The Negative Effects of Workplace Discrimination and Perceived Unfairness on Employee Citizenship Behavior

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Abstract

The paper aims to test the relationship between workplace discrimination on employees and employees' citizenship behavior with the mediating role of perceived unfairness. This research has used a close-ended questionnaire in a survey approach. Middle-level employees from different organizations, including the health, cement, and education sectors, filled out these questionnaires. A total of 300 questionnaires were distributed among employees. Out of them, 203 usable responses were received and analyzed using SPSS and SmartPLS software. Using organizational justice theories, this study has found a positive impact of employee discrimination on perceived unfairness—a negative impact of workplace discrimination on employee's organizational citizenship behavior (OCB). Perceived unfairness also mediated the link between workplace discrimination and OCB. This study suggests that workplace discrimination generates feelings of unfairness and injustice. People may be doing their jobs contained in job descriptions but will not be willing to participate in extra-role behaviors like OCB, which is also essential for organizations. This research paper includes implications for organizational leaders and policymakers and suggests that organizations should treat employees fairly and remove workplace discrimination for positive citizenship behavior.

Keywords: Employees' Workplace Discrimination, Organization Citizenship Behavior, Perceived Unfairness.

Introduction

The common feature of an employee's organizational citizenship behavior is that it needs to be more enforceable and technically required as a formal job. They represent more effort organizations need from their workers to succeed, and OCB is free-of-cost behavior toward an organization without compensation or self-interest. It is also known as voluntary behavior that ensures the well-being of the company or firm. When the employees are treated fairly without any unfairness and biased discrimination overcome, the employee's positive behavior can be found. Iqbal et al. (2012) discussed the importance of the employees' OCB that worldwide companies seek high performance. It can be possible when institutions and organizations provide a satisfactory workplace, fair treatment, and compensation based on their performance, which will

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develop the employee's organizational behavior in the company or organization (Adamovic, 2023).

Citizenship behavior as a critical factor of an organization, and many philosophers investigating company performance in the area of the industries have determined that workers' employee citizenship behavior does not make any tangible benefits to the company. More discussed, a positive OCB is thinking of adding a range of worker behaviors; it shows the willingness of workers to get more tasks, voluntarily assign other workers at the workplace, and keep up with trends in a region (Bolino & Turnley, 2003).

Skarlicki and Folger (1997) discuss that negative behavior is more important to relate in OCB research. It has emerged as a counterpart more discussed in situations where procedures are likely to be fair and workers are interested in accepting their assigned responsibilities than where workers face unfairness. Further, Naseer et al. (2020) propose that the diversity climate in an organization, which is collectively determined by individual, group, and organization factors, influences employee outcomes as well as organizational outcomes" (Triana et al., 2015). Workplace discrimination is sometimes due to the individualistic differences among employees and leaders' lack of creating a diverse culture that adopts inclusiveness and support (Turkmenoglu, 2020).

We know it is an industrialization era, and a team-based system characterizes firms. However, Chen and Tjosvold (2008) elaborate that they need more time to satisfy their management's expectations over time due to unfairness and team conflicts. Moreover, Barclay and Saldanha (2016) discussed the perceived unfairness, that it is also critical that information secretion is also considered as organizational unequally shows that the organization mistreats employees. However, many researchers have indicated that perceived injustice is against perceived justice, and some supervisors and organizations act unfairly toward workers.

Workplace discrimination negatively impacts employees' citizenship behavior, and they could satisfy management expectations because of injustice and teammate conflict. Folger also discussed that unfair actions by managers and companies are deemed to directly change the behavior of employees into anger and disloyalty (Folger & Skarlicki, 1999). Furthermore, Greenberg (2003) suggests that injustices and unfairness occur when individuals are less powerful (supervisor or the organization).

In organizational discrimination research, unfairness is considered a socially constructed issue (Popescu, 2023). Discrimination and unfairness with employees can bring the invisible behavior of employees and create negative social causes and mistreatment. When employees who are discriminated against become depressed and their willingness to work reduces, assigned work can be performed based on duty, not on the basis of willingness, and positive behavior can be reduced with time. Workers can switch jobs when they get another opportunity without taking a profound decision making about the organization.

