

How Perceived Organizational Obstruction Influences Job Satisfaction: The Roles of Interactional Justice and Organizational Identification

Haseeb Hassan

Department of Business Administration
Faculty of Social Sciences & Humanities, Allama
Iqbal Open University, Islamabad

Abstract

The concept of perceived organizational obstruction is addressed in this study, and the findings of the perception of obstruction were determined based on the social exchange theory viewpoint. I tested a moderated mediation model in this context, which looks at organizational identification as the mediator and interactional justice as the moderator in the relationship between perceived organizational obstruction and job satisfaction. The survey technique was used to collect data from 400 employees of a hotel in Pakistan. According to the study's findings, organizational identification has a mediating effect on the relationship between perceived organizational obstruction and job satisfaction.

Key words Perceived organizational obstruction, organizational identification, interactional justice, job satisfaction

Introduction

Over the last two decades, scholars have given significant theoretical and empirical attention to investigating how employee assumptions about the strength of their connection with their employer lead to a better understanding of job outcomes. Using social exchange theory and the positive reciprocity norm, researchers proposed that employees who believe their organization cares about them make organizational participation a significant part of their social identity (Eisenberger et al., 1986).

According to the theory of social exchange, the relationship between the organization and the employee is mutual; thus, a situation encountered and deemed useful in an organization will result in positive or useful responses, while the opposite case will result in a negative attitude or behavior. Based on the assumption that human behavior is rational, the theory proposes that individuals will respond to people or organizations that harm them by harming them back (Gibney et al., 2009).

The organizational obstruction is an employee's belief that his or her organization prevents him or her from achieving his or her goals, thereby harming his or her health. Employees, who perceive the organization as a source of harm and obstruction, as stated above, feel obligated to harm the organization in retaliation and expose this through their attitudes and behaviours. For example, an employee's perception of obstruction

may lead to retaliatory behaviours such as negligence (Lee et al., 2016), as well as reactions such as confirming the intention to quit (Kocak, 2019) and decreasing organizational citizenship behaviour (Mackey et al., 2018).

Organizational obstruction can be confused with psychological contract breach because it expresses the employee's negative attitude toward his or her organization. The failure of the organization or its representatives to fulfill their obligations in exchange for the employee's contributions is referred to as a psychological contract breach (Rousseau et al., 1989). Although this situation is determined by the employee's perception because there is no written obligation, it is not synonymous with organizational obstruction (Gibney et al., 2009).

An employee's appraisal of their work and working conditions, as well as their sense of compliance, ultimately determine their level of job satisfaction. This illness, which is purportedly Hoppock's (1935), can arise from any confluence of environmental, physiological, and psychological factors (Dar et al., 2017). However, some academics define and address the notion as a "general feeling," while others refer to it as a "general attitude" (Spector et al., 1997).

The ability to embrace one's organization and form a psychological bond with it is known as organizational identification. The relationship that is formed between the employee and the company encourages internalization of the company's goals, increased positivity toward the company, and diligent work toward achieving these goals (Kerse et al., 2019). Additionally, the worker views his or her job favorably because they believe they are identified with their organization and that their involvement in it is an intrinsic part of who they are. Stated differently, a worker with a strong organizational identity expresses satisfaction with their work and believes that neutral or unfavorable working conditions don't affect them as much (Van et al., 2004). When workers believe that the organization is fair and that there is a just mechanism for compensating each contribution they make (Moorman et al., 1991), they are acting justly and perceive fair procedures and behaviors in the workplace. This is known as organizational justice. According to this concept, "distribution, procedure, and interaction" may be related to justice (Colquitt et al., 2001). The justice about the procedure indicates the perception of justice regarding how the outcomes are determined, that is, concerning the process; the justice about the distribution represents the perception of justice regarding the outcomes/conclusions. Interaction plays a role in the final manifestation of the perception of justice within the organization. The kind of justice that emphasizes the human element of organizational procedures is called interactional justice, which is a continuation of procedural justice (Cohen et al., 2001). "Organizational identification" has grown in importance as a research topic for academics and as a critical issue for managers (Cheney et al., 1991). Interest in organizational identification has been accompanied by a strong emphasis on collective and, in particular, organizational "selves" and their implications for theory and practice. Organizational identification is now recognized as critical in efforts to comprehend strategic change, decision making, internal conflicts, communication, issue interpretation and response, and theorization of legitimacy-related issues.

