ORIGINAL CONTRIBUTION
Job Satisfaction Mediate the Relationship Between Job Security, Organizational Justice and Organizational Productivity

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Abstract— Human resource management played an important role between employees and the organization by making the employees satisfied in their job. This research is quantitative in nature and a comprehensive questionnaire is used to collect the data from bank employees especially from middle managers. Total 123 questionnaires are distributed in which 100 are return complete fill. The response rate are 81% and the data is collected from rural district of KPK Swabi. The result of data illustrate that the employees have strong concern with organizational justice and job security which have ultimate impact on organizational productivity because when they are satisfy from their job it lead organization in positive direction. The analysis show if organization provides organizational justice and job security to their employees, it motivates employees and they work hard for the success of organization. The conclusion of this research helps private organizations to understand the most important needs of employees in shape of justice in organization and job security. Only those organizations can compete and survive in today tough market whose employees are satisfied from their job. And the result of this research shows that when employer provides organizational justice and job security to their employees, mostly they become satisfy. It means that organizational productivity is directly link with employees' satisfaction.

Index Terms— Organizational justice, Job security, Job satisfaction and Organizational productivity
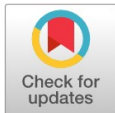
Introduction

It has been seen that if hierarchical choices are unjustifiable or uncalled for the influenced workers experience sentiments of outrage, hatred and shock (Folger and konovsky, 1989), Greenberg, 1990). In most recent 25 years the exploration on authoritative equity has been prospered; the primary center has been to research the immediate impacts of hierarchical equity on representative's presentation. In the ongoing years the consideration has been paid to the issue of hierarchical equity and its effects on authoritative profitability. Hierarchical equity centers on representatives' view of decency which is viewed as one of the basic beliefs of the association (Reithel, and Baltes, 2007; Zada et al., 2023).

Workers have extraordinary effect on authoritative efficiency. In the event that their mentality is positive and they are happy with their activity, at that point association will perform at trick level (Safi, Ali, & Saeed, 2023). Authoritative equity and representatives' fulfillment have key significance to persuade workers to upgrade hierarchical efficiency. The worldwide rivalry is a convincing power behind the associations to improve their efficiency for supporting in serious market. Representatives are the imperative power of each association to

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improve its efficiency (Saeed et al., 2023). Occupation uncertainty, authoritative responsibility and employment execution are adversely associated with one another (Rosenblatt and Ruvio, 1996). The activity weakness diminishes work fulfillment and authoritative duty (Preuss, 2005; Ayaz, Ali, & Saeed, 2023) and Lautseh, (2005).There is huge positive connection between hierarchical equity and different territories of hierarchical responsibility.

A chronicled diagram of the field centers on exploration and hypothesis in the distributive equity convention (e.g., value hypothesis) just as the thriving subject of procedural equity. This structures the establishment for the conversation of five mainstream topics in contemporary authoritative equity research: (an) endeavors to separate procedural equity and distributive equity experimentally, (b) the improvement of new reasonable advances, (c) thought of the relational determinants of procedural equity decisions, (d) new headings in trial of value hypothesis, and (e) uses of equity based clarifications to various hierarchical marvels (Zada et al., 2023).

The knowledge about employees, especially middle manager is important because they are the backbone of organizational structure. The problem with developing countries organizations is that still they are lacking in organizational justices and job securities due to which employees are not satisfy. If management pays attention to these basic needs of employees, it develops job satisfaction in employees which result increase in organizational productivity. This research provides knowledge for management to focus on employees non-monetary needs. The research data is collected from commercial banks which are strong private business sectors in Pakistan and the result will help all other private businesses. It shows that how much prevailing justice is important? And how batter an employee can perform if his/her job secure? At the end all these things are in the favor of organization if they provide job organizational justice and job security.

Literature Review

Equity theory

Equity Theory examines how individuals perceive fairness within social relationships, such as those with an employer. Individuals assess the amount of input (resources contributed) they provide in a relationship in comparison to the output (rewards received) to establish an input/output ratio. They then compare this ratio with that of others to determine if they have an equitable relationship (Baptiste, 2008). Equity Theory suggests that when an individual perceives an inequality between two parties or individuals, they are likely to feel dissatisfied because the ratio between input and output is unequal (Organ and Ryan, 1995).

