



The Impact of Top Management Ethical Climate, Ethical Leadership, and Firm Procedural Justice Climate on Organization Citizenship Behavior

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ARTICLE INFO

Article History:

Received: August 07, 2022
Revised: September 19, 2022
Accepted: September 20, 2022
Available Online: September 25, 2022

Keywords:

Top management
Ethical leadership
Ethical climate
Procedural justices
Organizational citizenship behavior

Funding:

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

ABSTRACT

This research aimed to investigate the influence of ethical leadership, ethical climate, and procedural justice on Organizational citizenship behavior (OCB) in the banking sector of Pakistan. And also search the role of OCB in affecting work outcomes. The sample population for the study was drawn from 220 employees working for several banks in Pakistan. The data collection will conduct through a structured survey questionnaire. Participants were exposed to task interdependence management and then rated the importance of OCB in the overall climate of the organization. The finding revealed that ethical leadership, ethical climate, and procedural justice were positively associated with collective OCB in the firm. Few conceptual studies and empirical views examined the relationship between leadership and OCB. This explanatory and quantitative research used convenient sampling techniques to support the hypothesis. The theoretical and managerial implications of the findings are discussed in the paper, together with some suggestions for managing leadership and OCB in the banking sector.



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Citation: Khan, S. M., & Taj, S. ud D. (2022). The Impact of Top Management Ethical Climate, Ethical Leadership, and Firm Procedural Justice Climate on Organization Citizenship Behavior. *iRASD Journal of Management*, 4(3), 509–520. <https://doi.org/10.52131/jom.2022.0403.0095>

1. Introduction

Organizations have played an important role in building the OCB in recent years. Nowadays, private organizations are performing their best worldwide to increase the OCB. The state bank of Pakistan was established in July 1948, and from that time, it has encouraged the enhancement of Pakistan's private sector. Today banking sector of Pakistan plays a tremendous role in the economy. The key growth of the banking sector depends on the complexities of the different environments faced by employees and employers of the organization (Aftab, Ali Shah, & Khan, 2020). The main factor in increasing the growth rate in Pakistan is HRM which hires employees on a merit base and competitive and qualified employees. My study will be more advantageous for the growth of the banking sector in Pakistan because it finds the impact of OCB on the banking sector of Pakistan. If OCB increases, then it will increase the performance of employees. Hence the organization's performance increased (Hayat Bhatti et al., 2019).

This paper finds the factor affecting the OCB in the organization. Performance is the main concern of any organization, and it depends on OCB. According to Ali, Sastrodiharjo, and Saputra (2022) employees of the organization are willing to work above and beyond their requirements. Their behavior and beliefs highly indicate the effectiveness of the organization.

They also proposed the dimensions of OCB, Altruism: - this dimension consists of the help of coworkers to solve their problems on the job and in personal cases. (b) Conscientiousness: - this dimension consists of the overperformance of the employee, which the company has targeted. (c) Courtesy: - ignoring interpersonal problems to maintain the employees' good relationship. (d) civic virtue: - providing complete organizational support and operations.

However, researcher Ridwan, Mulyani, and Ali (2020) defines OCB has no proper context and background. To assist the proper improvement of OCB in the banking sector in Karachi. I conduct the test among top management ethical leadership, ethical climate, and procedural justices on OCB. According to de Geus, Ingrams, Tummers, and Pandey (2020) suggest using the social framework to increase the organization's efficiency. Similarly, researchers focus on the OCB in western culture as their beliefs, norms, and values are changed. The organization makes the HR practices and policy for the employees to move their company according to it. So this study guides to understand the OCB on different geographical locations. They also provide the concept that motivated follower sacrifice their interest for finding the leaders vision and trust. He further define that leaders are also encourage their follower to do their work as their own way in organization.