Sociologists have proposed that in an increasingly fragmented, discontinuous, and crisis ridden world, identity issues at all levels are both highlighted and problematic (Giddens et al., 1991). "Others have pointed to the concept of identity's utility in bridging levels of analysis, linking micro-level and macro-level structures and processes, and thus bringing otherwise disparate strands of organization-based research together." Finally, there is an emerging consensus that "because identity is problematic and yet so critical, the consequences of identification need to be more understood" (Albert et al., 2000). Concerns about organizational justice can be found in a variety of aspects of employees' working lives. Workers, for example, are concerned about the fairness of resource allocations such as pay, rewards, and promotions, as well as the outcome of dispute resolutions. People are also concerned with the fairness of the decision-making processes that result in those outcomes, attempting to understand how and why they occurred. Individuals are also concerned about the quality of interpersonal treatment they receive from others, particularly key organizational authorities. Interactional justice (Bies et al., 1986) describes this. Furthermore, distributive justice, procedural justice, and interactional justice are all types of organizational justice, a term coined by Greenberg to describe people's perceptions of fairness in organizations.

These dimensions of organizational justice are important to employees for a variety of reasons. For example, fair treatment strengthens the legitimacy of organizational authorities, discouraging various forms of disruptive behavior and promoting acceptance of organizational change (Greenberg et al., 2000). Fairness perceptions also reinforce authorities' perceived trustworthiness, reducing fears of exploitation while providing an incentive to cooperate with co-workers. Fairness, on a more personal level, satisfies several individual needs, including the need for control as well as the needs for esteem and belonging. Of course, acting in ways that are perceived as fair also satisfies people's desire to fulfill moral and ethical obligations (Folger et al., 1998).

Employees in an organization may face extreme work environments, stringent safety standards, and a dynamic operational landscape. To include the organization as the source of harm and negative treatment, I believe it is critical to broaden the social exchange perspective of the employer-employee relationship and employee misbehavior. As a result, we investigate whether employees believe their organizations obstruct or make it more difficult for them to achieve their personal and professional goals, and whether employees distinguish between perceptions of obstruction and perceptions of support.

Despite the importance of organizational cooperation, positive affect, psychological detachment, relaxation, and mastery control in fostering employee well-being and performance, empirical research on how these variables interact within their organization is limited. Addressing this research gap will not only add to the academic literature, but will also provide practical insights that will enable employees to create a healthier, more productive work environment that benefits them and improves organizational performance.

There is a significant gap in our understanding of the relationship between employee and organization in the context of Perceived organizational obstruction. Social exchange theory dominates research on the employee-organization relationship. This

viewpoint regards the employee and the organization as trading partners. Some variables are critical in shaping an organization's employee experiences and outcomes. Organizational cooperation, positive affect, psychological detachment, relaxation, and mastery control are the variables. Their interactions and effects within an organization's distinct environment are largely unknown. It is critical to conduct in-depth research into the relationships among perceived organizational obstruction; job satisfaction, interactional justice, and organizational identification, taking into account the unique challenges and dynamics.

Literature Review

Gibney et al., (2009) introduced the idea of perceived organizational obstruction to fill a speculative gap in the social exchange literature. They used four different samples of employees from different organizations. According to the findings of their study, the perceived organizational obstruction scale was internally consistent and one-dimensional, demonstrated discriminant validity with respect to existing employer-employee relationship constructs, and explains additional variance in the exit, voice, loyalty, and satisfaction scales.

