

ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS: MEDIATING ROLE OF JOB SATISFACTION

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ARTICLE INFO	ABSTRACT
Received: 26/9/2024 Revised: 10/02/2025 Published: 11/02/2025 KEYWORDS Organizational justice Job satisfaction Organizational citizenship behavior Mediation model Information Technology industry	This study aims to examine the effect of organizational justice on the organizational citizenship behaviors of employees in information technology enterprises, with a specific focus on the mediating role of job satisfaction. Data was collected from 300 voluntary respondents working in information technology enterprises in Vietnam, using online structured questionnaires. The sample data was analyzed using partial least squares structural equation modeling (PLS-SEM) with the assistance of Smart PLS 4 to evaluate the measurement and structural model, as well as to test the proposed hypothesis. The research findings indicated a positive relationship between specific dimensions of organizational justice, such as distributive justice, procedural justice, interactional justice, and organizational citizenship behaviors. Additionally, the study highlighted the mediating role of job satisfaction in the positive effects of distributive justice, procedural justice, and interactional justice on organizational citizenship behaviors. The implications of this study suggest that to promote improved attitudes and behaviors at work, especially organizational citizenship behaviors, business managers should consider enhancing job satisfaction within their companies by fostering procedural, distributive, and interactional justice.

CÔNG BẰNG TỔ CHỨC VÀ HÀNH VI CÔNG DÂN TỔ CHỨC: VAI TRÒ TRUNG GIAN CỦA HÀI LÒNG CÔNG VIỆC

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THÔNG TIN BÀI BÁO	TÓM TẮT
Ngày nhận bài: 26/9/2024 Ngày hoàn thiện: 10/02/2025 Ngày đăng: 11/02/2025 TỪ KHÓA Công bằng tổ chức Hài lòng công việc Hành vi công dân tổ chức Mô hình trung gian Ngành công nghệ thông tin	Nghiên cứu này nhằm mục đích kiểm định ảnh hưởng của công bằng tổ chức đối với hành vi công dân tổ chức của nhân viên trong các doanh nghiệp công nghệ thông tin, tập trung cụ thể vào vai trò trung gian của sự hài lòng trong công việc của nhân viên. Nghiên cứu đã sử dụng bảng câu hỏi có cấu trúc trực tuyến để thu thập dữ liệu từ 300 đáp viên tự nguyện tham gia, hiện đang làm tại các doanh nghiệp công nghệ thông tin tại Việt Nam. Dữ liệu nghiên cứu được phân tích bằng mô hình cấu trúc bình phương nhỏ nhất từng phần (PLS-SEM) với sự hỗ trợ của phần mềm SmartPLS 4 để đánh giá mô hình đo lường và mô hình cấu trúc, cũng như kiểm định các giả thuyết nghiên cứu. Kết quả nghiên cứu chỉ ra mối quan hệ tích cực giữa các khía cạnh cụ thể của công bằng tổ chức như công bằng phân phối, công bằng thủ tục, công bằng tương tác đối với hành vi công dân của tổ chức. Bên cạnh đó, nghiên cứu đã nhấn mạnh vai trò trung gian của hài lòng công việc trong mối quan hệ tích cực của công bằng phân phối, công bằng thủ tục và công bằng tương tác đối với hành vi công dân tổ chức. Ý nghĩa của nghiên cứu này cho thấy rằng để cải thiện thái độ và hành vi tại nơi làm việc, đặc biệt là hành vi công dân tổ chức, các nhà quản lý doanh nghiệp nên xem xét nâng cao sự hài lòng trong công việc của nhân viên bằng cách thúc đẩy sự công bằng về thủ tục, phân phối và tương tác trong tổ chức.

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1. Introduction

Organizational citizenship behavior (OCB) has been identified as a pivotal factor that can enhance employee performance, attitudes, and interactions, thereby improving overall organizational goal implementation. OCB encompasses discretionary behaviors performed by individuals within an organization that are not explicitly required but can significantly improve the efficiency of their roles and responsibilities [1]. Extensive research has explored OCB from various perspectives and contexts. Podsakoff, Whiting, Podsakoff and Blume [2] aggregated evidence from multiple studies [3]-[5] demonstrating that OCB is associated with various individual-level outcomes, including managerial evaluations, reward allocation decisions, withdrawal behaviors, and organizational-level outcomes such as productivity, efficiency, cost reduction, customer satisfaction, and turnover rates.