Moreover, this research will focus on the different banks in Karachi. The private sector is selected to observe OCB's existence in the organization. By observing Counterproductive Work Behavior in the organization, employees disagreed with their current job, incentives, and salary package, which changed the growth on the organization's decline. Pakistan is a developing country, and it's facing many challenges different from western society. Some researchers took the step to the problem and found a possible solution. According to Purwanto, Purba, Bernarto, and Sijabat (2021) found that employees continuously involve in responsibility and should be concerned about the organization's growth. We conducted a study on the banking sector in Karachi, where we found the impact of leadership on OCB and evaluated the direct and indirect impact of OCB in the organization because of the prosaically activity adopted by the employees, which is not mentioned in the job description. However, they still perform and increase the organization's growth. OCB is an important concept to identify performance, and it is a voluntary action done on mutual understanding with no pay and formal rewards in return. Organ employees are willing to work above and beyond their requirements. Their behavior and beliefs highly indicate the effectiveness of the organization. According to Grego-Planer (2019), the positive impact of OCB is on the behavior of people in the organization. The dimensions of OCB, (a) Altruism: - this dimension consists of the help of coworkers to solve their problems on the job and in personal cases. (b) Conscientiousness: - this dimension consists of the employee's overperformance, which the company has targeted. (c) Courtesy: - ignoring the interpersonal problems to maintain the employees' good relationship. (d) civic virtue:- providing the complete support and operations to the organizations.

Pakistan is a developing country, and it's facing many challenges different from western society. According to previous studies, it may conclude that in Pakistan, job seekers are usually concerned with the full salary package; they don't concern about the time and environment of the workplace. According to Asgari, Mezginjad, and Taherpour (2020), employees may develop citizenship behavior when satisfied with their job. Those unsatisfied with their job may be treated as having counterproductive behavior, which harms the organization. According to Kim, McGinley, Choi, and Agmapisarn (2020) OCB is associated with system maintenance, job satisfaction & organizational productivity, and commitment. Multiple researchers conduct their studies on organizational citizenship behavior as a dependent variable. The concept of OCB is that it's directly concerned with job performance. If the employee performed well, then they easily engaged in OCB. Similarly, the positive relation between the OCB and performance evaluation on employees, to emphasize OCB, managers should motivate employees to complete their interdependent tasks. The main problem of employees is job dissatisfaction with their current job, low productivity, lack of unity among employees, and system maintenance issues (Kim et al., 2020). The Pakistani organization's big challenge is sustaining their employees according to culture, trust, fairness, and honesty. The researcher raises the issue by finding that some employees were against welfare and helping others while receiving fair treatment from their top managers (Khaskheli et al., 2020).

All the studies discussed above have not concerned leadership's specific role in OCB. Most studies conducted in Pakistan on OCB are job satisfaction, organization commitment, engagement, etc. According to Yu, Park, and Hyun (2021) conducts research on independent

variables like job commitment, exchange, and performance across the dependent variable OCB. As a result of the research, all independent variables strongly and positively impact OCB. Limited studies conducted in Pakistan on OCB because of this organization's development remain unexplored. Hence it will be better to conduct research in the banking sector on leadership across OCB. In response to previous studies, the gap in the organization is a high employee turnover rate due to unfair treatment of co-workers, interpersonal issues among employees, conflict among workers, and dissatisfaction with their job. Due to the lack of improvement of OCB, organizations face financial issues which decrease the goodwill of the companies. According to Khan, Ismail, Hussain, and Alghazali (2020), the top managers and employees develop a positive attitude that motivates the employees towards OCB. This exposed that future research needs to be explored in the banking sector of Pakistan because they can find the source which can enhance the productivity of the companies, which creates the organization's leadership styles and ethical climate. This research will fill the gap by increasing the motivational level in the organization of the private sector of Pakistan.

2. Literature Review

With concern to the study Qiu and Dooley (2022) proposed the relationship between the variables procedural justices and OCB. Author explains that procedural justices working as a mediator in the decision making, it reflects the positive impact on OCB. This study adopt the social exchanged theory in which he define that to achieve OCB employees exchange their views and idea and implement on decision making honestly and fairly. Data has been collect in this study from 12 Kuwait business organizations along with 266 employees of it. To enhance the external effectiveness data collect from the supervisors and subordinates. Both the variables measured by target the individual and organization decisionmaking. To find the data in this study used the Descriptive statistics, reliability tests & correlation analysis. However future research exposes that different nature of employees should take a part in decision making and lead it together.

With respect to the study of Shimamura, Fukutake, Namba, and Ogino (2021) explain the relation of procedural justices and OCB. They also explain that OCB play an important role in IT session it will improve the security of the employees of the organization. It will convenient way to added value and provide the equity at work place. In this study researcher Lamri, Setyadi, Riadi, Hariyadi, and Palutturi (2020) adopt the extant theory is this study it stat that perception of online procedural justices strongly effect on OCB it will increase the dimensions of assessment on employees. Author collects the data by using the reliabilities and correlations & regression technique in this study and collects the information from the 270 respondents of the public universities of the country. The researcher finds that the Procedural justices show moderate impact on OCB of the employees. More over for future finding it will more difficult to find the interpersonal relation among employees through internet.