Gibney et al., (2011) argued in their research that employees' cognitive association and disassociation with their employers will be influenced by their perceptions of organizational support and obstruction. The findings of two studies supported the hypothesis that perceived organizational support is related to an overlap in individual and organizational identities. Furthermore, organizational obstruction perceptions predicted cognitive separation in individual and organizational identities. The research and practice implications were discussed in detail.

Mackey et al., (2018) investigated perceived organizational obstruction as a mediator in the association between abusive supervision and organizational citizenship behaviours directed at organizations by subordinates. They specifically investigated the implications of investigating relationships between inconsistent sources of social exchange perceptions and targets of social exchange behaviours, a phenomenon known as social exchange source-target misalignment. Three studies' findings showed that abusive supervision is associated with negative organizational citizenship behaviours directed toward organizations via perceived organizational obstruction.

Kocak et al., (2022) discussed the theory of perceived organizational obstruction in their study, and the results of the perception of obstruction were determined using the social exchange theory perception. The survey technique was used to collect data from employees. Interactional justice was found to have a moderator effect on the relationship between perceived organizational obstruction and organizational identification.

Zhu et al., (2023) discussed the social exchange theory and the reciprocity norm in order to investigate the role of employee engagement in mediating the effects of supportive supervisor behaviour on the helping behaviours of employees. Furthermore, their research looked at the boundary role of perceived organizational obstruction based on perceived organizational support, as proposed by organizational support theory. The

findings revealed that supportive supervisor behaviour was related to employees' helping behaviours in a positive way.

Fayyaz et al., (2022) investigated when and why an employee acts expeditiously? They investigated illegitimate tasks, which are classified as occupational stressors, as a predictor of employee expediency. The moderating role of perceived organizational obstruction was investigated. The transactional theory of stress and coping was used to develop the conceptual framework. The findings revealed that illegitimate tasks had a positive and significant effect on employee expediency. Furthermore, statistical findings supported the moderating effect of perceived organizational obstruction.

Akhtar et al., (2020) investigated the indirect effect of facades of conventionality in the relationship between supervisor ostracism and unethical work behaviour based on the moderated-mediation model. Through facades of conformity, they investigated the moderating role of perceived organizational obstruction in the aforementioned relationship. Their findings indicated that ostracism of supervisors encourages unethical behavior in the workplace. The findings confirmed that perceived organizational impediment moderated the mediated relationship. The study contributed to the literature on supervisor ostracism, conformity facades, unethical work behavior, and perceived organizational obstruction.

He et al., (2013) presented a literature review on organizational identity and organizational identification. They outline four major approaches to organizational identity: functionalist, social constructionist, psychodynamic, and postmodern. The literature on organizational identification, on the other hand, was predominantly functionalist and exhibited greater consensus due to the hegemonic power of social identity theory. They examine recent research on organizational identification in terms of performance outcomes and antecedents, with a particular emphasis on leadership and the social exchange perspective, as well as change and virtual contexts.

Humhprey (2012) investigated the role of organizational identification as a bridge between transformational leadership and organizational citizenship behaviors. Employees of a company were given the Multifactor Leadership Questionnaire by Bas and Avolio, the Organizational Citizenship Behavior Scale by Podsakoff and colleagues, and the Organizational Identification Scale by Mael and Ashforth. While transformational leadership predicted organizational citizenship behaviors, organizational identification did not mediate the relationship. Organizational identification, in fact, was found to be negatively related to both transformational leadership and organizational citizenship behaviors.

Smith et al., (2012) focused on the initial phase of newcomer interaction and examined the effect of team and team leader views of social validation, as well as perceived equity of treatment, on newcomers' identification with their work team and the organization, particularly measuring the group self-investment components of identification. They concluded that during this critical stage of socialization, organizations should provide newcomers with validation that promotes identification with their organization.