Organizational culture

According to Demir (2015), OC is "A grouping of a company's shared ideals and principles for its employees. According to Naranjo-Valencia et al., 2016, OC is "A group of shared presumptions that every member of an organisation accepts and applies while making decisions and adjusting to their environment. Investigating OC will help identify the variables influencing a company's strengths or weaknesses (Mojibi et al., 2015). Cultural pressure forces people to behave by cultural ideals. The organization's culture serves as a point of reference for its personnel and directs business operations (Gurlek & Tuna., 2018). The establishment and management of a positive workplace culture, according to Schein (2018), is where executives at all levels of a firm provide value. Long-term, this will result in better organizational performance. It relates to creating a favorable environment which affects productivity both inside and externally (Cadden et al., 2020).

Job satisfaction and organizational productivity

Job satisfaction has been observed to have a strong association with the overall perception of organizational productivity. Specifically, a higher perception of injustice is linked to lower job satisfaction, while a greater perception of justice leads to increased levels of job satisfaction (Al-Zu'bi, 2010). Furthermore, organizational commitment is closely tied to the perception of procedural justice. In cases where there is a higher perceived level of unfair treatment, organizational commitment tends to decrease, while a greater perception of fairness results in higher commitment to the organization (DeConick, 2010; Cohen-Charash and Spector, 2001). As per Gul, Ali, & Saeed, (2021) Employee's responsibility relies on remunerations and acknowledgment. As indicated by Burki, Khan & Saeed, (2020) Reward frameworks are planned and figured out how to improve efficiency and control work costs. As indicated by Mowday et al., (1979) Organizational responsibility is typically characterized as the quality of one's distinguishing proof and association with his/her particular association. One of the significant markers of operational fulfillment is authoritative efficiency. Indeed, efficiency is a standard measure regularly used to survey hierarchical execution (Khan, Kaewsaeng-on & Saeed, 2019). Be that as it may, profitability can be outlined from multiple points of view. It has been characterized as far as yield, deals, gainfulness, work quality, and cycles finished on time (Culnan & Bair, .1983; Pritchard, 1990). Another major authoritative profitability pointer is non-attendance (Park, Wilson & Lee, 2004). How profitability is estimated fluctuates dependent on what is critical to the association (Al Hassan, Fatima & Saeed, 2019). Along these lines, in this paper, profitability is commonly characterized as expanded an incentive after some time. This definition empowers the consideration of all the previously mentioned pointers, which grasp both viability and proficiency.

Benefits of productivity growth

TWork productivity improvement in Australia since 1978, assessed by GDP consistently worked (recorded). Gainfulness advancement is a pressing wellspring of improvement in desires for ordinary solaces. Effectiveness improvement infers more worth is incorporated creation and this infers more compensation is open to be spread. At a firm or industry level, the upsides of productivity improvement can be circled in different habits: to the workforce through better wages and conditions; to speculators and superannuation resources through extended advantages and benefit appointments; to customers through lower costs; to the earth through more extreme environmental protection; and to governments through augmentations in control portions (which can be used to fund social and normal tasks).

Productivity advancement is basic to the firm since it infers that it can meet its (perhaps creating) responsibilities to workers, speculators, and governments (costs and rule), and still remain genuine or even improve its reality in the business place. Counting more information sources won't increase the compensation earned per unit of data (aside from if there are extending returns to scale). As a matter of fact, it is most likely going to mean lower typical wages and lower paces of advantage. In any case, when there is effectiveness advancement, even the current obligation of benefits makes more yield and compensation. Pay made per unit of information increases. Additional advantages are also pulled in into creation and can be helpfully used.