According to Koodamara, Rao, Prabhu, Noronha, and Rio (2019) conduct the empirical study on procedural justices and OCB on employees of China. Author shows the strong relation between the procedural justices and OCB. They also explain that OCB has shown the outcome of commitment, behavioral attitude and job satisfaction among employees at work place of China. In this study author adopt the social exchange theory to evaluate the institutional progress and attitude of employees and judge the fair treatment. Author collects the data from the 600 employees of the factory of China by using the mean, standard deviation, and reliability and correlation test to find the result of the research. Research has been conducting to find the fair treatment, behavior attitude with other in the organization. It also shows that procedural justices have strong relation with OCB which reduce the turnover rate in the organization of China.

As per author Selamat and Ran (2019) conduct the empirical study on procedural justices and OCB in the organization. Author finds the positive relation between the procedural justices and OCB because it increases the interpersonal skills among the employees and involves them into social activities. Author adopt the Social exchange theory in this study and exposed that the employees should refer to the belief and norm, employees should engaged in social relationship among employees. Researcher collects the data from the ten companies of South Korea and factor analyses technique has been used as a tool to gather the data from the companies. More over future finding by (Sheeraz, Ahmad, Ishaq, & Nor, 2020) that OCB act as

voluntary in the organization it can easily explore the attention of employees toward justices and lead the OCB in all fields. Based on this literature, the present article proposed the hypothesis as follow:

H1: Firms' procedural justice climate has a positive linkage with OCB.

This study conduct by the Shareef and Atan (2019) finds the relation between ethical leadership and OCB at work place. The present study emphasis that all variable show the strong impact on OCB because its lead all the employees to gather. They suggested that ethical climate has meaningful impact on the organization its effect the employee's behavior and attitude towards their work its show that how an individual contribute at their work for achievement of OCB. In this study author used the social learning theory to overcome the issue, it states that employees should share their norms believe and help other to achieve the OCB at work place. The author conducts the study in South Korea on 223 CEO *and* 6,021 employees of different organizations. To find the data author used the techniques of means, standard deviations, and inter correlations among the variables. Moreover, for future study its will show that ethical climate improve the structure and shape the OCB in the organization.

According to Tourigny, Han, Baba, and Pan (2019) conducted empirical study on ethical leadership and OCB. The purpose of this study to examined the effect of ethical climate on OCB in the organization. They showed that ethical work applies on the different job situation in the organization. Hence it increased the OCB in the organization. This research conduct in press organization of Jordanian consists of 218 managers and 1,163 employees. The researchers adopt the social interchange theory to show the impact of variables among each other, it explains that employees show fair treatment with coworkers and trust worthy with others. Author used the correlation technique for the collection of data. In this study author find the peak of commitment in all components of the works. The present study emphasis that all variable shows the strong impact on OCB because its lead all the employees to gather. For future study author suggest making the evaluation process and providing proper training to the employees.

As per author Gerpott, Van Quaquebeke, Schlamp, and Voelpel (2019) conduct the empirical study on ethical leadership and OCB. They show the positive relation between the transformational leadership style and OCB. To overcome the organization polices from work place by increasing the leadership behavior. He suggests to ethically removing the politics which may raises the conflict with the subordinates and supervisors so justices and fair treatment increase in the organization. According to Aloustani et al. (2020) observe that unfair and politics behavior decreases the level of OCB in the organization. Data has been collected from the university of Punjab 620 permanent faculty members, five campuses, and nine colleges. And 13 departments include in data collection, it has been done on survey bases and to collect the results author used the sampling technique. As per concussion of this study transformational leadership have strong impact on OCB which may enhance the reward system desire to achieved their outcome and goal form fair treatment with others. It would structure the environment of the organization and motivate the OCB.

With concern to the Eva, Newman, Zhou, and Zhou (2020) conduct the empirical study on ethical leadership and OCB in the organization. The purpose of the study to analyze the different factor that organization assume to support and smooth the progress of employees at work place. They investigate the feature which make to move forwards the employees and join together the individual growth at work place. Researcher adopts the similarity-attraction theory and organizational theory to promote the study. As per Han, Wang, and Yan (2019) suggest that negative inference like the organization performance and lower the obligation and increase the revenue rate in the organization. Researcher also emphasized to increase the potential of employees during work by providing the innovative idea which help to boost OCB. Author used the online survey and collects the data from the 326 candidates form different industries from UAE. For yielding the accurate results author applied the correlation and multiple regression analyses test in the study. Moreover, results suggest that to improve the environment of organization by ethical leadership as per researcher. Based on this literature, the present article proposed the hypothesis as follow:

H2: Firms' ethical leadership has a positive and significant linkage with OCB.