Research has also investigated the relationships between OCB and its antecedents, such as job satisfaction (JS) and organizational justice (OJ) [6]-[8]. Organizational justice has been found to positively influence job satisfaction, and the importance of organizational support for employees has increased in recent decades. Patterson [9] argued that organizations should support their employees rather than merely utilizing them as resources. While studies have examined job satisfaction as a mediator in the positive relationship between OJ and OCB [6], [10]-[12], there is a notable gap in research within the context of Vietnam's information technology (IT) industry.

Therefore, this study aims to examine the mechanism between OJ and OCB, particularly investigating the mediating role of JS in the relationship between OJ and OCB. To demonstrate the implications of Western theories to the Asian environment, the empirical study concentrates on the Vietnam context. Vietnam has a high average yearly growth rate and is one of Asia's fastest-developing nations. In the Vietnamese context, despite the impacts of the Covid-19 pandemic, IT is still one of the spearheads of the economy when continuously developing day by day. However, human resources have not kept up with development needs, especially high-quality employees with well-trained skills and professional attitudes, which is a constant barrier for this field. Therefore, this paper aims to investigate the relationship between OJ and OCB through JS as a mediator and provide evidence of the importance of applying OJ to foster organizational outcomes.

2. Research methods

2.1. Theoretical background and hypothesis development

2.1.1. Organizational justice

OJ, a concept introduced by [13], refers to employees' perceptions of their organization's actions, decisions, and behaviors, and their subsequent impact on employee attitudes and behaviors. This concept encompasses elements such as equitable compensation, access to professional development opportunities, and fair treatment by supervisors. Gutwin, Greenberg, and Roseman [14] expanded on this notion, framing organizational justice as the extent to which employees perceive fairness in their treatment within the workplace and how these perceptions influence organizational outcomes such as commitment and satisfaction.

Despite historical disagreements regarding the dimensions of OJ and associated measurement challenges across studies [15], [16], OJ is conceptualized as comprising three distinct components: distributive justice (DJ), procedural justice (PJ), and interactional justice (IJ) [17].

The first dimension of OJ is DJ, which pertains to the perceived fairness in the allocation of resources and rewards within an organization [18]. PJ, the second dimension of OJ, pertains to the fairness of the processes used in distributing resources or making decisions related to compensation programs, salary increases, and performance evaluations [19]. Finally, IJ focuses on the interpersonal aspects of justice and individuals' perceptions of fairness in their interactions. Interactional justice encompasses a range of socially sensitive behaviors, such as treating

employees with respect and dignity, attending to their concerns, providing clear justifications for decisions, and demonstrating empathy for their experiences [20].

2.1.2. The relationship between organizational justice and organizational citizenship behavior

The literature suggests that OJ positively influences employees' organizational OCB [21]. Empirical studies indicate that employees are more likely to exhibit and sustain OCB when perceiving that they have been granted authority and are involved in managerial decision-making processes [22]. Tepper and Taylor [21] highlighted that employees engage in OCB more frequently when they perceive fairness from their superiors or the organization.

In particular, DJ boosts employees' confidence in their managers and the organization, encouraging OCB [23]. It is contended that DJ impacts employee attitudes and behaviors in ways that align with organizational goals. In an organization, DJ can enhance employee job satisfaction, particularly when employees with similar roles and rewards (such as pay) experience equitable treatment. OJ fosters reciprocity and mutual trust between employees and the organization. Employees who perceive fair treatment will likely respond with positive organizational behaviors, including increased commitment and OCB. Thus, the hypothesis was proposed:

Hypothesis 1a (H1a): Distributive justice positively impacts organizational citizenship behavior.