Knippenberg et al., (2006) argued in their paper that organizational identification predicts employee interests and concerns during times of organizational change. They asserted that organizational identification may have a large impact on whether

employees focus on change-related outcomes or change processes. Data from a scenario experiment as well as a survey were presented, demonstrating that high and low identifiers are indeed differentially interested in process and outcome information. According to the findings, people who identify less with the organization are more likely to be focused on the change outcomes rather than the change process, whereas people who identify strongly with the organization are more likely to be focused on the change processes rather than the change outcomes.

Band et al., (2020) discovered that perceived organizational maintenance has a moderating effect on the relationship between organizational stress and job satisfaction. It was discovered that job pressure is not associated with work fulfillment. The results also demonstrated that seen organizational stress directs the connection between work fulfillment and organizational role stressors. At the end of the investigation, they concluded that, while there were signs of anxiety among the representatives and that such pressure was influencing their job satisfaction, it could be controlled and reduced successfully.

Singh et al., (2013) outlined the general form of various variables that contribute to employee satisfaction as well as various methods for increasing employee satisfaction. They came to the conclusion that happy workers are more productive workers, and productive workers are more likely to be happy. They also recognize that employee job satisfaction is critical in meeting the dynamic and ever-increasing obstacles to maintaining organizational productivity by keeping their workforce constantly engaged and motivated. Furthermore, environmental pressures, rising health-care costs, and a diverse workforce present management with a challenge. This could be overcome by creating a work environment that promotes employee job satisfaction while also motivating people to excel at work and achieve work-life balance.

Adams et al., (2000) investigated job satisfaction using the Ward Organizational Features Scales, as well as relationships between aspects of acute hospital ward organization and nurses' personal characteristics. The study added to the growing body of evidence demonstrating the significance of interpersonal relationships in nursing job satisfaction. The positive contribution of ward nursing staff cohesiveness was highlighted in particular. Other factors included nurses' relationships with medical staff, perceptions of their workload, and their assessment of the appropriateness of the nursing system in use. It was emphasized the significance of measuring nurses' subjective assessments of their work environment. A weak relationship was discovered between grade and job satisfaction. Individual nurse characteristics were discovered to be unrelated to job satisfaction.

Mascarenhas et al., (2022) investigated the effects of work commitment, organizational identification, and perceived organizational support on job satisfaction, as well as how these issues differed by gender. According to the findings, work engagement defines have a greater impact on job satisfaction for female employees, whereas perceived organizational support has a greater impact on job satisfaction for male workers. The study also discovered that gender identification with the organization has no effect on job satisfaction. Their study's findings added to the body of empirical knowledge on

how the impact of factors on job satisfaction, such as participation at work, perceived support from the organization, and organizational identification, varies by gender.

Belias et al., (2014) provide a critical review of the relationship between organizational culture and employee job satisfaction. The review demonstrates that contemporary job-related phenomena such as job satisfaction are linked to employees' perceptions of their working environment, relationships with coworkers, institutional goals and strategies, and success criteria. Furthermore, demographic characteristics, particularly gender, are likely to influence employees' preferences for organizational culture. It can thus be argued that measuring and analyzing an institution's organizational culture in conjunction with its employees' demographic and individual characteristics can lead to valuable conclusions, thereby promoting job satisfaction.

Afridi et al., (2018) investigated the relationship between organizational justice and job satisfaction among teaching and non-teaching personnel at KPK's public and private universities. Employee perceptions of organizational justice are positively associated with job satisfaction, according to the study's hypothesis, which is consistent with previous research. Pearson Correlation and Regression analysis were used to determine the relationship/association between various dimensions of organizational justice and employee job satisfaction, and the T test was used to compare responses from private and public universities.

Ambrose et al., (2003) investigated the relationship between justice perceptions and two types of social exchange relationships, organizational and supervisory. They proposed that, depending on the structural conditions, procedural and interactional justice will play different roles in deciding the quality of organizational and supervisory social exchange. They speculated that in organic organizations, the relationship between interactional justice and supervisory trust would be stronger.

