results for Perception of Fairness (PF)

| | β | SE | t | p | LLCI | ULCI |
|----------------|---------|------|--------|--------|-------|-------|
| OJ -> OCB | 0.55 | 0.05 | 10.979 | <0.001 | 1.500 | 2.157 |
| OJ -> EH | 0.71 | 0.14 | 5.167 | <0.001 | 0.590 | 1.318 |
| EH > OCB | 0.64 | 0.06 | 11.151 | <0.001 | 1.355 | 1.937 |
| PF x EH -> OCB | 0.67 | 0.03 | 23.369 | <0.001 | 2.034 | 2.408 |

Mediation analysis of bootstrapping analysis of SPSS supported the hypothesis on the relationship existing between organizational justice (OJ), employee happiness (EH), and organizational citizenship behavior (OCB). The results showed that OJ positively and significantly influenced OCB (H1 was confirmed) $\beta = 0.548$, $p < .05$. Likewise, OJ had a significant effect on EH ($\beta = 0.709$, $p < .05$), which confirms H2. H3 was also confirmed as OCB was demonstrated to directly increase when happiness of employees comes into play (H3: $\beta = 0.637$, $p < 0.05$). Notably, EH was a crucial mediator between OJ and OCB, and the effect of it was indirect with value 0.4516 ($p < .001$) proving the H4. This mediation effect illuminated that just organizational practices make the employee's happy leading to increased discretionary behavior. On the whole, the findings revealed that OJ has a positive effect on OCB directly and indirectly by means of EH, and the role of employee well-being in enhancing justice-behavior correlations in educational settings is essential. The results of the moderation regression analysis with the aid of SPSS proved that the perception of fairness (PF) was a significant moderator of the connection between employee happiness (EH) and organizational citizenship behavior (OCB). The findings revealed that EH significantly positively affected OCB ($\beta = 0.455$, $t = 10.445$, $p < 0.001$) whereas PF also significantly positively affected OCB ($\beta = 0.447$, $t = 7.928$, $p < 0.001$). More importantly,

interaction term (EH × PF) was found with a highly significant impact ($\beta = 0.664$, $t = 23.369$, $p < .001$) which supported H5. These results imply that the more employees have higher perceptions of fairness, the more they are likely to extend their happiness to extra-role behaviors, which further supports the interconnection between justice and happiness and behavior. That is, fairness perception enhances the positive impact of employee happiness on OCB, and it is important to note that it is very critical in supporting discretionary behaviors in educational institutions.

Discussion

This paper investigates the connection between the constructs of organizational justice (OJ) and organizational citizenship behavior (OCB) in learning institutions with the mediating variable of employee happiness and the moderating variable of perception of fairness. Equity in the allocation of resources, practices, and human treatment to one another create an appreciation amongst the educators, which drives them to deliver beyond their professional roles. A positive relationship between these is boosted by happiness because equitable treatment means job satisfaction, emotional well-being, and motivation, which translate into more extra-role behaviors. These effects are reinforced or undermined by perceived fairness in the opinion of the employees when they trust the leadership and the policies. Results of the survey indicate that OJ has a positive effect on OCB ($\beta = 0.548$, $t = 10.979$), OJ has a significant effect on happiness ($\beta = 0.709$, $t = 5.167$), and happiness has a positive effect on OCB ($\beta = 0.637$, $t = 11.151$). The result of mediation analysis presents a significant relationship between happiness and OJ, and between happiness and OCB with a moderate t-test ($\beta = 0.664$, $t = 23.369$). In this way, OCB in education can be developed based on fair practice, emotional well-being, and trust of the policy.

Conclusion

This study indicates that organizational justice plays a major role in influencing organizational citizenship behavior (OCB) of teachers. Just treatment in decision making, resource distribution and interpersonal relationships encourage the staff to go an extra mile in terms of working beyond their formal responsibilities. Employee satisfaction is a central mediator and it is revealed that justice based satisfaction increases the loyalty, dedication and voluntary contributions. Employees can easily convert justice into positive organizational behaviors when they have high perceptions of fairness. In the case of educational institutions, clear policies, fair working hours, and leadership that is participatory create morale and cooperation in the workplace which eventually leads to the success of the institution and student performance. The future longitudinal studies ought to examine the long term impacts of justice and happiness on instructional staff and non-instructional staff performance.

Practical Implications

The research provides practical implications to the educational leaders who seek to promote positive behaviors at work. The results indicate that justice in terms of rewards and decision making as well as interpersonal treatment enhance chances of employees participating in organizational citizenship behavior (OCB) to foster success of the institution beyond official responsibilities. In order to encourage equity, the institutions ought to adopt open reward schemes, non-discriminatory judgments, impartial policies, and career growth opportunities. The happiness of the employees is also essential and is facilitated with the help of recognition systems, wellness programs, and just leadership which increases satisfaction, innovation, and dedication. Notably, fairness has to be seen as genuine, which means that it has to be communicated effectively, there should be channels of feedback, and the policies should be applied in a consistent manner. Institutions become participative, emotionally intelligent, by addressing justice in their HR practices and leadership, which

minimizes burnout, enhances team work, and fosters trust. Finally, equitable and supportive cultures in education inspire employees by a sense of equity as well as emotional satisfaction, and this leads to high engagement and performance over time.

Recommendations

The study identifies a number of limitations and provides future research activities to further understand the nature of organizational citizenship behavior (OCB), and its association with organizational justice (OJ), employee happiness and perception of fairness. Use of self-reports is associated with the risk of social desirability bias where all the employees report to be happier or fairer than they are actually are because they are expected to respond accordingly. Supervisor and peer evaluations should be introduced in future studies to increase reliability. The cross-sectional study design also limits the ability to make causal inferences and it is worth noting that longitudinal research is necessary to determine how justice, happiness and OCB position changes over time. Generalizability is also limited by culture and contextual issues because the perceptions of justice vary between societies and organizational contexts. Larger cross-sector and jobs sample are advised. Further research ought to be conducted that enables test of broader models that incorporate more workplace variables including leadership, autonomy, and psychological empowerment as well as investigate other mediators such as work engagement, job satisfaction, and organizational commitment. The sense of fairness is a more analyzed phenomenon that should be separated into procedural and interactional effects of justice. New working conditions, especially those that are remote and flexible, also need to be analyzed to learn about the changing judgments on fairness and discretionary actions. Lastly, OJ programs should be evaluated using field-based interventions and experimental design that can help organizations establish effective methods to encourage fairness, employee welfare, and OCB.

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