The negative impact of perceived unfairness creates job stress on organizational attitude or behavior; most of the time, individuals think they cannot control future results or outcomes. The transaction model of stress also supports when anyone feels affected or threatened by any stressful situation and the harm might be reduced or not and perceived unfairness as an unfavorable employee's workplace experience caused by different cultural settings (Greenberg, 2003). Moreover, from the perspective of perceived injustice, supported by many researchers, it can bring unexpected behavior, such as organizational negligence (Hogan & Hogan, 2018).

Moorman (1991) defined the employee's OCB as nontraditional organizational behavior with no reward or compensation. Moreover, Messer and White (2006) found a high score of employees' OCB by using fairness and a low score by using unfairness; he used Pillai's Trace criterion, T-test,

and ANOWA displayed significant effect of workplace perceived fairness and employees' organizational citizenship behavior in neutral and positive estate. Further discussed, the perceived unfairness estate might reduce the level of workers performing organizational citizenship behavior, and negative perception of workers also highly influences employees' organizational citizenship behavior.

When the employers' and management's decisions are deemed unequal and unfair among employees, it directly affects employees' negative feelings, such as outrage and anger toward the organization. When organizational decisions and managerial actions are deemed unfair, the affected employees trip feelings of anger, rage, and want for revenge (Greenberg, 2003). Moreover, Turkmenoglu (2020) discussed the notion of workplace discrimination and unfairness, giving a complete understanding of the differences between individuals or groups at the workplace; further, workplace discrimination can be described generically. Sometimes, men and women are treated as one kind of procedure at the workplace, and the other is that men and women are treated differently at the same workplace. Therefore, workplace discrimination also takes place based on gender, age, race, religion, disability, ethnicity, sexual orientation, and weight (Hebl et al., 2020). Today's organizations are based on team management structures (Adamovic, 2021), however, sometimes individuals or groups of workers fail or cannot satisfy employers' expectations due to they treated on discrimination basis such as race, gender, disability, training level, religion and also mistreated at the workplace or indirectly it also causes of conflicts among employees and their teammates (Gottman et al., 1998).

Perceived unfairness is also an important variable for scholars and researchers; it is more relevant to today's organizations and societies and how the negative influence of unfairness can be overcome (Otaye & Wong, 2014). Therefore, the above is the importance of discrimination against employees and perceived unfairness with employees at the workplace, and it is essential to link how employees' organizational citizenship behavior changes. At the same time, they are discriminated against and mistreated, and the discrimination and perceived unfairness change employees' behavior toward their organization and their teammates or co-workers at the workplace over time.

Positive variables are tested with employee citizenship behavior, but negative variables are less focused in the studies. Therefore, we obtain that impacts negatively on employee citizenship behavior at the workplace.

Moreover, Messer and White (2006) suggest that for future research to measure employees' OCB, use genuine management of perceived fairness or unfairness instead of a scrip or imaginary task. Organizations in a competitive age have issues with discrimination and unfairness in the workplace. It changes the citizenship behavior of employees toward the organization's goals and objectives and their attitude toward the responsibilities or assigned tasks (Iqbal et al., 2012). Therefore, how does Discrimination against employees in an organization impact an employee's citizenship behavior, and how does perceived unfairness with employees impact an organization's citizenship behavior at the workplace in developing countries like Pakistan? This study has the following objectives:

1. To investigate the impact of workplace discrimination on the employees' citizenship behavior.
2. To investigate the impact of workplace discrimination on perceived unfairness.
3. To investigate the impact of perceived unfairness on employees' citizenship behavior.
4. To investigate the impact of perceived unfairness on workplace discrimination

This research includes implications for the supervisor/boss and employee's behavior toward organization loyalty and citizenship. It helps organizations treat pretty and without discrimination for positive citizenship behavior.

This study will help with the practical and theoretical implications for policymakers and philosophers in the company or organization.

This study will offer several theoretical and practical implications for researchers and policymakers in the organization.

This study used perceived unfairness instead of fairness, giving a deep understanding of how employees faced unfairness.

This research also addressed how employees' citizenship behavior changes due to workplace discrimination and unfairness.