Beugre et al., (2001) carried out a study on a sample of employees from various organizations. Employee perceptions of procedural and interactional justice in their organizations positively predicted perceptions of systemic justice, according to the findings. However, perceptions of distributive justice were not predictive of perceptions of systemic justice. These findings' practical implications were discussed.

Results

Below table shows the mean, standard deviation, and correlations between variables. When the correlation values are examined, it was discovered that there is a negative relationship between the POO and organizational identification ($r = -0.76$, $p < 0.02$), and a beneficial correlation between organizational identification and job satisfaction ($r = 0.38$, $p < 0.01$). Before testing hypotheses, studies should determine whether there is a common method bias problem. Because of the common method used in data collection, the common method bias can result in an unhealthy relationship between variables.

Scales	M	SD	1	2	3	4	5	6	7	8
--------	---	----	---	---	---	---	---	---	---	---

Gender	1.53	1.48	–							
Marital status	1.23	0.48	1.25	–						
Age	3.39	0.46	–0.42	–0.32	–					
Educational level	2.54	0.77	0.07	–0.08	–0.08	–				
POO	2.44	0.88	0.05	0.04	0.05	0.22	(0.85)			
Interactional justice	2.05	0.86	0.06	–0.05	–0.03	–0.04	–0.56	(0.80)		
Organizational identification	2.61	0.84	0.02	–0.20	–0.54	0.04	–0.67	0.57	(0.64)	
Job satisfaction	3.53	1.27	0.04	0.05	–0.06	–0.07	–0.62	0.38	0.38	(0.77)

Harman's single factor test is the most commonly used method by researchers to detect common method bias. All factors are subjected to exploratory factor analysis at the same time in this technique. The basic assumption of this technique is that, in order to mention that there is a common method bias problem, (a) all variables must be collected in one factor as a result of factor analysis, or (b) a single factor is responsible for nearly all of the variances in variables (Malhotra et al., 2006)

As a result of the factor analysis, four factors with eigenvalues greater than one were investigated. The first of these factors was responsible for 40.2% of the total variance, the second for 14.9%, the third for 9.5%, and the fourth for 6.7% of the total variance. Based on these findings, it is possible to conclude that there is no common method bias (Chang et al. 2010). The researchers proposed combining the confirmatory factor analysis with Harman's single factor test to determine whether there is a common method bias problem (Podsakoff et al., 2003). As a result, confirmatory factor analysis was used to evaluate the construct validity of the research variables.

The alternative models strategy was used to determine whether the information gathered supported the default scale structures. Using 2 difference tests, the proposed four factor measurement model was compared to five alternative models. Thus, a four-factor evaluation framework containing all structures was tested and compared to different models, and the discriminant and convergent validity of the scales were investigated (Gurbuz, 2019).

The goodness of fit values for the measurement model and five different alternative models were developed. When the values in the table are examined, it is clear that the measurement model's goodness of fit values were superior to the alternative models. In accordance with these findings, the scales used in the study had discriminant validity. As a result, the four-factor measurement model was employed in order to test the structural connection between the variables.

Two distinct models were developed in this study. The first model was created to determine the effect of perceived organizational obstruction on organizational identification, as well as the effect of organizational identification on job satisfaction and the role of organizational identification as a moderator in the relationship between perceived organizational obstruction and job satisfaction. When the first model's results are examined, it is discovered that there is a negative and significant relationship between organizational identification perceived organizational obstruction.

This outcome indicates that Supposition is supported. Examining the findings that organizational identification has a positive effect on job satisfaction, it is discovered that there are outcomes that support this hypothesis. This hypothesis is supported by the findings, which show that organizational identification has a mediating effect in the relationship between perceived organizational obstruction and job satisfaction. In other words, there is a mediating effect because there is an indirect effect (-0.17) on the relationship between perceived organizational obstruction and job satisfaction via organizational identification.