Individual and team productivity

Innovation has empowered huge individual efficiency gains—PCs, spreadsheets, email, and different advances have made it feasible for an information laborer to apparently deliver more in a day than was already conceivable in a year. Natural factors, for example, rest and recreation assume a huge function in work profitability and got wage (Ali, Ahmad & Saeed, 2018). Drivers of profitability development for imaginative and information laborers incorporate improved or escalated trade with companions or colleagues, as more beneficial friends stimulatingly affect one's own efficiency (Zia, Saeed & Khan, 2018). Profitability is affected by viable management and employment fulfillment. A viable or learned manager (for instance a director who utilizes the Administration by destinations technique) has a simpler time spurring their representatives to create more in amount and quality. A representative who has a compelling administrator, spurring them to be more gainful is probably going to encounter another degree of employment fulfillment along these lines turning into a driver of efficiency itself. There is likewise significant proof to help improved efficiency through operant molding support, fruitful gamification commitment, research-put together suggestions with respect to standards and execution rules for utilizing money related rewards successfully, and acknowledgment, situated in social psychological hypothesis, which expands upon self-viability.

Mediating role of job satisfaction

Job satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1300). The Two-Factor Theory, also known as the Hygiene-Motivation Theory (Herzberg & Howe, 1959), suggests that intrinsic job satisfaction is inherent and internal to employees and remains relatively stable, such as the nature of the work itself (Jurgensen, 1978). Intrinsic job satisfaction encompasses an individual's attitudes toward job-related factors like achievement, responsibility, advancement, and growth (Herzberg & Howe, 1959). It is derived from the nature of the work itself and active engagement in tasks. The Job Characteristics Model emphasizes that the perceived significance of one's work holds the potential for employees to find their jobs intrinsically motivating (Hackman & Oldham, 1976). This conclusion has been further substantiated by subsequent research (Tahir, Rahman & Saeed, 2019).

Trott, (1996) expressed that the individuals who are available to important and deliberate connections, which are key parts of network, are bound to develop, learn, and accomplish at work and less inclined to encounter work burnout. As per propositions of self-assurance hypothesis, representatives become inherently fulfilled when they experience self-sufficiency, capability, and relatedness in their work exercises (Nadeem, Saeed & Gul, 2020). Farid et al. (2021) showed that if workers see the assignment as fun, fascinating or significant, they are probably going to take part in it with a feeling of volition and mental opportunity coming about into improved inherent employment fulfillment. The examination of self-assurance hypothesis proposes that giving a significant basis even to uninteresting errands may underwrite them and further fuse them in their worth frameworks which encourage the disguise of practices (Nadeem, Saeed & Gul, 2020) bringing about improved inherent assignment inspiration (Ullah et al., 2021). Significant work normal for WPS shows itself in important work, euphoria and empowered activity. Saeed et al. (2022) recommended that important work alludes to the feeling of what is deliberate, huge, and happy in work. Also, Fisher, (2000) found a positive relationship between an important work measurement and a representative's characteristic employment fulfillment. Consequently, the significant work measurement may instigate natural occupation fulfillment. Likewise, Walton et al. (2012) showed that individuals get interests from others, particularly others to whom they feel socially associated, proposing that inspiration is profoundly delicate to social connections. At the point when representatives experience sentiments of connectedness with their associates, their need of belongingness is fulfilled which may bring about inherent assignment

inspiration (Hubbell & Chory-Assad, 2005). As per Johns, (2001), the feeling of network measurement of WPS includes having a profound association with, or relationship with, others. Krishnan and Singh, (2010) likewise found a positive connection be tween's this measurement and a representative's natural occupation fulfillment. Hence, the feeling of community.

Many years of examination on work fulfillment have brought about a sound comprehension of how free factors influence representatives' degree of occupation fulfillment and how work fulfillment, thusly, impacts an assortment of significant work environment practices. Occupation fulfillment is in this way situated either as a determinant of work environment conduct or as an alluring result in its own right. The examination of social trade hypothesis recommended that activity fulfillment capacities as a middle person of the connection between different precursor factors and volitional working environment practices (Li & Cropanzano, 2009).The present investigation places that activity fulfillment assumes an interceding part in the connections between the components of WPS and UPB. Apparently, these components have rarely been unequivocally explained in the hierarchical writing.
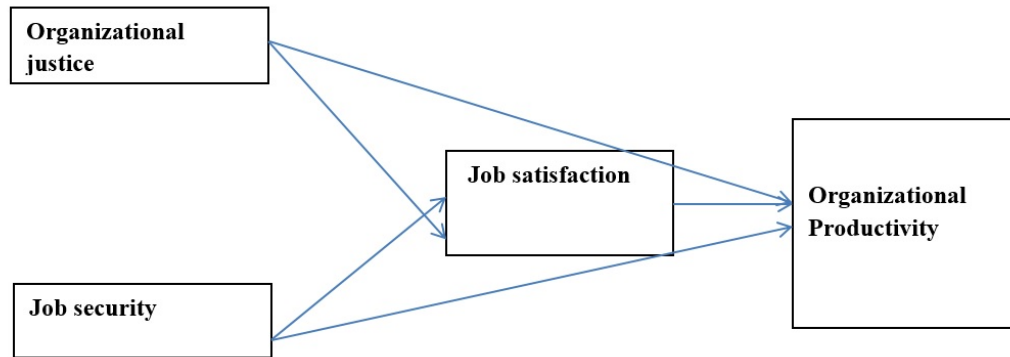
Theoretical framework