With respect to Aloustani et al. (2020) inspect the impact of ethical climate on OCB in organization. To find the purpose of this study author used the leader member exchange theory which show the interpersonal coordination with organization. LMX determines the variable factor which shows positive effect of ethical climate on OCB. This study show the ethical climate has strong relation on OCB with LMX. This research was conduct on Israeli Telecommunications Company and sample consists of 150 adults working in the company. As per Haldorai, Kim, Chang, and Li (2020) it suggest the employees of the organization to work honestly for to make the standard and quality of life. To find the relation between variables its shows that ethical climate promotes the employee's commitment, empowerment and interpersonal relation among employees. To analyze the data author used the regression analyses technique for data collection in this study. For future research it will help in the working environment and improve the interest of employees to make the environment peaceful.

With respect to author Teng, Lu, Huang, and Fang (2020) carry out the empirical study on ethical climate and OCB in the organization. They exposed that ethical climate depends on the conditions and capability of the values of the organization which increase the OCB at work side. Ethical climate depends on the relation of employees with other and retains the quality of life of the sub ordinates. Researcher adopts the key factor to increase the ready for action advantage environment. Ethical behavior helps to face the difficult issue in the organization and continue and retain the effect of ethical climate. In this study author conduct the exploratory research survey based the managers of different organization. Socially responsible is team level where in inclusion of ethics will be properly qualified. To promote OCB in the organization the author Zhao and Zhou (2019) conduct the empirical study in four accountant organization two were multinational and the other two were small independent accountant organization, the sample size of this research is 90 accountants in each unit of the firms. They show the positive impact of ethical climate on OCB that any organization whenever took part in decision making, they must follow the rule, regulation and principals of the organization which may positively affects the OCB. In this study researcher adopt the ethical climate theory which states that to provide guidance to take self interest in decision making. To analyzed data author used the multiple regression technique for collection. For future research it may support the organization polices.

With respect to author Tehranineshat, Torabizadeh, and Bijani (2020) conduct the empirical study on ethical climate and OCB in the organization. The aim determines the different type of climate effect the OCB in the public and private school of India. They gave the distinguished relation between the formal organization and rule and regulation organization. He explains the in school which follow the ethical climate with coworker they can easily increase the OCB and hence to decreases the absenteeism, increase the helplessness and good will of the school which may retain the efficiency. As per Mi et al. (2019) argue that OCB can only be increase in the organization if the worker of the school can make the effort hard and strongly make the internal and external ethical climate. In this study author collect the data from the 100 teachers from the school of India 50 from private sector and 50 from government sector by applying the mean and standard deviation and T-test for finding the relation between ethical climates in school sector. More over for recommendations, industrial sector is increasing very fast so organization need to support their school by making the new standard and benchmark which will meet the teacher of school with new challenges in India. Based on this literature, the present article proposed the hypothesis as follow:

H3: Top management ethical climate has a positive and significant linkage with OCB.

3. Research Methods

This research is explanatory and quantitative in nature which is the most suitable loom to measure the empirical relationship between the variable. The researcher will explain variables selected in the study for example, top management ethical climate, ethical leadership, procedural justice climate and OCB. As mentioned in the theoretical framework. The nature of the study is empirical because the problem is known. In order to collect the reliable data this study is based on cross sectional survey. The data collection is based on primary sources through questionnaire. A well-structured questionnaire adopt from previous studies. The respondent of this study are individual who are serving in the banking sector of Karachi. The sample size of this study is 220 respondents this study will include the employees who are

working in banking sector. To calculate the sample size of required 3 independents and 1 dependent variable by G-power, it minimized the effective size of population.

The research is conduct on the population of Karachi in banking sector. There are more than 45 banks in Karachi along with multiple branches in whole over the Pakistan. It consists of 46.3% contribution of GDP and this study cover the Karachi banking sector which contributes the 25% of GDP. However, this research has only considered 10 banks which are located in Karachi. The target population of the study is middle and lower management employees of banking sector. The present study examines how the employee’s perception affects the organization citizenship behavior. There is no control on scale because both male and female was target. The convenient sampling technique is used therefore, at this current study, the convenience sampling method is measured as more suitable. Hair, Gabriel, and Patel (2014) also recommended that, convenience sampling is the most common and familiar type of the non-probability sampling, especially when researcher does not know the exact population.

