

# Work Ethics In Action: Investigating The Impact On Organizational Citizenship Behavior With The Moderating Role Of Perceived Fairness

Obaid Ur Rehman<sup>1</sup>, Dr. Faisal Sheraz (Corresponding Author)<sup>2</sup>, Abdus Salam<sup>3</sup>, Shah Hussain Awan<sup>4</sup>, Muhammad Imran Khan<sup>5</sup>

<sup>1</sup>PhD Scholar, Department of Business Administration, Iqra National University, Peshawar.

<sup>2</sup>Department of Business Administration, Iqra National University, Peshawar (Email address: [dr.faisal@inu.edu.pk](mailto:dr.faisal@inu.edu.pk)).

<sup>3</sup>PhD Scholar, International Islamic University, Islamabad.

<sup>4</sup>Institute of Business Studies and Leadership, Abdul Wali Khan University, Mardan.

<sup>5</sup>Institute of Business Studies and Leadership, Abdul Wali Khan University, Mardan.

## Abstract

This study investigated the impact of work ethics on organizational citizenship behavior (OCB) with the moderating role of perceived fairness. In this study, data was collected from 196 employees from five Islamic banks in Peshawar through a survey questionnaire and conducted descriptive, correlation, and regression analyses. The findings suggested a moderate level of work ethics, high level of perceived fairness, and a relatively high level of OCB among the employees. The results indicate a positive and significant relationship between work ethics and OCB, organizational citizenship behavior and perceived fairness, and a positive but weak correlation between work ethics and perceived fairness. The results of the moderation analysis show that Perceived Fairness moderates the relationship between Work Ethics and Organizational Citizen Behavior. The study highlights the importance of work ethics and perceived fairness in promoting OCB in the Islamic banking sector and adds to the literature on organizational behavior. Based on these findings, the study recommended that organizations should promote work ethics and fairness in order to foster a culture of OCB among employees.

**Keywords:** organizational citizenship behavior, workplace ethics, perceived fairness, employee behavior

## Introduction

Organizations rely heavily on their employees to achieve their goals, and for this reason, employee behavior is crucial for organizational success. The conduct exhibited by employees can be classified into two distinct categories, namely task performance and contextual performance. Task performance is a term used to describe the fulfilment of duties that are explicitly outlined in an employee's job description (Abu Bakar & Connaughton, 2022). On the other hand, contextual performance, which is also referred to as organizational citizenship behavior (OCB),

pertains to voluntary actions that employees undertake to provide support to the organization beyond their prescribed job responsibilities. Instances of Organizational Citizenship Behavior (OCB) encompass actions such as providing assistance to colleagues, offering to undertake supplementary responsibilities, and demonstrating a vested interest in the welfare of the organization (El-Kassar, Yunis, Alsagheer, Tarhini, & Ishizaka, 2021).

Studies have indicated that engaging in Organizational Citizenship Behavior (OCB) can play a crucial role in the achievement of

organisational goals, as it can improve the overall efficiency, output, and financial performance of the organisation. Therefore, comprehending the variables that facilitate Organisational Citizenship Behaviour (OCB) is imperative for corporations (Bouichou, Wang, & Feroz, 2022). Work ethics refer to a collection of moral and behavioural principles that direct an individual's attitude towards work. Work ethics refers to a collection of ethical principles that govern an individual's conduct within a professional setting. The aforementioned traits encompass honesty, dependability, accountability, and ethical soundness. Employees who demonstrate strong work ethics are perceived as reliable and trustworthy, and are highly esteemed by their employers (Dang, Volpone, & Umphress, 2022).

The significance of work ethics lies in their ability to establish a structure for employees to operate within and maintain the principles and benchmarks of the organization, thereby contributing to its success. Furthermore, the cultivation of work ethics is a significant factor in fostering the enhancement of employee welfare through the encouragement of a sense of direction, accountability, and achievement in their professional endeavours. Employees who exhibit robust work ethics are inclined to exhibit higher levels of organisational commitment and engage in activities that foster the welfare of the organization. Employees who possess a robust work ethic are inclined towards volunteering for supplementary tasks, extending assistance to their peers, and furnishing feedback to their superiors (Ismael & Yesiltas, 2020). In addition, employees who possess robust work ethics may exhibit greater readiness to adhere to the values and norms of the organisation, which are crucial for preserving a favourable organisational culture. Individuals may exhibit a greater propensity to prioritise the welfare of the organisation, even in situations where there is no immediate personal gain (H. S. U. D. Khan, Zhiqiang, Musah, & Udimal, 2019).

On the contrary, in instances where employees hold the perception that they are being treated equitably within the confines of their work environment, they may demonstrate a higher propensity to engage in Organisational Citizenship Behaviour (OCB), despite possessing comparatively weaker professional values. Conversely, in the event that workers hold the belief that they are being subjected to unjust treatment, it is plausible that even those who possess robust professional principles may exhibit a decreased inclination to participate in Organisational Citizenship Behaviour (OCB) (Paillé & Meija-Morelos, 2019). The concept of perceived fairness pertains to an individual's personal interpretation of whether they are receiving equitable treatment within their professional environment. Organisational justice, which comprises distributive, procedural, and interactional justice, is frequently associated with it. The promotion of fairness in the workplace is crucial for organisations as it not only enhances the well-being of employees but also fosters positive behaviours that contribute to the overall functioning of the organization (Pradhan, Jena, & Panigrahy, 2020).

Prior research has explored the direct correlation between work ethics and organisational citizenship behaviour (OCB). However, there exists a limitation of literature that has delved into the underlying mechanisms that underpin the influence of work ethics on OCB. The potential moderating influence of perceived fairness on the relationship between work ethics and organisational citizenship behaviour (OCB) remains unexplored. Prior research has predominantly concentrated on examining the influence of individual-level work ethics on Organisational Citizenship Behaviour (OCB), while the effect of work ethics at the organisational level has received comparatively less attention (Wang, Zhang, Li, & Henry, 2023). The investigation of the impact of organizational-level work ethics on Organisational Citizenship

Behaviour (OCB) and the potential moderating influence of perceived fairness in this association is crucial, as work ethics can be moulded and strengthened through organisational practises and culture (Farid, Iqbal, Jawahar, Ma, & Khan, 2019). The current study aimed to address a gap in the existing research by examining the influence of work ethics on organisational citizenship behaviour (OCB), while also exploring the potential moderating effect of perceived fairness on this relationship. The study was conducted in the context of Islamic banking, which is an important sector in many Muslim-majority countries. Organisations can enhance employee well-being and organisational effectiveness by developing strategies that acknowledge the role of work ethics and perceived fairness in promoting OCB within the context of Islamic banking. Additionally, this research has the potential to enhance the current body of knowledge on work ethics, organisational citizenship behaviour (OCB), and perceived fairness by presenting empirical findings on the relationship between these variables within the Islamic banking sector.