PJ has been identified as a reliable and consistent predictor of OCB among the various dimensions of OJ [24]. Gupta and Singh [25] investigated the positive effects of PJ on the five dimensions of OCB within the Indian context. Additionally, Zeinabadi and Salehi [26] examined the positive role of PJ on the OCB of primary school teachers in Tehran. Thus, this hypothesis was proposed:

Hypothesis 1b (H1b): Procedural justice positively impacts organizational citizenship behavior.

IJ is essential for the effectiveness of employee relationships and organization relationships. Fairness is demonstrated when OJ makes favorable decisions adequately, encouraging employees to display OCB. IJ significantly impacts employees' perception of DJ and PJ, enhancing their commitment to the organization. Research indicates that positive IJ has been increasingly observed in organizational settings. Hence, it is proposed that:

Hypothesis 1c (H1c): Interactional justice positively impacts organizational citizenship behavior.

2.1.3. The relationship between organizational justice and job satisfaction

According to the personal outcomes paradigm [27], employees focus on DJ, expecting that equitable distributions will lead to advantageous outcomes for themselves. McFarlin and Sweeney [27] asserted that DJ is a principal influence on JS, and empirical evidence consistently supports DJ as a significant predictor of job satisfaction, validating the personal outcomes paradigm. Thus, the hypothesis is proposed as the following:

Hypothesis 2a (H2a): Distributive justice positively impacts employees' job satisfaction.

Studies examining PJ reveal that employees' satisfaction and motivation decline when they perceive procedural fairness to be compromised or influenced by hidden biases rather than transparent and equitable processes [28]. Many scholars have focused on IJ and JS within organizational settings [29]. These studies consistently indicate that employees' JS improves when their superior or direct supervisor treats them respectfully and fairly. Therefore, the following hypothesis was proposed:

Hypothesis 2b (H2b): Procedural justice positively impacts employees' job satisfaction.

Employees' job satisfaction is influenced by their favorable perceptions of various work-related factors and their sense of OJ. This encompasses elements such as compensation, leadership, relationships with coworkers, job satisfaction, and opportunities for advancement. Previous research indicates that OJ has a significant and positive direct effect on job satisfaction [30]. Thus, job satisfaction tends to increase when employees perceive a high level of OJ. Therefore, we can conclude the following hypothesis:

Hypothesis 2c (H2c): Interactional justice positively impacts employees' job satisfaction.

2.1.4. The relationship between job satisfaction and organizational citizenship behavior

When employees are satisfied with their jobs, they are more likely to demonstrate positive behaviors that benefit the organization [31]. Their job satisfaction also extends to their professional life, leading them to willingly engage in additional activities or responsibilities beyond their primary role. Based on social exchange theory, research has consistently found a significant positive relationship between JS and OCB [31]. Satisfied employees are more likely to work enthusiastically and willingly take on additional tasks or responsibilities beyond their primary duties such as OCB. According to earlier research, JS considerably improves OCB. It follows that having a fulfilling job will improve workers' OCB. Thus, it is proposed that:

Hypothesis 3 (H3): Job satisfaction positively impacts organizational citizenship behavior.

2.1.5. The mediating role of job satisfaction between organizational justice and organizational citizenship behaviors

Numerous studies have highlighted the role of JS in mediating the relationship between OJ and OCB. According to [10], [32], OJ enhances JS, which in turn fosters OCB. Therefore, the study suggested the following hypotheses. Figure 1 below describes the proposed hypotheses.

Hypothesis 4a (H4a): Job satisfaction mediates between distributive justice and organizational citizenship behavior.

Hypothesis 4b (H4b): Job satisfaction mediates between procedural justice and organizational citizenship behavior.

Hypothesis 4c (H4c): Job satisfaction mediates between interactional justice and organizational citizenship behavior.