The unit of analysis of this study the questionnaire has been developed which has been adapted from the previous study. 31 items used in this questionnaire which consists on varies parts. First component comprised of several Likert-type scale items, and the second component described the demographic information of the employees (respondent) of the study. Questionnaire for variable on 5 points scale to measure the respondent feasible responses from 1- strongly disagree and 5- strongly agree. The structured questionnaires have been used for the collection of data of each study variable. The survey questionnaires were circulated personally to each of the respondent. The aim of the study is to have understanding about the individual’s perception about the ethical leadership, ethical climate and procedural justices in the organization.

The procedure used in this research for the purpose of data collection will conduct structured survey questionnaire. The data collection through the self-administrated and the source of data is primary. The questionnaire adapts from the Donkers et al. (2021) for ethical climate and Kayaalp, Page, and Gumus (2021) for OCB. For procedural justices adopt from the Grant and Pryce (2020) while the questionnaire of ethical leadership was adapt from the (Hechanova & Manaois, 2020). These items are given in Table 1.

Table 1
Measurements of the Constructs

Construct	No Of Items	Sources
Ethical climate (IV)	5	Donkers et al. (2021)
Ethical leadership (IV)	6	Hechanova and Manaois (2020)
Procedural Justices (IV)	13	Grant and Pryce (2020)
Organizational citizenship behavior (DV)	7	Kayaalp et al. (2021)

Hence, the present article has presented these variables in the framework mentioned in Figure 1 given below:

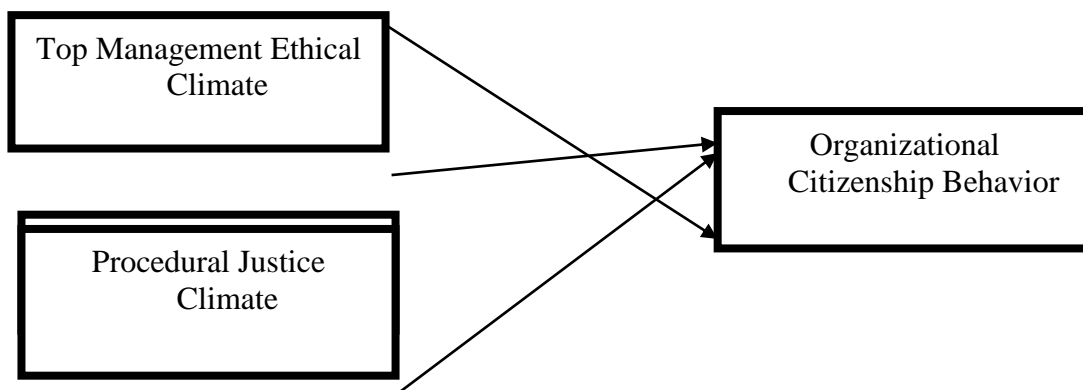


Figure 1: Theoretical model

In the present study, the researcher collected the data by distributing the questionnaires among the employees of the banking sector of Karachi. The procedure used in this research for the purpose of data collection will conduct structured survey questionnaire. The data collection through the self-administrated and the source of data is primary. The guideline will be explained

to the respondent clearly along with the research purpose and objective. The survey will be given to the respondent that this research will not be harm professionally as well as personally.

For the purpose of the data analysis, smart-PLS will be used. This research will be analyzed by using the following test. Item's reliability test through Cranach's Alpha, factor loading's composite reliability (CR) and average variance extracted (AVE) are used test for the model and survey internal consistency among the variables. If the value of Cranach's Alpha and CR is come around 0.7 or more than 0.7 its means the high correlation among items (Hair Jr, Howard, & Nitzl, 2020). In contrast, if the value of factor loadings and AVE are come around 0.5 or more than 0.5 its means the high correlation among items (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). In addition, variables reliability is examined with Heterotrait Monotrait (HTMT) ratio and the values should be less than 0.90 (Hair et al., 2014). The path analysis is also used to examine and analyzed the relationship between a single depended variable and independent variables.