The significance of the mediating effect must be tested before we can say that assumption is fully supported. To test the significance of the mediating effect, various measurement tools can be used. The Sobel test (Sobel, 1982) is the most commonly used of these measurement tools. The Sobel test revealed that the indirect effect was significant. Similarly, the confidence interval values obtained from Bootstarp supported the Sobel test results. We can conclude that assumption was validated based on these findings.

The second step was to see if the relationship between perceived organizational impediment and organizational identification varied depending on the level of interactional justice. The negative relationship between perceived organizational obstruction and organizational identification is weak when interactional justice is high and strong when interactional justice is low. The interaction between the independent variable and the moderator variable must be noteworthy for the moderator effect to be present (Edwards et al., 2007).

According to the findings, the relationship between perceived organizational obstruction and interactional justice has a significant effect. The slope test was used to examine the interaction between perceived organizational obstruction and organizational identification, which varied in accordance with the level of interactional justice (low, medium, and high). Because interactional justice was centralized, the low value represents a value "1" standard deviation away from the center, the high value represents a value "+1" standard deviation away from the center, and the medium value represents a value close to the center.

When the findings were examined, it was discovered that the negative association between perceived organizational obstruction and organizational identification was significant depending on the interactional justice levels of low, medium, and high. According to the findings, the negative association between perceived organizational obstruction and organizational identification was strong when interactional justice was low and weak when interactional justice was high.

According to the findings, the indirect effect of POO on job satisfaction via organizational identification is stronger when interactional justice is low compared to when interactional justice is high. In other words, the indirect effect in the relationship between the POO and job satisfaction is strong when the interactional justice is low, and weak when the interactional justice is high.

Discussion

Unlike previous studies, this one examined the POO using a complex model. Initially, it was anticipated in the study that organizational identification for employees would play a mediating role in the relationship between their POO and job satisfaction levels. Following that, it was determined whether this indirect effect varied depending on the employees' changing levels of interactional justice perception. The study's findings accepted the hypothesis that the level of the indirect effect varied depending on employees' levels of interactional justice understanding. In other words, the research concluded that the indirect effect of the POO on the relationship between organizational identification and job satisfaction was weak when the interactional justice level was high and strong when the interactional justice level was low. The following section discusses the research's theoretical and practical implications.

Conclusion

This research would allow us to broaden our social exchange viewpoint of the employer-employee relationship and employee behavior. This study is expected to make several contributions to the literature. First and foremost, the study discussed the subject of organizational obstruction, which has been addressed in a relatively small number of studies in the literature (Gibney et al., 2011) and attempted to determine the potential consequences of the concept. In this context, it was investigated whether the organizational impediment affects the level of identification and satisfaction directly or indirectly.

Second, this study examines the perceived organizational obstruction in relation to other variables like interactional justice, organizational identification, and job satisfaction and empirically tests the relationship on a sample. As a result, it was attempted to find out whether perceived organizational obstruction impacts job satisfaction via organizational identification; whether the negative effect of on identification is contingent on the high/low level of interactional justice; and, finally, whether the indirect impact of perceived organizational obstruction on job satisfaction fluctuates depending on the high/low level of interactional justice.

There are several reasons why interactional justice is considered a moderator in the study rather than distributive and procedural justice. While interactional justice is primarily concerned with managers' relationships with employees and how they treat them? (Cohen-Charash et al., 2001), distributive and procedural justice is concerned with practices based on organizational policies and procedures (He et al., 2017). However, perceived injustice in organizations is most often associated with interactional justice rather than distributive and procedural justice (Mikula et al., 1990).

In summary, this study will contribute to the academic literature by filling the existing research gap regarding the relationships between perceived organizational obstruction and job satisfaction, interactional justice and organizational identification, thereby expanding the knowledge base in this area.