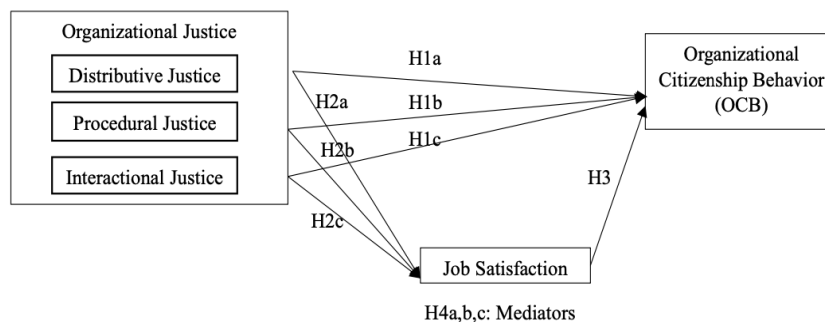


Figure 1. Proposed research model

2.2. Data collection and sample

Convenience sampling, a non-probability, was utilized to reach the target population in this study because of its benefits for accessibility, affordability, and effectiveness [33], [34]. Comrey and Lee [35] recommended that researchers should obtain a suggested sample size of about 300 when utilizing Structural Equation Modeling (SEM). Additionally, this study employed the "5-times rule" to estimate the minimum sample size when utilizing PLS-SEM [36]. Given that the study comprises 47 items, a sample size of approximately 235 (47×5) is advised.

The study gathered data from IT firms in Hanoi, Vietnam. IT enterprises located in Hanoi were initially contacted to get an agreement using the data that was available on "yellow pages.vn" and the relatives of the authors. The researchers obtained consent from human resource specialists to distribute the survey link to various organizations in order to reach out to the intended applicants. The online form allowed receivers to survey with their consent, and they could stop at any time.

Structured questionnaires were distributed to non-managerial employees and managers of Vietnam-based IT firms, and 300 valid responses were used for quantitative analysis. Participant information was kept confidential and anonymous. Most respondents working in IT firms were male, with 168 male and 132 female respondents. The age range of survey participants was diverse, with 45.67% below 25 years old, 25% aged 25-36, 16.33% aged 36-45, and 13% aged above 45. Regarding educational background, 69.67% of respondents held a bachelor's degree, while approximately 30.33% had a master's or higher education degree.

2.3. Measurements

Based on the literature review, the scales were adapted with appropriate adjustments to the item wording to fit the context. Specifically, 12 items measuring three aspects of OJ, such as DJ, PJ and IJ were derived from studies by [37]. IJ was assessed using 11 items developed by [38]. The 24-item scale of [39] was employed to evaluate OCB, which was divided into five dimensions: civic virtue, sportsmanship, altruism, courtesy, and conscientiousness.

Table 1. Measurement scale items for variables

Item code	Item description	Source
Organizational justice – Distributive justice		
DJ1	The reward I receive here are fair.	
DJ2	My retribution is correlated to the quality of the work I do.	
DJ3	I feel fairly rewarded in my work	
DJ4	I have a fair retribution taking into account the hours I work here.	
Organizational justice – Procedural justice		
PJ1	Procedures used in this organization to decide my retribution and other income (premiums, etc.) are fair.	[37]
PJ2	Procedures used in this organization to evaluate my work are fair.	
PJ3	Procedures used in this organization to place me in a position and /or to promote me are fair.	
PJ4	The procedures for setting my work schedule and tasks are fair.	
Organizational justice – Interactional justice		
IJ1	My supervisor is very sincere with me.	
IJ2	My supervisor treats me with respect and dignity.	
IJ3	My supervisor offers adequate justification for decisions made about my job.	
IJ4	My supervisor listens attentively when I ask him/her a question.	
Job satisfaction		
JS1	There are some conditions concerning my job that could be improved.	
JS2	My job is usually interesting enough to keep me from getting bored.	
JS3	I consider my job rather unpleasant.	
JS4	I am often bored with my job.	
JS5	I feel fairly well satisfied with my present job.	[38]
JS6	I definitely dislike my work.	
JS7	Most days I am enthusiastic about my work.	
JS8	Each day of work seems like it will never end.	
JS9	I find real enjoyment in my work.	
JS10	I am disappointed that I ever took this job.	
JS11	I am comparatively satisfied with my job.	
Organizational citizenship behavior – Civic virtue		
OCB1	I attend meetings that are not mandatory, but important.	
OCB2	I attend functions that are not required, but help the company image.	
OCB3	I keep abreast of changes in the organization.	[39]
OCB4	I read and keep up with organization announcements, memos, and so on.	
Organizational citizenship behavior – Sportsmanship		
OCB5	I consume a lot of time complaining about trivial matters.	