Fig. 1. Theoretical framework

Hypothesis development:

Developing country like Pakistan is lucrative market for investors in commercial banking. That is why from last two decade banking sectors grow very rapidly and produce tough competition. Management tries new practices to take advantage and increase their productivity. Like in every business employees have effective role similarly in banking employees are core and if they are satisfy from job they impact positively. Employees job satisfaction is develop from different things but justice in organization and job security of employees are two main drivers.

Based on literature the following hypotheses are develop:

H1: Job satisfaction mediate the relationship between organizational justice and organizational productivity

H2: Job satisfaction mediate the relationship between job security and organizational productivity

Research Methodology

Target population

The target population of the study is employees of banking sector (UBL, HBL, Allied Bank) of District Swabi. Mostly Managers and banks staff were targeted for the purpose of this study.

Sample size

Sample represents the subset of the whole population. The researcher followed convenient sampling procedures to achieve maximum output. The Researcher distributes total 123 questionnaires in which 100 questionnaires were returned, the response rate was 81%.

Data collection method

Data for this research is collected through distributing questionnaires in banks employees. Personally visit to banks and explain the questionnaire to employees and ask for fill it. Enough time is given to fill questionnaires and then again visit to collect the questionnaires. A minimum interference of the researcher were involved.

Data analysis

To find causal relationship among variables the researcher applies regression analysis. Reliability analyses were find and descriptive statistics were find.

Measurement instrument

Organizational Justice

The organizational justice is dignified by the 15-item scale which was developed by the Colquitt, J. A. (2001). The example of these items are: "I am fairly paid or rewarded considering my job responsibilities". For this study the scale's alpha reliability was 0.95.

Job security

Job insecurity was measured using the Job Insecurity Scale (JIS), a scale of four items originally developed by De Witte, H. (2005): "Chances are, I will soon lose my job", "I am sure I can keep my job", "I feel insecure about the future of my job", and "I think I might lose my job in the near future" (for an overview of the translations of the JIS".

Job satisfaction

Locke, (1976) described the job satisfaction as a "pleasurable psychological state resulting from the appraisal of one's job or job experience". Likewise, Mottaz, (1988) regarded as "an efficient response as a result of an analysis of the effort situation". Work satisfaction was measured by a scale produced by Veste et al (2000).

Organizational productivity

An organizational productivity was measured with 8-item scale through 5-item likert scale (Tella, Ayeni & Omoba, 2007).

Type of study

This study focuses on testing hypothesis and finding relationship between organizational justice, job security, employee job satisfaction and organizational productivity. This study will help in exploration of new perspectives in the field of organizational justice, job security, employee's job satisfaction and on organizational productivity.

Results and Discussion

Descriptive analysis

Table I
Correlations, standard deviation and reliability

	Mean	SD	1	2	3	4
1.OJ	4.01	0.687	-0.9			
2.JSC	4.04	0.879	.301**	-0.801		
3.JS	4.03	1.103	.390**	.301**	-0.79	
4.OP	3.01	1.105	.499**	.305**	.502**	-0.887

OJ= Organizational justice, JSC= Job security, JS= Job satisfaction,
OP= Organizational productivity

The above table shows the relationships investigation, standard deviation and dependability examination of the factors. The outcomes uncovered that authoritative equity have positive and noteworthy relationship with professional stability (r= .301, p<0.001), work fulfillment (r= .390, p<0.001), hierarchical profitability (r= .499, P<0.001). Professional stability have positive and critical relationship with work fulfillment (r= .301,p <0.001), hierarchical efficiency (r= .305, p<0.001) and employment fulfillment have additionally certain and noteworthy connection with authoritative profitability (r=.502,p<0.001). Besides, the outcomes likewise shows that hierarchical equity have great estimation of the dependability for example α= .90 which is more noteworthy than 0.70. Table likewise shows that all factor remembered for this examination have great alpha dependability esteem.