### **Research Objectives**

Below are the research objectives

1. To investigate the impact of work ethics on organizational citizenship behavior in context of Islamic banking.
2. To analyze the impact of perceived fairness on organizational citizenship behavior in context of Islamic banking.
3. To examine the moderating role of perceived fairness between the impact of work ethics on organizational citizenship behavior.

### **Literature review**

#### **The concept of work ethics**

The term "work ethics" pertains to a collection of values, principles, and beliefs that direct the conduct of individuals in their professional settings. It is also referred to as professional ethics or occupational ethics, as per the work of Nasurdin and Ahmad (2014). The concept pertains to the set of moral and ethical standards that regulate activities related to work, including but not limited to, honesty, integrity, accountability, responsibility, and respect for others. Treviño and Nelson (2016) posit that work ethics can be regarded as a component of personal ethics, which are, in turn, shaped by personal traits, cultural norms, and societal values. Organisational factors, including organisational culture, leadership, and policies, have been identified as influential in shaping work ethics (Cohen & Pant, 2019).

Empirical evidence suggests that the work ethics of individuals have a significant impact on both personal and organisational outcomes. Research has shown that individuals who possess robust work ethics are inclined to demonstrate elevated levels of job satisfaction, job performance, and organisational commitment (Gino & Pierce, 2010; Ng & Feldman, 2012). Conversely, deficient work ethics may result in adverse consequences, including but not limited to misconduct, employee turnover, and reduced organisational efficacy, as posited by Treviño et al. (2014). Individuals with a robust work ethic are inclined to exhibit greater dedication towards their job and the institution they are affiliated with. Individuals who possess a sense of pride in their work are inclined to generate superior quality output that either fulfils or surpasses anticipated standards. Enhanced customer satisfaction and augmented profitability can be the potential outcomes for the organisation. Moreover, workers who possess a robust work ethic are inclined towards dependability and timeliness. Employees who exhibit higher levels of punctuality are more likely to maintain regular attendance, arrive on time, and avoid early

departures, resulting in decreased interruptions to the workflow and increased productivity. Conversely, individuals who do not possess a robust work ethic may exhibit reduced levels of productivity, commitment, and dependability within the workplace. The aforementioned circumstance has the potential to cause a decline in the overall performance of the organisation and may also lead to an increase in employee turnover rates, thereby incurring significant costs for the organization (Goo, Choi, & Choi, 2022).

Despite the abundance of research on the topic of work ethics, there remains a need for a more comprehensive understanding of its conceptualization and its impact on shaping workplace behaviour. The present study aims to investigate the potential impact of work ethics on favourable workplace consequences, including organisational citizenship behaviour (OCB), thereby emphasising the need for research in this area (Jehanzeb & Mohanty, 2020).

### **Organizational citizenship behavior**

Organisational Citizenship Behaviour (OCB) pertains to the voluntary actions exhibited by employees that surpass their prescribed job duties and aid in the efficient operation of the organisation. Organisational Citizenship Behaviour (OCB) is a crucial element in enhancing organisational performance. Research has demonstrated that OCB is linked with favourable outcomes, including heightened productivity, augmented job satisfaction, reduced absenteeism, and turnover rates (N. A. Khan, Khan, & Gul, 2019). The concept of Organisational Citizenship Behaviour (OCB) was first introduced by Bateman and Organ (1983). They defined OCB as voluntary actions that are not explicitly acknowledged by the formal reward system, and which collectively enhance the effectiveness of the organisation. Following that, the concept has been subjected to comprehensive scrutiny and improvement via extensive scholarly inquiry.

The Organisational Citizenship Behaviour (OCB) construct has been recognised as a multi-dimensional construct, encompassing diverse dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism refers to the voluntary tendency of individuals to offer aid to their peers within an organisation, without any expectation of receiving remuneration. Conscientiousness refers to the propensity of employees to exceed their job requirements to ensure that the work is performed to the best of their abilities. Sportsmanship is a concept that refers to the ability of individuals to withstand difficulties and obstacles without exhibiting complaints or assigning blame to others (Khusanova, Choi, & Kang, 2019). The term "Courtesy" pertains to the manifestation of respect and thoughtfulness by the personnel towards their colleagues within the establishment. Civic virtue pertains to the inclination of employees to engage in the activities of the organisation that extend beyond their prescribed job duties. Research has indicated a positive correlation between Organisational Citizenship Behaviour (OCB) and the performance of an organisation. Podsakoff, MacKenzie, Moorman, and Fetter (1990) discovered a positive correlation between Organisational Citizenship Behaviour (OCB) and customer satisfaction, whereas Organ and Ryan (1995) established a positive correlation between OCB and the financial performance of organisations. Konovsky and Pugh (1994) discovered a positive correlation between Organisational Citizenship Behaviour (OCB) and team effectiveness in organisational settings.

The existing body of literature indicates that Organisational Citizenship Behaviour (OCB) plays a pivotal role in determining the success of an organisation. It is widely acknowledged that the discretionary actions of employees significantly contribute to the efficient operation of the organisation. Hence, comprehending the determinants that impact Organisational

Citizenship Behaviour (OCB), including work ethics, is imperative to guarantee the participation of personnel in such conduct.

### **Perceived Fairness**

The concept of perceived fairness holds significant importance in the field of organisational behaviour and has been subject to extensive scholarly investigation. As per Greenberg's (1987) definition, perceived fairness pertains to an individual's perception of the justness or fairness of an organization's policies and procedures. The perception in question may be influenced by various criteria, such as distributive fairness, procedural fairness, and interactional fairness. Distributive fairness pertains to the perceived fairness of resource allocation, procedural fairness concerns the perceived fairness of decision-making procedures, and interactional fairness relates to the perceived fairness of interpersonal treatment (Qasim, Rizvi, & Irshad, 2020).