Item code	Item description	Source
OCB6	I always focus on what's wrong with the situation, rather than the positive side of it.	
OCB7	I tend to make "mountains out of molehills" (makes problems bigger than they are).	
OCB8	I always find fault with what the organization is doing	
OCB9	I am the classic "squeaky wheel" that always needs greasing.	
Organizational citizenship behavior - Altruism		
OCB10	I help others who have heavy work loads.	
OCB11	I help others who have been absent.	
OCB12	I willingly help others who have work related problems.	
OCB13	I help orient new people even though it is not required.	
OCB14	I am always ready to lend a helping hand to those around me.	
Organizational citizenship behavior - Courtesy		
OCB15	I take steps to try to prevent problems with other workers.	
OCB16	I am mindful of how my behavior affects other people's jobs.	
OCB17	I do not abuse the rights of others.	
OCB18	I try to avoid creating problems for coworkers.	
OCB19	I consider the impact of my actions on coworkers.	
Organizational citizenship behavior - Conscientiousness		
OCB20	I obey company rules and regulations even when no one is watching.	
OCB21	I am one of my most conscientious employees.	
OCB22	I believe in giving an honest day's work for an honest day's pay.	
OCB23	I am willing to work overtime without additional remuneration.	
OCB24	I work hard and take responsibility even when the work results do not count for the multiplier.	

2.4. Analysis method

This study examined the measurement model and tested the proposed hypotheses using Partial Least Squares - Structural Equation Modeling (PLS-SEM) with the support of SmartPLS 4.0. This technique has gained widespread significance in human resource management and organizational behavior research [40]. The PLS-SEM analysis comprises two main steps: (1) assessment of the measurement model and (2) estimation of the structural model [40].

3. Results and discussion

3.1. Measurement model assessment

The results of the validity and reliability testing for the first-order constructs are detailed in Table 1. The research findings indicated that all items exhibited factor loadings exceeding 0.5. Moreover, the Cronbach's alpha values, AVE, and CR values were compared against the respective thresholds of 0.7, 0.5 and 0.5 (Table 2). Consequently, it can be inferred that all first-order constructs satisfied the reliability and validity criteria for establishing the higher-order constructs and conducting structural model analysis [40].

Table 2. First-order constructs validity and reliability

Constructs	Cronbach's alpha (> 0.70)	Composite reliability (> 0.70)	AVE (> 0.50)
Altruism	0.816	0.818	0.645
Civic virtue	0.792	0.796	0.706
Conscientiousness	0.906	0.912	0.780
Courtesy	0.869	0.869	0.718
Sportsmanship	0.803	0.804	0.628

In the next step, this study utilized the repeated indicators approach to address the second-order hierarchical latent variables, specifically OCB. In Table 3, the Cronbach's Alpha coefficients for these constructs, ranging from 0.895 for DJ to 0.957 for OCB, exceeded the threshold of 0.7. The CR values for all studied constructs were also above 0.7, with the lowest CR at 0.898 for DJ and the highest CR at 0.947 for OCB. Furthermore, all AVE values were greater than 0.5, ranging

from 0.654 for JS to 0.852 for OCB. The results indicated that all CR and AVE values met the required criteria. The discriminant validity of the constructs was assessed using the Heterotrait-Monotrait (HTMT) ratio, with a threshold value of 0.85. The HTMT values ranged from 0.041 to 0.842. As a result, the measurement model demonstrated both reliability and validity.

Table 3. Second-order constructs validity and reliability

Constructs	Cronbach's alpha (>0.70)	Composite reliability (>0.70)	AVE (>0.50)	Inner VIF	Heterotrait-monotrait ratio (HTMT)			
					DJ	IJ	PJ	JS
DJ	0.895	0.898	0.761	1.436				
IJ	0.896	0.899	0.762	1.333	0.075			
PJ	0.900	0.903	0.768	1.313	0.057	0.041		
JS	0.947	0.939	0.654	1.995	0.453	0.412	0.410	
OCB	0.957	0.947	0.852	N/A	0.334	0.352	0.432	0.842

3.2. Structural model assessment and hypothesis testing

Table 4 presents the R-squared value for JS and OCB. Particularly, the R-squared value for JS is 0.499, indicating that the model explains 49.9% of the variance in JS. For OCB, the R-squared value is 0.658, suggesting that the model accounts for 65.8% of the variance in OCB.