4. Research Findings

Reliability is basically number of ways to measure the concept. Reliability test has been carried out by applying the reliability statistics test. Reliability test applied in Smart-PLS software according to their constraints. The outcomes indicated that Alpha and CR are bigger than 0.70 and AVE and factor loadings are larger than 0.50. These values exposed valid convergent validity and mentioned in Table 2.

Table 2
Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Ethical Climate	EC1	0.783	0.854	0.896	0.634
	EC2	0.821			
	EC3	0.803			
	EC4	0.883			
	EC5	0.675			
Ethical Leadership	ELS1	0.793	0.873	0.903	0.609
	ELS2	0.750			
	ELS3	0.837			
	ELS4	0.764			
	ELS5	0.726			
	ELS6	0.806			
Organizational Citizenship Behavior	OCB1	0.817	0.877	0.905	0.577
	OCB2	0.833			
	OCB3	0.804			
	OCB4	0.732			
	OCB5	0.721			
	OCB6	0.695			
	OCB7	0.703			
Procedural Justices	PRJ1	0.769	0.920	0.932	0.558
	PRJ10	0.834			
	PRJ11	0.778			
	PRJ12	0.725			
	PRJ13	0.714			
	PRJ3	0.694			
	PRJ4	0.694			
	PRJ5	0.682			
	PRJ6	0.761			
PRJ8	0.721				
PRJ9	0.823				

The study also checks the variables' reliability called discriminant validity using HTMT ratio. The outcomes indicated that the HTMT ratios are lower than 0.90. These values exposed valid discriminant validity and mentioned in Table 3.