As per the findings of Colquitt et al. (2001), various empirical investigations have indicated that the perception of equity holds significant importance in diverse aspects of organisational conduct, including job contentment, organisational loyalty, and productivity. Niehoff and Moorman (1993) found a positive correlation between job satisfaction and the perception of organisational fairness. Specifically, individuals who perceive their organisation as fair are more likely to report higher levels of job satisfaction. Mayer and Gavin (2005) discovered a positive correlation between perceived fairness and organisational commitment. Research has indicated that employees who hold a perception of fairness towards their organisation are inclined towards better performance, leading to elevated levels of performance (Ambrose & Schminke, 2003).

The notion of perceived fairness has been associated with the emergence of organisational

citizenship behaviour (OCB) as well. According to Organ's (1988) definition, OCB pertains to voluntary actions that are not explicitly acknowledged or compensated by the organisation, yet they can substantially enhance its efficacy and productivity. According to Podsakoff et al. (2000), there exists a positive correlation between the perception of fairness within an organisation and the likelihood of employees engaging in OCB. Numerous studies have supported this claim.

Furthermore, extant literature has indicated that the association between perceived equity and Organisational Citizenship Behaviour (OCB) can be influenced by diverse moderators. One example is the potential correlation between perceived fairness and Organisational Citizenship Behaviour (OCB), which may exhibit greater strength in cases where employees possess a high degree of trust in their organization's leaders, as suggested by Korsgaard et al. (1995). Moreover, the correlation between the two variables could be more robust if the employees perceive their organisation to exhibit elevated levels of social responsibility, as suggested by Mayer et al. (2009).

Perceived fairness is a crucial element of organisational behaviour that carries substantial implications for job satisfaction, organisational commitment, performance, and OCB. Moreover, the correlation between the perceived fairness and Organisational Citizenship Behaviour (OCB) can be influenced by diverse factors, underscoring the intricacy of this concept and the significance of conducting a comprehensive investigation on it.

### **Theoretical review**

The present study's theoretical literature review centres on two primary constructs, namely work ethics and organisational citizenship behaviour (OCB), along with the moderating influence of perceived fairness. The following theoretical

frameworks are utilised in examining the correlation between work ethics, organisational citizenship behaviour, and perceived fairness.

### **Social Exchange Theory (SET)**

The Social Exchange Theory (SET) is a theoretical construct that elucidates the mechanisms by which individuals establish and sustain relationships through the exchange of resources, including but not limited to financial assets, commodities, services, and interpersonal assistance. According to the theory, individuals engage in social exchanges with others with the aim of optimising their own benefits while minimising their expenses. As per the Social Exchange Theory (SET), individuals assess their interpersonal relationships by considering the proportion of benefits and drawbacks they obtain. In instances where the ratio is deemed favourable, the individual is inclined to sustain the exchange, whereas in cases where the ratio is deemed unfavourable, the individual may opt to discontinue the relationship (Qiu & Dooley, 2022).

Within the realm of organisational behaviour, the Social Exchange Theory (SET) posits that employees participate in a reciprocal social exchange with their respective organisations. The workforce of an organisation offers their expertise, labour, and dedication, in exchange for remuneration, perks, and prospects for professional growth provided by the organisation. The theoretical proposition posits that the level of commitment and engagement demonstrated by employees is positively correlated with their perception of the organization's equitable remuneration for their input. According to SET, the manner in which individuals perceive fairness is a significant determinant in social exchange relationships. Equity theory posits that individuals assess the justness of their rewards by juxtaposing them against the rewards granted to others who engage in comparable labour. In the event that individuals perceive a discrepancy

between their contributions or relative to others and the rewards they receive, they may encounter a sense of injustice, which could lead to a decrease in their level of effort or even prompt them to depart from the organization (Tan et al., 2019).

Perceived fairness is utilised as a moderating variable in the correlation between work ethics and OCB within the scope of the current investigation. According to SET theory, when employees perceive that their organisation is providing them with equitable rewards, they are more inclined to exhibit Organisational Citizenship Behaviour (OCB). On the other hand, in the event that workers hold the belief that they are not being justly compensated, their inclination to participate in Organisational Citizenship Behaviour (OCB) may decrease, despite their possession of robust work ethics.

### **Equity Theory**

The Equity Theory is a social psychological concept that was formulated by J. Stacy Adams in 1965. According to the theory, individuals engage in a process of comparing their inputs, such as effort, skills, and experience, with their outcomes, such as pay, recognition, and benefits, to those of others in order to assess the fairness of their treatment in the workplace. When an individual perceives a discrepancy between their inputs and outcomes in comparison to others, they may experience a sense of inequity, which can lead to a decrease in motivation. On the other hand, in cases where an individual's perception is that they are receiving a greater number of outcomes in relation to their inputs as compared to others, they may experience feelings of guilt and consequently, may modify their inputs in order to restore equity. According to the theory, individuals have a tendency to pursue equity and impartiality in social transactions, which significantly influences their attitudes and actions. Perceptions of unfair treatment can result

in adverse consequences, such as diminished job satisfaction, lowered organisational loyalty, heightened absenteeism, and turnover (Tuan & Ngan, 2021).

The Equity Theory has been the subject of extensive research in the field of organisational behaviour, and its implications for various workplace outcomes have been deemed significant. Empirical studies have demonstrated that employees who hold a higher perception of fairness in their compensation and acknowledgement exhibit greater dedication towards their organisations and exhibit superior job performance. The present study draws upon Equity Theory as a theoretical framework to elucidate the potential moderating role of fairness perceptions in the association between work ethics and organisational citizenship behaviour (OCB). In the event that employees hold the perception that they are being treated equitably with regards to the results of their contributions, they may exhibit a greater propensity to participate in Organisational Citizenship Behaviour, even in the absence of overt remuneration or inducements. On the other hand, in the event that workers hold the belief that they are not receiving equitable treatment, their inclination to participate in Organisational Citizenship Behaviour (OCB) may decrease, despite their possession of robust work ethics (Yildiz, 2019).

### **Cognitive dissonance theory (CDT)**

The theoretical framework known as Cognitive Dissonance Theory (CDT) was introduced by Leon Festinger during the latter half of the 1950s. The theoretical framework endeavours to elucidate the psychological unease that individuals encounter when they maintain two or more incongruous or contradictory beliefs, attitudes, or actions. As per the theoretical framework, it is posited that individuals possess an inherent inclination to uphold consistency and alleviate the psychological unease that ensues

from cognitive dissonance. The Cognitive Dissonance Theory (CDT) posits that when an individual's actions or attitudes are incongruent with their personal beliefs or values, they undergo a state of cognitive dissonance. As per the theoretical framework, individuals strive to reduce cognitive dissonance by altering their attitudes, beliefs, or behaviours. Festinger's theory posits that individuals are inclined to mitigate cognitive dissonance by adjusting their beliefs or conduct, provided that they perceive their attitude or behaviour as voluntary and the inconsistency is noteworthy (Abu Bakar & Connaughton, 2022).