References

- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500–507.
- Gibney, R., Zagenczyk, T. J., & Masters, M. F. (2009). The negative aspects of social exchange: An introduction to perceived organizational obstruction. *Group & Organization Management*, 34(6), 665–697.
- Lee, E. R. (2016). The research about mediating effect of perceived organizational obstruction in the relationship with job insecurity and EVLN. *Journal of Digital Convergence*, 14(2), 99–114.
- Kocak, D. (2019), Turkish adaptation of perceived organizational obstruction scale and its effect on intent to stay at work, *Business & Management Studies: An International Journal*, 7(1), 58–77.
- Mackey, J. D., McAllister, C. P., Brees, J. R., Huang, L., & Carson, J. E. (2018). Perceived organizational obstruction: A mediator that addresses source–target misalignment between abusive supervision and OCBs. *Journal of Organizational Behavior*, 39, 1283–1295.
- Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, 2(2), 121–139.
- Dar, W. A., & Najar, I. A. (2017). Job satisfaction of plus two male lecturers of District Budgam with respect to their marital status. *International Journal of Multidisciplinary Education and Research*, 2(5), 60–63.
- Spector, P. E. (1997). Job satisfaction: Application, assessment, causes, and consequences. SAGE Publications, Inc.
- Kerse, G., & Karabey, C. N. (2019). The effect of perceived organizational support on work engagement and perceived political behavior through organizational cynicism and identification. *Eskişehir Osmangazi Üniversitesi İİBF Dergisi*, 14(1), 83–108.
- Van Dick, R., Christ, O., Stellmacher, J., Wagner, U., Ahlswede, O., Grubba, C., Hauptmeier, M., Höhfeld, C., Moltzen, K., & Tissington, P.A. (2004). Should I stay or should I go? Explaining turnover intentions with organizational identification and job satisfaction. *British Academy of Management*, 15, 351–360.
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76(6), 845–855.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86, 386–400.
- Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86(2), 278–321.

- Brown, A. D. (2006). A narrative approach to collective identities. *Journal of Management Studies*, 43, 731-753.
- Cheney, G. (1991). *Rhetoric in an organizational society, managing multiple identities*. Columbia, SC: University of South Carolina Press.
- Giddens, A. (1991). *Modernity and self-identity. Self and society in the late modern age*. Cambridge, England: Polity Press.
- Albert, S., Ashforth, B. E., & Dutton, J. E. (2000). Introduction to special topic forum. Organizational identity and identification: charting new waters and building new bridges. *Academy of Management Review*, 25, 13-17.
- Bies, R. J (1985). *Individual reactions 10 corporate recruiting encounters: The imparlanceoffairness*. Unpublished manuscript cited in Bies and Moag (1986).
- Greenberg, J. (1987b). A taxonomy of organizational justice theories. *Academy of Management Review*, 12,9-22.
- Greenberg, J., & Lind, E. A (2000). The pursuit of organizational justice: From conceptualization to implication to application. In C. L. Cooper&E. A. Locke (Eds.), *I/O psychology: Whatweknowabout theory andpractice* (pp. 72-105). Oxford, England: Blackwell.
- Folger, R. (1998). Fairness as a moral virtue. In M. Schminke (Ed.), *Managerial ethics: Morally managing people and processes* (pp. 13–34). Mahwah, NJ: Lawrence Erlbaum Associates.
- Mikula, G., Petri, B., & Tanzer, N. (1990). What people regard as unjust: Types and structures of everyday experiences of injustice. *European Journal of Social Psychology*, 20(2), 133–149.
- He, W., Fehr, R., Yam, K. C., Long, L. R., & Hao, P. (2017). Interactional justice, leader–member exchange, and employee performance: Examining the moderating role of justice differentiation. *Journal of Organizational Behavior*, 38, 537–557.
- Gibney, R. A. Y., Zagenczyk, T. J., Fuller, J. B., Hester, K. I. M., & Caner, T. (2011). Exploring organizational obstruction and the expanded model of organizational identification. *Journal of Applied Social Psychology*, 41(5), 1083-1109.
- Koçak, D., & Kerse, G. (2022). How perceived organizational obstruction influences job satisfaction: the Roles of Interactional Justice and Organizational Identification. *SAGE Open*, 12(1), 21582440221079933.
- Zhu, Y., Obeng, A. F., & Azinga, S. A. (2023). Supportive supervisor behavior and helping behaviors in the hotel sector: assessing the mediating effect of employee engagement and moderating influence of perceived organizational obstruction. *Current Psychology*, 1-17.
- Fayyaz, H., REHMAN, J. U., & WAHEED, A. (2022). Stress: can it drive immorality? Illegitimate tasks as an antecedent of employee expediency and the moderating role of perceived organization obstruction. *Bulletin of Business and Economics (BBE)*, 11(1), 37-45.
- Akhtar, M. W., Syed, F., Javed, M., & Husnain, M. (2020). Grey shade of work environment triad–effect of supervisor ostracism and perceived organizational obstruction on employees' behaviour: a moderated-mediation model. *Leadership & Organization Development Journal*, 41(5), 669-686.