Regression analysis

Regression analysis between organizational justice, job security and organizational productivity

Table II
Model summary

Mode	R	R Square	AdjustedR Square	Std. Error of the Estimate
1	0.467	0.72	0.038	1.10165

The above table shows the values for R, R square, adjusted R square. The value of R squares basically how much independent variable impact on dependent variables. In this table R square is .0720 which means organizational justice gives explanation for organizational productivity and the rest 28% are excluded factors.

Mediation analysis

Table III
Mediation analysis: inclusion of job satisfaction

Model	Un-standardized Coefficients		Standardize Coefficients		
	B	Std.Error	Beta	t-ratio	Sig.
(Constant)	1.417	0.234	0.413	6.055	0
		0 .056			
Organizational Justice	0. 876		0.669	15.642	0
(Constant)	1.326	0.242	0.408	5.788	0
Organizational Justice	0.227	0.11	0.296	2.063	0
Job Satisfaction	0.278	0.107	0.219	2.598	0.01

Dependent Variable:Organizational productivity: F= 141.132, p= 0.001, R^2= 0.30

The above table shows the relationships examination, standard deviation and unwavering quality investigation of the factors. The outcomes uncovered that authoritative equity have positive and critical connection with professional stability (r= .301, p<0.001), work fulfillment (r= .390,p <0.001), hierarchical profitability (r = .499,p <0.001). Professional stability have positive and noteworthy relationship with work fulfillment (r = .301,p <0.001), authoritative profitability (r = .305,p <0.001) and employment fulfillment have additionally certain and critical connection with hierarchical efficiency (r = .502,p<0.001). In addition, the outcomes likewise shows that hierarchical equity have great estimation of the dependability for example α= .90 which is more prominent than 0.70. Table additionally shows that all factor remembered for this investigation have great alpha dependability esteem.

Table IV
Mediation analysis: Inclusion of job satisfaction

Model	Un-standardized Coefficients		Standardize Coefficients		
	B	Std.Error	Beta	t-ratio	Sig.
(Constant)	1.411	0.301	0.6	4.5	0.001
Job Security	0.812	0 .063	0.7	11.901	0.001
(Constant)	1.299	0.321	0.399	7.1	0
Job satisfaction	0.112		0.299	3.901	0.01
Job Security	0.301		0.301	3.601	0.01

Dependent Variable:Organizational Productivity:F= 112.152, p= 0.01, R^2= 0.33

The above table shows the relationships investigation, standard deviation and dependability examination of the factors.The outcomes uncovered that authoritative equity have positive and critical relationship with employer stability ($r= .301$, $p<0.001$), work fulfillment ($r= .390$, $p<0.001$), hierarchical profitability ($r= .499$, $p<0.001$). Employer stability have positive and critical connection with work fulfillment ($r= .301$, $p<0.001$), hierarchical efficiency ($r= .305$, $p<0.001$) and occupation fulfillment have additionally sure and noteworthy relationship with authoritative profitability ($r= .502$, $p<0.001$). Besides, the outcomes additionally shows that authoritative equity have great estimation of the dependability for example $α= .90$ which is more noteworthy than 0.70. Table likewise shows that all factor remembered for this examination have great alpha unwavering quality worth.