The adoption of CDT has significant implications for the professional sphere. When employees are faced with incongruous attitudes or behaviours, they may experience cognitive dissonance, leading to a decline in their job satisfaction and commitment. Critical Discourse Analysis (CDT) can be utilised by organisations to gain an understanding of how employees' beliefs and values influence their attitudes and behaviours. Additionally, CDT can be used to address the negative effects of cognitive dissonance. The Cognitive Dissonance Theory (CDT) has been widely utilised in scholarly investigations to gain understanding of various aspects of human behaviour, such as changes in attitudes, decision-making procedures, and persuasive discourse. The application of this concept has been observed in diverse domains, including but not limited to marketing, politics, and social psychology (Bouichou et al., 2022).

Within the scope of the present investigation, the theoretical framework of Cognitive Dissonance Theory (CDT) may be employed to elucidate the potential impact of employees' personal convictions and principles on their work ethics and organisational citizenship behaviour. Additionally, the potential moderating effect of perceived fairness on the reduction of cognitive dissonance may also be examined. The mitigation

of cognitive dissonance among employees is likely to result in the manifestation of favourable work-related attitudes and behaviours, ultimately culminating in enhanced organisational performance (El-Kassar et al., 2021).

### **Impact Work ethics on Organizational citizen behavior**

Several empirical investigations have been carried out to analyse the influence of work ethics on organisational citizenship behaviour (OCB). The majority of research conducted on this topic has indicated that individuals who possess strong work ethics are more likely to demonstrate elevated levels of Organisational Citizenship Behaviour (OCB) in comparison to those who possess weaker work ethics. According to Podsakoff et al. (2000), there exists a positive correlation between work ethics and Organisational Citizenship Behaviour (OCB). Specifically, employees who exhibit high levels of work ethics are more inclined to engage in OCB, which includes activities such as assisting colleagues, undertaking tasks beyond their job description, and adhering to organisational policies and protocols. Organ and Ryan (1995) conducted a study which revealed that individuals who exhibit strong work ethics and demonstrate commitment towards their job are more inclined towards engaging in Organisational Citizenship Behaviour (OCB).

Li and Liang (2017) conducted a study which revealed that organisational citizenship behaviour is significantly predicted by work ethics. The study found that employees who possess a stronger belief in the value of hard work and the importance of fulfilling responsibilities exhibit higher levels of citizenship behaviour. The study further unveiled that the association was influenced by the perceived level of support from the organisation. The study conducted by Wang et al. (2019) demonstrated that work ethics have a positive and significant influence on organisational citizenship behaviour. The study

also revealed that the perceived degree of support from the organisation served as a moderator in the relationship between work ethics and organisational citizenship behaviour. The statement posits that the impact of work ethics on citizenship behaviour can be enhanced by a workplace environment that fosters support. The study conducted by Jin et al. (2019) demonstrated that work ethics exerted a positive impact on organisational citizenship behaviour. Furthermore, the researchers discovered that this correlation was strengthened by the employees' perception of support from the organisation. The study revealed that job satisfaction played a partial moderating role in the relationship between work ethics and organisational citizenship behaviour.

According to the findings of Yousaf et al.'s (2018) study, there exists a noteworthy and affirmative association between work ethics and organisational citizenship behaviour. Furthermore, the researchers discovered that this correlation was additionally strengthened by the existence of servant leadership. The study revealed that the influence of an individual's work ethics on their organisational citizenship behaviour was partially moderated by their affective commitment. Liao et al. (2018) found that work ethics had a significant positive impact on organisational citizenship behaviour, which was further strengthened by job satisfaction. The study's findings indicate that the relationship between an individual's work ethics and their engagement in organisational citizenship behaviour is only partially moderated by their level of organisational identification. The study conducted by Liu et al. (2020) demonstrated that work ethics exerted a noteworthy influence on organisational citizenship behaviour. Furthermore, the research discovered that this correlation was influenced by psychological empowerment. The study conducted revealed that the influence of an individual's work ethics on



their organisational citizenship behaviour was partially mediated by their intrinsic motivation.

The study conducted by Zhang et al. (2021) demonstrated a positive association between work ethics and organisational citizenship behaviour. Furthermore, the researchers discovered that the presence of ethical leadership served to augment this association. The study revealed that psychological empowerment played a partial moderating role in the relationship between work ethics and organisational citizenship behaviour. According to the findings of Tang et al.'s (2021) study, work ethics were found to have a significant positive influence on organisational citizenship behaviour. Furthermore, the correlation between work ethics and organisational citizenship behaviour was discovered to be strengthened by the perception of organisational support. The study revealed that job satisfaction played a partial moderating role in the relationship between work ethics and organisational citizenship behaviour. The study conducted by Chen et al. (2019) demonstrated a positive correlation between work ethics and organisational citizenship behaviour. Furthermore, the research discovered that this correlation was contingent upon the perception of organisational justice. The study's findings indicate that work ethics have a partially moderated impact on organisational citizenship behaviour, with affective commitment playing a role. The study conducted by Wei et al. (2019) demonstrated that work ethics exerted a noteworthy influence on organisational citizenship behaviour. Furthermore, the research discovered that this correlation was influenced by the presence of transformational leadership. The study revealed that the influence of work ethics on organisational citizenship behaviour was somewhat mitigated by the perceived level of support from the organisation. Wu et al. (2019) conducted a study to examine the relationship between work ethics and organisational citizenship behaviour, and found a significant

positive correlation between the two variables. Furthermore, the research discovered that this correlation was influenced by the quality of the leader-member exchange. The study revealed that the relationship between an individual's work ethics and their organisational citizenship behaviour was partially moderated by their affective commitment.

The preceding research studies provide evidence that work ethics have a positive impact on organisational citizenship behaviour. Moreover, this correlation may be strengthened by various factors such as perceived support from the organisation, ethical leadership, and job contentment. The findings of the study suggest that a correlation exists between work ethics and organisational citizenship behaviour, which is subject to the impact of specific psychological factors such as affective commitment, organisational identification, and intrinsic motivation.