Table 3

Discriminant Validity

	EC	ELS	OCB	PRJ
EC				
ELS	0.511			
OCB	0.676	0.734		
PRJ	0.616	0.731	0.465	

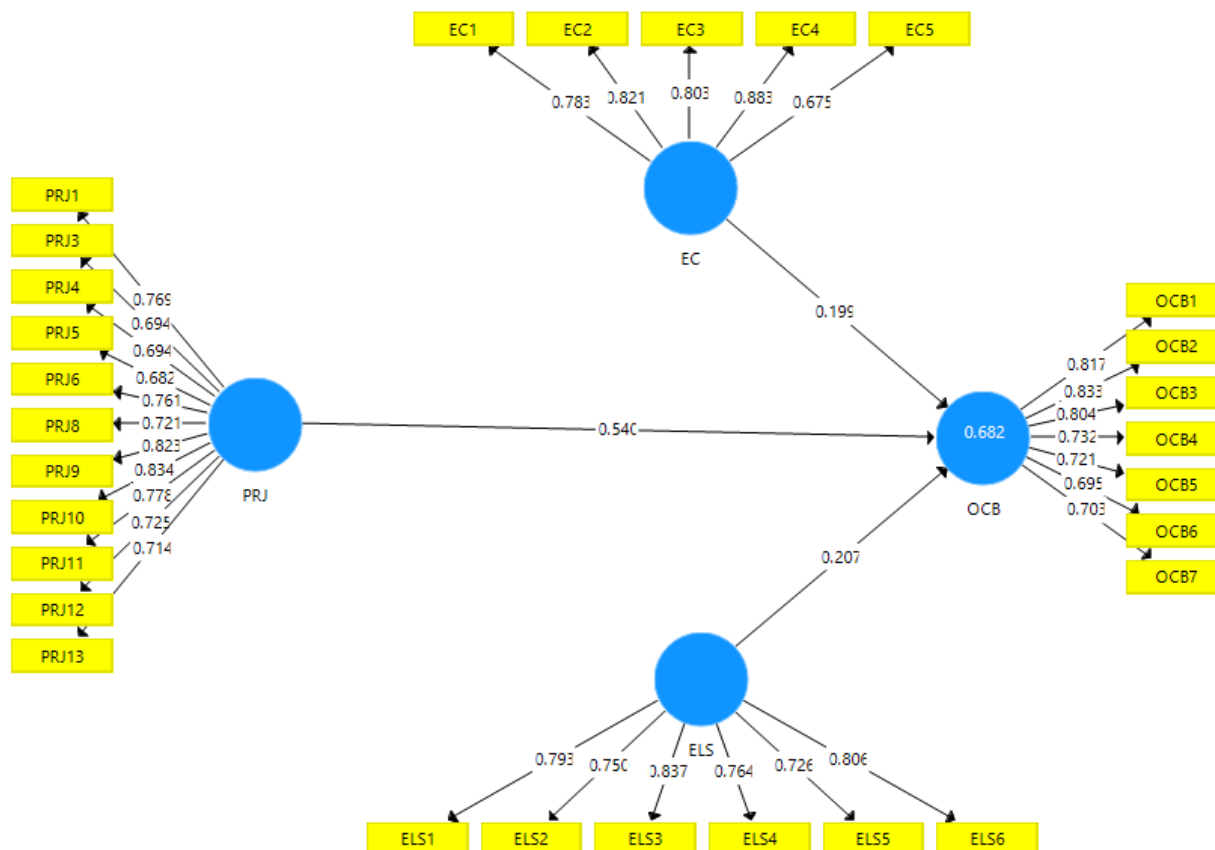


Figure 2: Measurement Model Assessment

The path analysis shows the association among the variables. The outcomes indicated that the p-values are lower than 0.50 and t-values are larger than 1.96. These values exposed that the ethical leadership, ethical climate and procedural justices were positively associated with collectively OCB in the firm. These associations are mentioned in Table 4.

Table 4
Path Analysis

Relationships	Beta	Standard Deviation	T Statistics	P Values
EC -> OCB	0.199	0.042	4.743	0.000
ELS -> OCB	0.207	0.041	5.064	0.000
PRJ -> OCB	0.540	0.039	13.919	0.000

4.1. Discussions

The research study that there is significant level ethical climate, ethical leadership, procedural justices and organization citizenship behavior present in the employees of banking sector in Karachi. There is significant relation between ethical climate and organization citizenship behavior because its share the ethical policies, methods and strategies which boost up the organization citizenship behavior among employees. As per (Tourigny et al., 2019). There is significant relation between ethical leadership and organization citizenship behavior because leadership efficiently improves or boost the performance of the organization by fulfill their commitment, engaging with working and motivating to others employees. There is significant relation between procedural justices and organization citizenship behavior. As per Shareef and Atan (2019) conduct the study on variable because justices help to evaluate the

service outcome of employees which improve the organization citizenship behavior in employees. These three independent variables ethical climate, ethical leadership and procedural justices show the positive correlation with organization citizenship behavior its mean that all three practices improve the behavior of employees in banking sector. Furthermore, the study identifies the significant impact on ethical climate, ethical leadership and procedural justices on organization citizenship behavior. These three practices play a vital role to enhance the organization citizenship behavior among employees.