Table 4. R-square Index

	R-square	R-square adjusted
JS	0.499	0.494
OCB	0.658	0.653

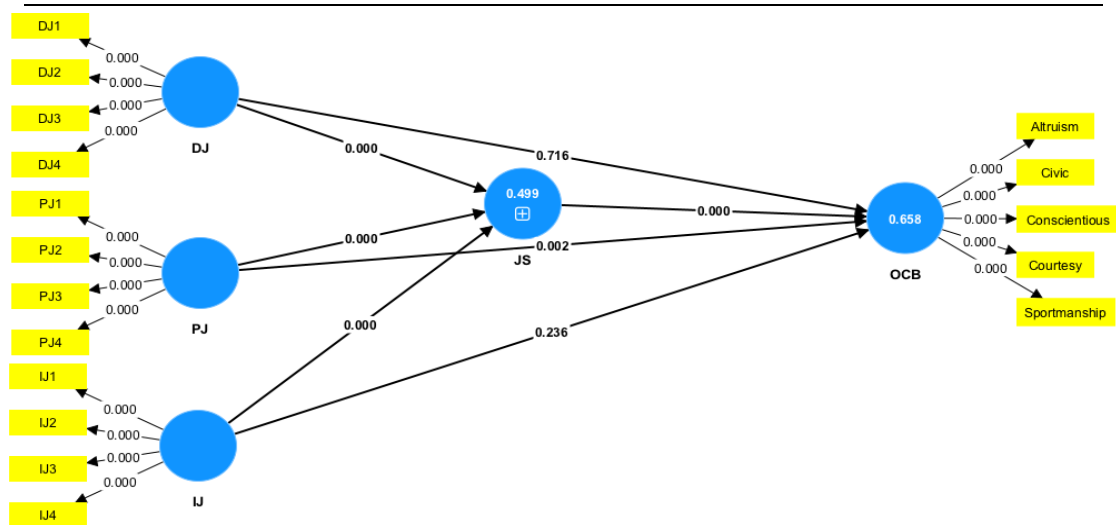


Figure 2. Structural Equation Model result

Figure 2 describes the results of structural model evaluation and hypothesis testing. The results of total, direct, and indirect effects are summarized in Table 5. Firstly, the total effect testing revealed a significant main effect of the three dimensions of OJ on OCB. Specifically, the findings indicated that all dimensions of OJ, particularly DJ, PJ, and IJ, have a significant positive relationship with OCB ($\beta = 0.354$; $p < 0.01$, $\beta = 0.412$; $p < 0.01$; $\beta = 0.345$; $p < 0.01$, respectively), thus supporting H1a, H1b, and H1c.

Moving on to the second hypothesis, which explores the relationship between the three dimensions of OJ and JS, the results showed a significant positive impact of all dimensions of OJ, namely DJ, PJ, IJ, on JS ($\beta = 0.038$; $p < 0.01$, $\beta = 0.395$; $p < 0.01$; $\beta = 0.406$; $p < 0.01$, respectively), thus supporting H2a, H2b, and H2c. Furthermore, hypothesis 3 was also supported, as JS had a significant positive effect on OCB ($\beta = 0.733$; $p < 0.01$).

Finally, hypothesis 4 proposes that JS mediates the positive relationship between all three dimensions of OJ and OCB. This study employed the four-step procedure suggested by [41] to test the mediating effect. Supporting the hypotheses H1a, H1b, and H1c indicated that the first condition for mediation effect was satisfied. Besides, there were also significant positive relationships of DJ to JS (H2a), PJ to JS (H2b), and IJ to JS (H2c), satisfying the second condition for the mediation effect. The third condition was also met as the significant positive effect of JS on OCB was supported in H3. In the final condition, when adding the indirect effect of JS in the model, the relationships of DJ to OCB ($\beta = 0.014$; $p > 0.1$) and IJ to OCB ($\beta = 0.047$; $p > 0.1$) were not significant; while the relationship of PJ to OCB ($\beta = 0.123$; $p = 0.002 < 0.01$) was still significant. As a result, it was concluded that JS fully mediates the positive relationships of DJ to OCB and IJ to OCB and partially mediates the positive effect of PJ on OCB.