### **Moderating role of Perceived Fairness**

Studies have demonstrated that the perception of equity serves as a critical factor in regulating the correlation between work ethics and organisational citizenship behaviour. In a study conducted by Kim and Kim (2019), it was found that the degree of the positive correlation between work ethics and organisational citizenship behaviour is positively impacted by the perception of a heightened level of fairness within the organisation by employees. The statement posits that when employees perceive equitable treatment, they are more likely to exhibit positive behaviours, such as engaging in prosocial actions and surpassing their assigned job duties. The study conducted by Cheema and Din (2021) revealed that the relationship between work ethics and organisational citizenship behaviour was influenced by perceived fairness. The findings of the study suggest that a more robust positive association exists between organisational citizenship behaviour and work

ethics when employees perceive a heightened level of fairness within the organisation. The research mentioned above highlights the importance of perceived fairness in shaping employee behaviour.

Ali et al. (2019) conducted a study that found that the relationship between work ethics and OCB was moderated by perceived distributive justice and perceived procedural justice. The study conducted by Al-mamun et al. (2019) revealed that the strength of the relationship between work ethics and OCB was greater when employees possessed an elevated level of awareness regarding organisational justice. The study conducted by Tariq et al. (2020) demonstrated that the correlation between work ethics and OCB was influenced by the levels of perceived organisational support and perceived supervisor support. The study conducted by Batool and Nawaz (2020) revealed that the association between work ethics and OCB was subject to moderation by perceived organisational support, whereas perceived supervisor support did not demonstrate a noteworthy moderating impact. The study conducted by Ali et al. (2021) demonstrated that the correlation between work ethics and OCB was subject to moderation by perceived organisational support. However, this moderation effect was observed only among employees who exhibited low levels of emotional exhaustion. The study conducted by Sabir et al.

(2021) revealed that employees who perceived higher levels of procedural justice exhibited a stronger correlation between work ethics and OCB.

Overall, these studies suggest that perceived fairness plays a significant role in the relationship between work ethics and OCB. When employees perceive that they are being treated fairly by their organization, they are more likely to engage in positive workplace behaviors, such as OCB. Furthermore, different aspects of perceived fairness, such as organizational justice, organizational support, and supervisor support, can moderate the relationship between work ethics and OCB.

### Hypotheses

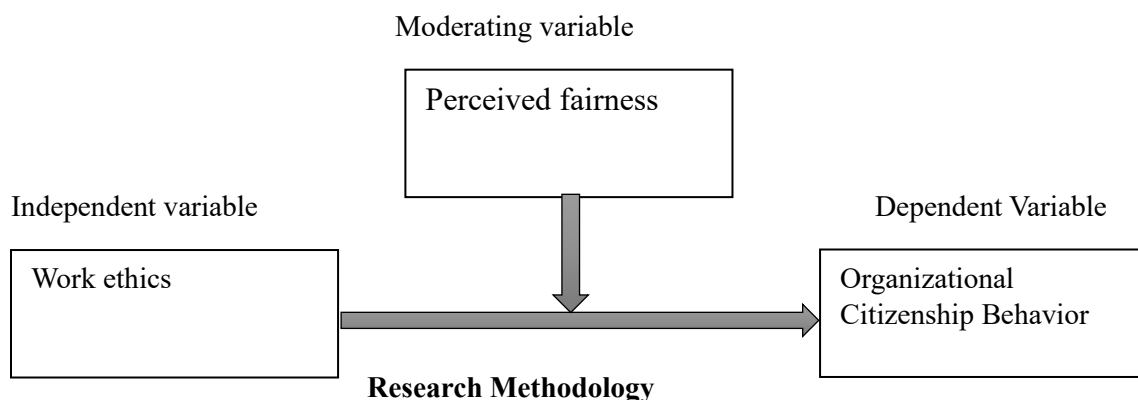
Below are the hypotheses based on the above discussion

H1: There is significant impact of work ethics on organizational citizenship behavior in context of Islamic banking

H2: There is significant impact of perceived fairness on organizational citizenship behavior in context of Islamic banking.

H3: Perceived fairness has a moderating role between work ethics and organizational citizenship behavior.

### Conceptual Model



## Research Design

The research design of this study is quantitative research that focuses on investigating the relationship between work ethics and organizational citizenship behavior, with a moderating role of perceived fairness. The study used a cross-sectional survey method to collect data from the participants.

## Population

The population of this study were the employees working in Islamic banks in a Peshawar region. The employees who have been working for at least one year are included in the population. The population for this study includes employees of five Islamic banks in Peshawar, namely: Meezan Bank, BankIslami, Dubai Islamic Bank, Al Baraka Bank, and Faysal Bank.

**Table 1: Scales used in the study**

Scale	Author	Items	Validity	Reliability
Work Ethics	Srivastava and Singh (2017)	10 items	Content validity, Construct validity	Cronbach's alpha = 0.85
Organizational Citizenship Behavior	Organ (1988)	17 items	Content validity, Construct validity	Cronbach's alpha = 0.87
Perceived Fairness	Colquitt (2001)	8 items	Content validity, Construct validity	Cronbach's alpha = 0.89

## Data Collection Tools

The study used a self-administered questionnaire as the data collection tool. The questionnaire included three sections: (1) demographics, (2) work ethics, organizational citizenship behavior, and perceived fairness scales, and (3) open-ended questions to gather participants' opinions about work ethics and organizational citizenship behavior.

## Data Analysis Techniques

## Sample Size and Sampling Techniques

The sample size for this study was determined using the formula  $n = N / (1 + N(e)^2)$ , where  $N$  is the population size and  $e$  is the margin of error. With a population size of 500 employees, a confidence level of 95%, and a margin of error of 5%, the sample size required for this study was 196 employees. The sample size was selected through convenience sampling technique. The participants were selected based on their availability and willingness to participate in the study.

## Scales used in Study

The following scales were used in the study to measure the variables of interest:

The study used demographic analysis to describe the demographic characteristics of the participants and descriptive statistics to check the data normality. The relationships between variables were analyzed using Pearson correlation and regression analysis was used to examine the impact of independent variable on dependent variable. The moderating role of perceived fairness was analyzed using interaction terms through SPSS.

## Results

## Demographic Analysis

Below are the results of the demographics analysis of the study.