Discussion and Conclusion

The data collected for the purpose of research shows that if organizations focus on organizational justice, Job security and employee job satisfaction it put positive impact to enhance organizational productivity. The data were collected from Managers of the organizations, who were having clear knowledge about the research related topic. The response of employee was 81%. The SPSS and Excel sheets were used to evaluate data all hypothecs are strongly correlated with each other's. The result shows that organizations should implement justice, security and motivational strategies effectively to improve organizational productivity. The evaluation also shows that employees are strongly concern about organizational justice. They think that when justice is prevailing in organization and decisions are made on merit it produce satisfaction. Employees work hard to achieve organizational objective because they are satisfied. Similarly employees also mention job security as their trigger for dedicated work. According to them when they are in comfort and secure from management to dismiss, they work effectively and efficiently. Most employees have view that when they are satisfy from their job, then they think creatively for innovative ideas. The results state us that if organization wants to achieve effective organizational productivity they need to focus on employees basic needs. The results of this study are aligned with previous study of (Khan et al., 2023; Khan et al., 2022; Khan et al., 2022).

FINDINGS AND RECOMMENDATION

High agent obligation is the dream things being what they are. For a relationship to be productive, its chiefs should focus in on extending the agents' movement satisfaction in components, for instance, the work itself, advantage programs, rewards, work conditions, and progressions. These can affect the way wherein an individual would feel and see about their positions. Without a doubt, bosses may moreover apply work upset so every delegate will get an opportunity to perform different tasks using various aptitudes and capacities. By using this procedure, it may have the choice to moreover extend the interests the laborers would have in their action. Also, chiefs may similarly decide to use a compensating structure to see those laborers who play out their movement well. Actually, one would feel significantly satisfied when the individual gets a prize for their troublesome work and momentous display. Prizes can be of different structures, for instance, a more significant compensation, improvement of the work environment (a safer and better workplaces for the workers), and undertaking of fitting and inciting attempts to individuals as concurring their abilities and characters. Likewise, chiefs should prod agents to be more valuable, obliging, welcoming and charming to their partners and bosses, since this would grow the laborers' movement satisfaction and may drive the tendency to help different associates. Certainly, giving satisfactory opportunity to progression to laborers would basically extend work satisfaction since headways reflect regarded signs about a person's confidence. The affiliation must grow the cooperation among agent to construct the relationship among the specialist in every office. Chief can lead the external activities or gathering building practices and ought to be share by all laborers in the ' affiliations. Line up with that, the association among business and delegates in like manner can be improved. The finding reveal the essential of making the give and take condition whereby to keep up a fair relationship, the two players must prepared to enhance, recognize and react with each other. Essentially, if the business need the laborers to be centered around the affiliation, the business should gave the total thought and stress the idea of occupation satisfaction among their agents.

IMPLICATIONS

This exploration report shows that hierarchical equity, Worker employer stability and Representative inspiration assume key function to upgrade authoritative efficiency. The world has been globalized and associations are confronting item heightening rivalry just those associations can perform best who are rehearsing Human Asset The board rehearses. The contemplated factors in research are additionally essential for Human Asset The executives rehearses , the outcomes shows that authoritative equity, Worker Inspiration and Representative employment fulfillment is important to improve hierarchical efficiency. This examination was directed at little scope, the example space was chosen yet in future it very well may be led for huge scope and further factors can be remembered for hypothetical structure. Private part has exceptionally helpful and testing workplace. Elevated level of worker's inclusion is viewed as a basic element for the

achievement of any business. Private segment has given a situation to workers which support their contribution is all phase of association business measure. Further, authority is a lot of dynamic in building up a solid and steady workplace highlighted with execution based prize framework and high potential for hierarchical and individual vocation's development. This exploration report shows that hierarchical equity, Worker employer stability and Representative inspiration assume key part to improve authoritative profitability. The world has been globalized and associations are confronting item raising rivalry just those associations can perform best who are rehearsing Human Asset The board rehearses. The examined factors in research are likewise essential for Human Asset The board rehearses , the outcomes shows that hierarchical equity, Representative Inspiration and Worker work fulfillment is important to upgrade authoritative efficiency. This exploration was led at little scope, the example space was chosen yet in future it very well may be led for enormous scope and further factors can be remembered for hypothetical system. Private area has profoundly favorable and testing workplace. Elevated level of representative's association is viewed as a fundamental element for the accomplishment of any business. Private segment has given a domain to workers which energize their inclusion is all phase of association business measure. Further, authority is a lot of dynamic in setting up a solid and strong workplace highlighted with execution based prize framework and high potential for hierarchical and individual vocation's development.

Conclusion

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