- He, H., & Brown, A. D. (2013). Organizational identity and organizational identification: A review of the literature and suggestions for future research. *Group & Organization Management*, 38(1), 3-35.
- Humphrey, A. (2012). Transformational leadership and organizational citizenship behaviors: The role of organizational identification. *The Psychologist-Manager Journal*, 15(4), 247-268.
- Smith, L. G., Amiot, C. E., Callan, V. J., Terry, D. J., & Smith, J. R. (2012). Getting new staff to stay: The mediating role of organizational identification. *British journal of management*, 23(1), 45-64.
- Van Knippenberg, B., Martin, L., & Tyler, T. (2006). Process-orientation versus outcome-orientation during organizational change: the role of organizational identification. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 27(6), 685-704.
- Gayathri Band, D. Y. S., & Khayyam, M. R. (2020). EFFECT OF ROLE STRESSORS ON JOB SATISFACTION MODERATED BY PERCEIVED ORGANIZATIONAL SUPPORT. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(9), 4929-4938.
- Singh, J. K., & Jain, M. (2013). A study of employees' job satisfaction and its impact on their performance. *Journal of Indian research*, 1(4).
- Adams, A., & Bond, S. (2000). Hospital nurses' job satisfaction, individual and organizational characteristics. *Journal of advanced nursing*, 32(3), 536-543.
- Mascarenhas, C., Galvão, A. R., & Marques, C. S. (2022). How perceived organizational support, identification with organization and work engagement influence job satisfaction: a gender-based perspective. *Administrative Sciences*, 12(2), 66.
- Belias, D., & Koustelios, A. (2014). Organizational culture and job satisfaction: A review. *International review of management and marketing*, 4(2), 132-149.
- Afridi, A. A., & Baloch, Q. B. (2018). The effect of organizational justice on job satisfaction: A comparative study of public and private universities of khyber pakhtunkhwa. *Abasyn Journal of Social Sciences*, 11(1), 237-253.
- Ambrose, M. L., & Schminke, M. (2003). Organization structure as a moderator of the relationship between procedural justice, interactional justice, perceived organizational support, and supervisory trust. *Journal of applied psychology*, 88(2), 295.
- Beugre, C. D., & Baron, R. A. (2001). Perceptions of systemic justice: The effects of distributive, procedural, and interactional justice. *Journal of Applied Social Psychology*, 31(2), 324-339.
- AKAR, H. (2019). A Meta-Analytic Review on the Causes and Consequences of Organizational Cynicism. *International Online Journal of Educational Sciences*, 11(2).
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American sociological review*, 161-178.

- De Jonge, J., & Schaufeli, W. B. (1998). Job characteristics and employee well-being: a test of Warr's Vitamin Model in health care workers using structural equation modelling. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 19(4), 387-407.
- Lavrakas, P. J. (2008). *Encyclopedia of survey research methods*. Sage publications.
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management journal*, 36(3), 527-556.