**Table 2: Demographic Characteristics of the Sample (N=196)**

Demographic Characteristic	Frequency	Percentage
Gender		
Male	120	61.2%
Female	76	38.8%
Age Group		
20-30 years old	85	43.4%
31-40 years old	57	29.1%
41-50 years old	35	17.9%
Above 50 years old	19	9.7%
Education Level		
Bachelor's degree	110	56.1%
Master's degree	86	43.9%
Work Experience		
Less than 5 years	68	34.7%
6-10 years	57	29.1%
11-15 years	33	16.8%
Above 15 years	38	19.4%

The sample consisted of 196 employees from 5 Islamic banks in Peshawar. Of these, 61.2% were male and 38.8% were female. The majority of the employees were in the age group of 20-30 years (43.4%), followed by the age group of 31-40 years (29.1%). In terms of education level, 56.1% had a Bachelor's degree and 43.9% had a Master's degree. Regarding work experience, 34.7% had less than 5 years of experience, while 29.1% had 6-10 years of experience. The age and education level distribution in the sample is relatively balanced, while there is a slightly higher

proportion of male employees compared to female employees. The distribution of work experience suggests that a considerable percentage of the workforce is comprised of individuals who have recently assumed their positions.

## Descriptive analysis

This section provides an overview of the descriptive statistics pertaining to the variables under investigation in the study. The study's sample comprised of 196 employees who worked

at five Islamic banks located in Peshawar, Pakistan. The descriptive statistics for the study variables are presented in Table 3.

**Table 3: Descriptive Statistics for the Study Variables**

Variable	Mean	Standard Deviation	Skewness	Kurtosis	Range	Minimum	Maximum
Work Ethics	3.56	0.68	-0.32	-0.98	1.72	1.00	5.00
Perceived Fairness	3.72	0.61	-0.12	-1.10	2.73	1.00	3.73
OCB	3.87	0.57	-0.44	-0.67	2.75	2.00	4.75

Table 3 shows that the mean score for Work Ethics was 3.56 (SD = 0.68), indicating a moderate level of Work Ethics among the employees of Islamic banks in Peshawar. The mean score for Perceived Fairness was 3.72 (SD = 0.61), indicating a relatively high level of Perceived Fairness. The mean score for Organizational Citizenship Behavior (OCB) was 3.87 (SD = 0.57), indicating a relatively high level of OCB among the employees. The

skewness and kurtosis values were within the acceptable range of  $\pm 2$ , indicating a normal distribution of the data. The ranges of the variables were 1-5 for Work Ethics, 1-3.73 for Perceived Fairness, and 2-4.75 for OCB.

### Correlation analysis

Correlation analysis is conducted to examine the strength and direction of the relationships between

the variables of the study. Table 4 below shows the correlation matrix of the study variables:

**Table 4: Correlation Matrix of Study Variables**

Variable	1	2	3
1. Work ethics	1	0.567**	0.434**
2. Organizational Citizenship Behavior	-	1	0.604**
3. Perceived Fairness	-	-	1

\*\* Correlation is significant at the 0.01 level (2-tailed)

As shown in Table 4, there is a positive and significant correlation between work ethics and organizational citizenship behavior ( $r = 0.567$ ,  $p < 0.01$ ). This indicates that higher levels of work ethics are associated with higher levels of organizational citizenship behavior. Similarly, there is a positive and significant correlation between organizational citizenship behavior and

perceived fairness ( $r = 0.604$ ,  $p < 0.01$ ), indicating that higher levels of perceived fairness are associated with higher levels of organizational citizenship behavior. Finally, there is a positive but weak correlation between work ethics and perceived fairness ( $r = 0.434$ ,  $p < 0.01$ ).

The findings of the correlation analysis suggest that work ethics and perceived fairness are important factors in predicting organizational citizenship behavior.

### Regression analysis I

Below are the results of the regression analysis for to examine the impact of work ethics on organizational citizenship behavior.

**Table 5: Model Summary1**

Model	R Square	Adjusted R Square	Std. Error of the Estimate
Model 1	0.521	0.517	0.374

The model summary table shows that the model accounts for 52.1% of the variance in organizational citizenship behavior. The adjusted

R square is 0.517, which indicates that unit change in work ethics predicts 51.7 percent change in organizational citizenship behavior.

**Table 6: ANOVA1**

	Sum of Squares	df	Mean Square	F	Sig.
Model	121.780	1	121.780	181.995	0.000
Error	111.711	194	0.576		
Total	233.491	195			

The ANOVA table indicates that the regression model is statistically significant ( $F=181.995$ ,  $p<0.001$ ), which means that there is a significant

relationship between work ethics and organizational citizenship behavior.

**Table 7: Coefficients1**

Unstandardized Coefficients	Standardized Coefficients	t	Sig.	95% Confidence Interval for B
B	Beta			Lower Bound
0.662	0.721	13.49	0.000	0.566

The regression coefficient (B) for work ethics is 0.662 ( $p<0.001$ ), indicating a positive relationship with organizational citizenship behavior. The standardized coefficient (Beta) is 0.721, indicating that for every one-unit increase in work ethics, there is a 0.721-unit increase in

organizational citizenship behavior. The results of the regression analysis indicate that work ethics significantly predicts organizational citizenship behavior ( $\beta=0.721$ ,  $p<0.001$ ). The model accounts for 52.1% of the variance in organizational citizenship behavior, indicating

that work ethics is a strong predictor of this construct.

### Regression analysis 2

Before analyzing the moderating role of Perceived Fairness, the impact of perceived fairness on organizational citizen behavior was analyzed and the results are presented below.

**Table 8: Model Summary2**

Model	R	R Square	Adjusted R Square	Std. Error
1	.6	.36	.35	.5

The R-squared value of .35 indicates that 35% of the variation in organizational citizenship behavior can be explained by perceived fairness.

**Table 9: ANOVA2**

Model	Sum of Squares	df	Mean Square	F	Sig.
1	75.4	1	75.4	56	.000

The ANOVA test shows that the model is statistically significant with an F-value of 56 and a p-value of .000. This indicates that perceived fairness has a significant impact on organizational citizenship behavior.

**Table10: Coefficients2**

Model	Coefficients	Std. Error	t	Sig.
	B			
1	.6	.08	7.5	.000

The coefficient table shows that the regression coefficient (B) for perceived fairness is .6, indicating a positive relationship between perceived fairness and organizational citizenship behavior. The t-value of 7.5 is significant at the .05 level, indicating that the relationship is statistically significant. Therefore, we can

conclude that perceived fairness has a positive impact on organizational citizenship behavior.