Moreover, the bootstrap results of 5,000 re-sampling in the indirect effect model also supported that the indirect effect of all three dimensions of OJ, namely DJ, PJ, and IJ, on OCB through JS was statistically significant ($\beta = 0.340$; $p < 0.01$, $\beta = 0.289$; $p < 0.01$; $\beta = 0.297$; $p < 0.01$, respectively). Hence, the findings supported H4a, H4b and H4c.

Table 5. Results of structural model estimates

Hypothesis	Relationships	Sta Beta	SD	t	p	Remark
<i>Direct Effect</i>						
	DJ->OCB	0.014	0.039	0.364	0.716	
	PJ->OCB	0.123	0.039	3.136	0.002	
	IJ->OCB	0.047	0.040	1.185	0.236	
H2a	DJ->JS	0.038	0.054	12.118	0.000	
H2b	PJ->JS	0.395	0.043	9.254	0.000	
H2c	IJ->JS	0.406	10.699	10.699	0.000	
H3	JS->OCB	0.733	0.052	14.132	0.000	
<i>Total effect</i>						
H1a	DJ-> OCB	0.354	0.043	8.152	0.000	Supported
H1b	PJ ->OCB	0.412	0.042	9.762	0.000	Supported
H1c	IJ->OCB	0.345	0.052	8.218	0.000	Supported
<i>Indirect effect</i>						
H4a	DJ->JS->OCB	0.340	0.033	10.367	0.000	Supported
H4b	PJ->JS->OCB	0.289	0.038	7.532	0.000	Supported
H4c	IJ->JS->OCB	0.297	0.037	8.107	0.000	Supported

4. Conclusion and recommendation

The research confirms that OJ, encompassing DJ, PJ, and IJ, positively influences JS. Furthermore, JS positively impacts employees' OCB, thus contributing to the body of knowledge of previous studies [11], [32].

The findings indicate that all three components of OJ, such as DJ, PJ, and IJ, play a significant role in shaping JS and OCB among IT personnel. To enhance employees' attitudes and performance at work, business managers should focus on improving IJ by promoting these elements of OJ. Additionally, the study reveals that JS mediates the relationship between OJ and OCB. Specifically, in the context of Vietnamese IT enterprises, JS fully mediates the relationships between DJ and OCB; IJ and OCB. In contrast, JS only partially mediates the relationship between PJ and OCB. The study underscores particular dimensions of OJ, including PJ, IJ and IJ indirectly affect OCB through JS.

Despite implementing various remuneration and financial support policies, leaders may struggle to foster positive employee behavior without ensuring that employees are emotionally engaged and satisfied with their organization. The stronger the employees' job satisfaction, the more likely they are to exhibit positive behaviors and exceed performance expectations. Therefore, to cultivate positive attitudes and behaviors, organizational leaders should actively practice and

promote the principles of OJ and seek effective strategies to enhance job satisfaction. The three dimensions of OJ can serve as valuable frameworks for IT company managers to boost employee morale and efficiency, ultimately leading to improved organizational outcomes. In terms of generalizability, this study is limited to data from employees and managers working in IT firms in Hanoi, which constrains the ability to apply the findings to employees in other industries or geographic locations within Vietnam. Future research could explore the relationships between OJ, JS, and OCB across various industries and regions. This study examined the impact of three components of OJ, particularly DJ, PJ, and IJ on JS and OCB. Future research could investigate how individual dimensions of OJ affect specific aspects of JS, such as salary and job assignments, or focus on particular dimensions of OCB, including altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. This research did not consider certain control variables or moderators that might influence the relationship between JS and OCB. Future studies could enhance the research model by incorporating additional moderators or mediators, such as organizational climate, trust, citizenship behaviors, or employee self-efficacy.

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