This study gives the organization a broad sense of knowledge about factors that impact employees' overall behavior and helps them overcome them by mitigating negative factors.

This study relates to the organization's lower- and middle-level employees.

Literature Review
Employees Organizational Citizenship Behavior
Employees' citizenship behavior towards the organization, internally and externally, impacts the employee's commitment to the organization's goals and objectives. However, workplace discrimination against employees based on culture, gender, seniority, and religion is a growing issue across under-developing and developed economies in the world. Further, Colquitt et al. (2001) discussed the positive aspect of fairness as employee citizenship behavior (ECB) has emerged as one of the most focused variables of interest to organizations' citizenship behavior and philosophies. Perceived fairness is when individuals believe that they will be treated fairly in their organization's workplace.

Discrimination with Employees
Vassilopoulou and Brabet (2019) defined *workplace discrimination* as "denying equal treatment of individuals because of their group membership." Moreover, discrimination against employees, also known as workplace discrimination, is a workplace situation in which employees are mistreated due to their religion, age, sex, race, or health/ disability problems. Various studies show a large ratio of employees discriminated against based on age and race. According to Epstein (1995), due to similar groups of employees or workers giving more output or more productivity, organizations would pay these similar or homogenous teams of workers more, and it also gives more profit to employers and fewer minority and color-based workers (Epstein, 1995).

Cheung et al. (2016) suggest that with the help of diversity training sessions and programs, an organization can reduce discrimination and unfairness. They further discussed that researchers and philosophers continue to build information and knowledge about the outcomes or results of workplace discrimination based on regional cultures and ecological environments.

Employee workplace discrimination is the key to knowing the differences among people in the workplace, although employee workplace discrimination can be described in a general manner. Therefore, it does not show that it relates directly to the workplace. It is also the reality that men and women are treated equally in the workplace ground, but privately, they are men and women mistreated. Employee workplace discrimination can be because of their gender, disability, marital status, appearance, age, religion, training status, and favoritism are the reasons in the process of employment (Turkmenoglu, 2020).

It shows how the behavior of employees changes when their leader, such as a supervisor/boss, treats them in different ways at the workplace. Fairness is commonly tested to check employee justice, but this paper tests perceived unfairness with employees at the workplace and its impact on organizational citizenship behavior. Further, Otaye and Wong (2014) discussed that employee conflict creates the problem of unfairness and unfair outcomes. It also encourages bias, wrong decision-making, and dishonesty.

Skarlicki and Folger (1997) found the negative reaction relationship between organizational justice and the perceived (un) fairness, data collected from 240 employees of a manufacturing company; he also investigated three types of justice: interactional, procedural, and distributive justice against the organizational retaliation behavior. Further, in perspective, resistance to change can cause unfairness; these are (perceived unfairness and resistance to change) at the workplace and positively influence each other in the company or organization investigated (Folger & Skarlicki, 1999).

Fernández-Salinero San Martín and Topa (2019) suggest that the negative relationship between organizational citizenship behavior and perceived workplace discrimination modifies how employees discriminate. Moreover, Otaye and Wong (2014) concluded that US employers faced huge costs of unfairness in the workplace, about $64 billion yearly. However, workers perceived unfairness relates to advocacy, which makes it vital for employers and managers to become sensitive and ensure injustice or unfairness will not destroy the workers and employer relationship.

Workplace Discrimination and Employees OCB
Messer and White (2006) found the inverse relationship between employees' organizational citizenship behavior and discrimination at the workplace, and racial discrimination also related negatively to workers' organizational citizenship behavior, physical health, and job attitudes as a result of organizational citizenship behavior and perceived discrimination result ($r=-12$, $\rho=-14$). They used techniques including a meta-analytic technique to produce a sample size weighted overall average effect size and used confidence 95 percent.