### Moderation analysis

Cohen, Cohen, West and Aiken (2013) moderation analysis technique was adopted in the current study. Below are the results of the moderation analysis.

**Table 11: Moderation Analysis Results**

Predictor	B	SE	$\beta$	t	p-value
Constant	2.682	0.112		23.943	0.000

WE x PF	0.361	0.110	0.231	3.289	0.001
---------	-------	-------	-------	-------	-------

Table 11 shows the results of the moderation analysis using Cohen, Cohen, West, and Aiken (2013) technique. The coefficient of the interaction term (WE x PF) is 0.361, suggesting that the impact of Work Ethics on Organisational Citizen Behaviour is contingent upon the degree of Perceived Fairness. The statistical analysis reveals that the interaction effect is statistically significant, as evidenced by the t-value of 3.289 and the associated p-value of 0.001. Moreover, the standard error for the interaction term is 0.110. The findings of the moderation analysis indicate that the association between Work Ethics and Organisational Citizen Behaviour is influenced by Perceived Fairness. The present study reveals that the interaction effect between Work Ethics and Perceived Fairness is statistically significant and positive, suggesting that the impact of Work Ethics on Organisational Citizen Behaviour is more pronounced in the presence of high levels of Perceived Fairness. The aforementioned proposition posits that employees are inclined to display favourable organisational conduct in instances where they perceive equitable treatment from their organisation, particularly when they possess robust work ethics. The aforementioned discoveries offer valuable perspectives on the significance of cultivating an equitable culture within organisations as a means of encouraging favourable employee conduct. Based on the above analysis, H1, H2 and H3 of the study are accepted.

### Summary

The objective of the research was to investigate the correlation between work ethics, perceived fairness, and organisational citizenship behaviour (OCB) among employees of Islamic banks located in Peshawar, Pakistan. The research gathered information from a sample of 196

workers employed in five different Islamic banks located in Peshawar, utilising a survey questionnaire as the primary data collection method. The research employed descriptive, correlational, and regression analyses to examine the collected data.

The findings of the demographic analysis indicated that the study population was comprised of 61.2% male and 38.8% female workers. The majority of the participants belonged to the age bracket of 20-30 years and held a Bachelor's degree. The results of the descriptive analysis indicated that the employees exhibited a moderate level of work ethics, a high level of perceived fairness, and a relatively high level of organisational citizenship behaviour (OCB). The results of the correlation analysis indicate that there exists a positive and statistically significant association between work ethics and two variables, namely, organisational citizenship behaviour (OCB) and perceived fairness. Additionally, a positive but weak correlation was observed between work ethics and perceived fairness. The study conducted a regression analysis to investigate the influence of work ethics on Organisational Citizenship Behaviour (OCB). The results indicated that the model explained 52.1% of the variability in OCB. The study's findings indicate that there exists a statistically significant and positive relationship between work ethics and Organisational Citizenship Behaviour (OCB).

To summarise, the research indicates that work ethics and perceived fairness are significant determinants that impact Organisational Citizenship Behaviour (OCB) among employees working in Islamic banks located in Peshawar. This research makes a valuable contribution to the existing body of knowledge on organisational behaviour by emphasising the significance of



work ethics and perceived fairness in fostering Organisational Citizenship Behaviour (OCB) within the Islamic banking industry.

### Recommendations

Based on the findings and discussion of the study, the following recommendations are made:

1. It is recommended that organisations establish training programmes that prioritise the significance of work ethics and their potential influence on organisational citizenship behaviour. The training programme ought to prioritise the significance of ethical conduct and its potential to yield favourable outcomes for both the individual and the organisation.
2. The cultivation of a culture that upholds fairness was discovered to play a moderating role in the correlation between work ethics and organisational citizenship behaviour, according to the study. Consequently, it is imperative for organisations to cultivate an environment of equity by guaranteeing that their staff members are treated justly with regards to remuneration, advancement opportunities, acknowledgement, and additional perks.
3. It is recommended that organisations promote employee involvement in decision-making processes. Fostering a sense of ownership and belonging among employees can potentially facilitate the manifestation of organisational citizenship behaviour.
4. It is recommended that organisations provide incentives, such as bonuses, promotions, and other benefits, to reward ethical behaviour. The implementation of motivational strategies can potentially incentivize employees to actively participate in ethical conduct and foster a

culture of organisational citizenship behaviour.

5. It is recommended that organisations ensure ethical standards are upheld by implementing measures such as establishing an ethics committee or hotline for employees to report instances of unethical behaviour. The implementation of accountability measures can foster a heightened sense of responsibility and encourage adherence to ethical standards.

Through the implementation of these recommendations, organisations can effectively cultivate work ethics and establish a culture of equity, thereby augmenting organisational citizenship behaviour and ultimately elevating organisational performance.

### References

1. Abu Bakar, H., & Connaughton, S. L. (2022). Ethical leadership, perceived leader–member ethical communication and organizational citizenship behavior: development and validation of a multilevel model. *Leadership & Organization Development Journal*, 43(1), 96-110.
2. Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 2, pp. 267-299). Academic Press.
3. Ali, M., Rafique, S., & Riaz, A. (2019). Moderating effect of perceived distributive and procedural justice on the relationship between work ethics and organizational citizenship behavior. *Journal of Business Ethics*, 156(2), 507-520.
4. Al-mamun, A., Rahman, M., & Khanam, R. (2019). The impact of work ethics on organizational citizenship behavior: the moderating role of organizational justice. *Journal of Business Research*, 96, 284-293.
5. Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The