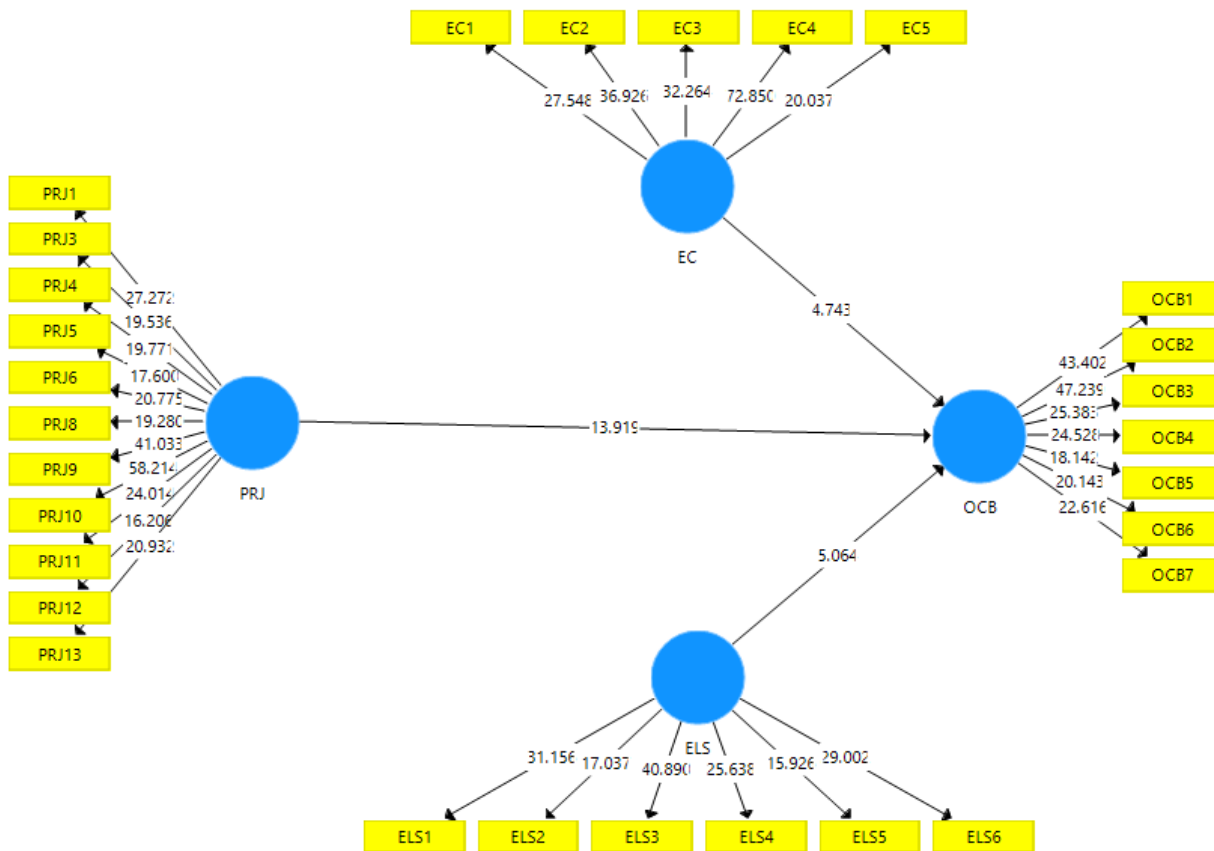


Figure 3: Structural Model Assessment

The study has been conducted banking sector in Karachi to analyses the impact of ethical climate, ethical leadership and procedural justices on organization citizenship behavior. Data has been collected from sample size 220 employees. This study shows that ethical climate, ethical leadership and procedural justices has positive impact on organization citizenship behavior of employees. Competency of ethical behavior of employees in the organization can be improved if employees take an active part to achieve their objectives.

To identify the relationship among variables. The correlation explained that organization citizenship behavior has positive and significant relation with ethical climate, ethical leadership and procedural justices. The results show that independent variables ethical climate, ethical leadership and procedural justices play an important role to develop the organization citizenship behavior among employees. Khaskheli et al. (2020), conduct a study on procedural justices and procedural decision making across OCB. To identified the impacts of ethical climate, ethical leadership and procedural justice on organization citizenship behavior. Current study explained that ethical climate, ethical leadership and procedural justice have positive impact on organization citizenship behavior. Tehranineshat et al. (2020), found the positive relation between the OCB and leadership on employees, in order to emphasize OCB managers should motivate their employees to complete their interdependent task.

Moreover, hypothesis is accepted on the basis of results there is significant positive impact among variables. Further ethical climate as insignificant impact on organization citizenship behavior as their experience is less than three years. They need to retain the ethical policies to enhance the organization citizenship behavior in employees. Furthermore, Ethical leadership and procedural justices has positive impact on organization citizenship behavior as employees perform their task honestly and fairly to achieve their goals in organization.

5. Conclusion

The study is conducted to identify the relationship of ethical climate, ethical leadership and procedural justices on organization citizenship behavior in the employees of banking sector of Karachi. The study concludes that ethical climate, ethical leadership and procedural justices enhance the organization citizenship behavior among employees. The key factor in every employee are their growth and procedural justices which mean that employees should do their assigned task honestly and fairly to fulfill the commitment of organization. Organization privilege and facilitating their employees and also lead the betterment of the organization. Ethical climate is important because it help to employees to emphasis their performance by following the ethical policies in the organization. Ethical leadership play an important role to the efficiently improved or boost the performance of the organization by fulfill their commitment, engaging with working and motivating to others employees. Leadership serve as standard to improve the productivity of the employees in order to get the platform to prove themselves in the organization.

5.1. Limitations and Recommendations

This study has some limitations as it's only specified on the banking sector of Karachi. This study can be examined on other industries and hospitals to get the clear picture how organization citizenship behavior increases in employees and how they achieve their targets and goals. Moreover, the sample size is one of the more limitations. The researcher can be improved by increment in sample size. Also, the study specifies only one city due to time and geographical limit. The researchers recommend that HR practices must be follow in all organization. Ethical climate, ethical leadership and procedural justices should be adopted in enhance the organization citizen ship behavior in employees and to retain the success for organization. In this advance environment, the major task of the employees to follow the ethical policies which may increase the interpersonal skills and loyalty among employees which decrease the level of turnover rate of employees. It will also improve the unfair treatment with co-workers, interpersonal issues among employees. Due to improvement of organization citizenship behavior companies get the good will in the society.

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