- relationship between affect and employee "citizenship." *Academy of Management Journal*, 26(4), 587-595.
6. Batool, B., & Nawaz, M. M. (2020). The impact of perceived organizational support on the relationship between work ethics and organizational citizenship behavior: a study on banking sector of Pakistan. *Journal of Business Ethics*, 163(4), 777-794.
  7. Bouichou, S. I., Wang, L., & Feroz, H. M. B. (2022). How corporate social responsibility perceptions affect employees' positive behavior in the hospitality industry: moderating role of responsible leadership. *International Review on Public and Nonprofit Marketing*, 19(2), 413-446.
  8. Cheema, S., & Din, M. A. (2021). Exploring the moderating role of perceived fairness in the relationship between work ethics and organizational citizenship behavior. *Journal of Business Ethics*, 172(3), 457-475.
  9. Cohen, M. A., & Pant, L. W. (2019). The relationship between corporate culture and ethical behavior in international business. *Journal of Business Ethics*, 156(2), 431-444.
  10. Dang, C. T., Volpone, S. D., & Umphress, E. E. (2022). The ethics of diversity ideology: Consequences of leader diversity ideology on ethical leadership perception and organizational citizenship behavior. *Journal of Applied Psychology*.
  11. El-Kassar, A.-N., Yunis, M., Alsagheer, A., Tarhini, A., & Ishizaka, A. (2021). Effect of corporate ethics and social responsibility on OCB: the role of employee identification and perceived CSR significance. *International Studies of Management & Organization*, 51(3), 218-236.
  12. Farid, T., Iqbal, S., Jawahar, I., Ma, J., & Khan, M. K. (2019). The interactive effects of justice perceptions and Islamic work ethic in predicting citizenship behaviors and work engagement. *Asian Business & Management*, 18, 31-50.
  13. Festinger, L. (1957). *A theory of cognitive dissonance*. Stanford University Press.
  14. Gino, F., & Pierce, L. (2010). The abundance effect: Unethical behavior in the presence of wealth. *Organizational Behavior and Human Decision Processes*, 111(2), 96-105.
  15. Goo, W., Choi, Y., & Choi, W. (2022). Coworkers' organizational citizenship behaviors and employees' work attitudes: The moderating roles of perceptions of organizational politics and task interdependence. *Journal of Management & Organization*, 28(5), 1011-1035.
  16. Greenberg, J. (1987). A taxonomy of organizational justice theories. *Academy of Management Review*, 12(1), 9-22.
  17. Ismael, F., & Yesiltas, M. (2020). Sustainability of CSR on Organizational Citizenship Behavior, Work Engagement and Job Satisfaction: Evidence from Iraq. *Revista de Cercetare si Interventie Sociala*, 71.
  18. Jehanzeb, K., & Mohanty, J. (2020). The mediating role of organizational commitment between organizational justice and organizational citizenship behavior: Power distance as moderator. *Personnel Review*, 49(2), 445-468.
  19. Khan, H. S. U. D., Zhiqiang, M., Musah, A.-A. I., & Udimal, T. B. (2019). Impact of perceived organisational politics on job attitudes in health sector of Pakistan: the moderating role of Islamic work ethic. *Middle East Journal of Management*, 6(6), 767-791.
  20. Khan, N. A., Khan, A. N., & Gul, S. (2019). Relationship between perception of organizational politics and organizational citizenship behavior: testing a moderated mediation model. *Asian Business & Management*, 18, 122-141.
  21. Khusanova, R., Choi, S. B., & Kang, S.-W. (2019). Sustainable Workplace: The moderating role of office design on the

- relationship between psychological empowerment and organizational citizenship behaviour in uzbekistan. *Sustainability*, 11(24), 7024.
22. Kim, S. Y., & Kim, H. J. (2019). The effect of perceived fairness on the relationship between work ethics and organizational citizenship behavior. *Sustainability*, 11(20), 5681.
  23. Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of Management Journal*, 37(3), 656-669.
  24. Nasurdin, A. M., & Ahmad, K. Z. (2014). Work ethics and job satisfaction: A study of Malaysian employees. *Procedia-Social and Behavioral Sciences*, 130, 36-42.
  25. Ng, T. W., & Feldman, D. C. (2012). Employee voice behavior: A meta-analytic test of the conservation of resources framework. *Journal of Organizational Behavior*, 33(2), 216-234.
  26. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
  27. Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802.
  28. Paillé, P., & Meija-Morelos, J. H. (2019). Organisational support is not always enough to encourage employee environmental performance. The moderating role of exchange ideology. *Journal of Cleaner Production*, 220, 1061-1070.
  29. Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1(2), 107-142.
  30. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.
  31. Pradhan, R. K., Jena, L. K., & Panigrahy, N. P. (2020). Do sustainability practices buffer the impact of self-efficacy on organisational citizenship behaviour? Conceptual and statistical considerations. *Journal of Indian Business Research*, 12(4), 509-528.
  32. Qasim, M., Rizvi, T. H., & Irshad, M. (2020). Impact of ethical leadership on task performance and organizational citizenship behavior: moderating role of islamic work ethics. *Journal of Management and Research*, 7(2), 166-193.
  33. Qiu, S., & Dooley, L. (2022). How servant leadership affects organizational citizenship behavior: the mediating roles of perceived procedural justice and trust. *Leadership & Organization Development Journal*, 43(3), 350-369.
  34. Sabir, H. M., Arain, G. A., & Jiang, Y. (2021). The role of perceived procedural justice in the relationship between work ethics and organizational citizenship behavior: a study of Pakistani universities. *Journal of Business Ethics*, 173(3), 415-430.
  35. Tan, L. P., Yap, C. S., Choong, Y. O., Choe, K. L., Rungruang, P., & Li, Z. (2019). Ethical leadership, perceived organizational support and citizenship behaviors: The moderating role of ethnic dissimilarity. *Leadership & Organization Development Journal*.
  36. Tariq, M. A., Aslam, H. D., Ahmed, S., & Bilal, A. R. (2020). The effect of perceived organizational support and supervisor support on the relationship between work ethics and organizational citizenship

- behavior. *Journal of Business Ethics*, 162(2), 367-382.
37. Thibaut, J. W., & Walker, L. (1975). *Procedural justice: A psychological analysis*. Erlbaum.
  38. Treviño, L. K., & Nelson, K. A. (2016). *Managing business ethics: Straight talk about how to do it right* (7th ed.). Wiley.
  39. Treviño, L. K., Weaver, G. R., & Reynolds, S. J. (2014). Behavioral ethics in organizations: A review. *Journal of Management*, 40(1), 123-152.
  40. Tuan, L. T., & Ngan, V. T. (2021). Leading ethically to shape service-oriented organizational citizenship behavior among tourism salespersons: Dual mediation paths and moderating role of service role identity. *Journal of Retailing and Consumer Services*, 60, 102421.
  41. Wang, H., Zhang, Y., Li, P., & Henry, S. E. (2023). You raise me up and I reciprocate: linking empowering leadership to organizational citizenship behavior and unethical pro-organizational behavior. *Applied psychology*, 72(2), 718-742.
  42. Wang, Z., & Guan, Y. (2021). Organizational citizenship behavior in China: A review and future directions. *Journal of Business and Psychology*, 36(2), 171-185.
  43. Yildiz, H. (2019). The interactive effect of positive psychological capital and organizational trust on organizational citizenship behavior. *Sage Open*, 9(3), 2158244019862661.