Perceived Unfairness and Employees OCB
Messer and White (2006) found a high score of employees' OCB by using fairness and a low score by using unfairness; he used Pillai's Trace criterion, T-test, and ANOWA to uncover a strong effect of employees' perceived fairness at the workplace, and employees OCB in positive and neutral mood condition. "Here, significant differences in OCB were found within the positive mood condition for employees in the fair/unfair conditions. "

Developing Organization Justice Theory with Employee's OCB and Discrimination
Organizational justice theory is about the perception of (un)fairness employees or workers. It is also similar to Adam's equity theory, which shows that equal treatment of employees can bring positivity to their behavior. When employees feel mistreated, they feel negative or demotivated and show the inverse of bad behavior and attitude in the organization (Adams & Freedman, 1976). There are four dimensions, including informational, interactional, procedural, and distributive justice (DeConinck, 2010). Our study belongs to two types of organizational justice. The first is distributive justice, which shows the perception of employees' (un) fairness and their outcomes regarding (un) fairness, and interpersonal justice, which shows the employee's interpersonal treatment and behavior or interaction at the workplace.

Organizational justice is essential in the employee's OCB because it shows the equal and fair treatment of worker at the workplace, which enhance the worker's organizational justice, and organizational justice shows the unfairness of how employees are treated by their boss or supervisor at the workplace in the organization (Iqbal et al., 2012). Moreover, Greenberg (1987) also defined *organizational justice* as allocating resources among employees fairly. Further, (2016) links employees' OCB with organizational justice; the justice can be a financial and non-financial appraisal. It can be fair treatment, promotion on an equal basis, incentives, and fair pay.

Fair or unfair decisions of management in the organization toward the employees can directly impact the attitudes and behaviors of workers or employees in the organization and their performance on assigned tasks. Also discussed is that increasing employee citizenship behavior can decrease conflicts and problems between employees/ workers and employers. When giving attention to perceived unfairness, employees or workers should ignore the workplace results and give adverse reactions or how decision-making occurs and is communicated; it relates to interpersonal concurrent discussions (Cojuharenco & Patient, 2013).

Research using organizational justice theory shows how employee OCB, unfairness, and workplace discrimination can impact Pakistan by using two dimensions of the organizational justice theory: distributive and interpersonal.

Hypothesis
H1- Workplace discrimination has significant negative impact on employees' citizenship behavior.
H2 -Workplace discrimination on employees have significant positive impact on employees perceived unfairness.
H3- Perceived unfairness have significant negative impact on employees' citizenship behavior.

Conceptual Framework

Figure 1: Conceptual Framework
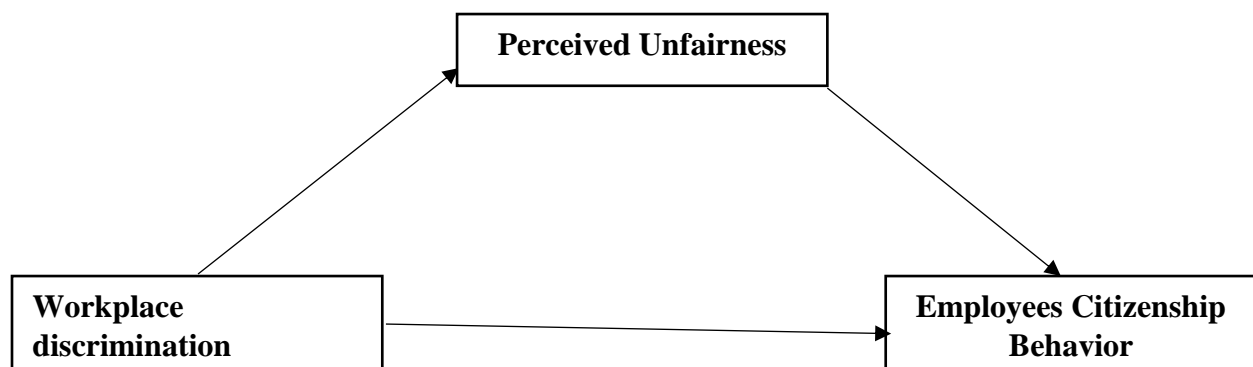
Methodology
Data Collection Procedure
The research has used a closed-ended questionnaire in a survey approach. 300 questionnaires were distributed among employees; out of them, 203 usable responses were received. Middle-level employees from different organizations, including the health sector, cement industry, and

education sector, filled out these questionnaires. A convenience sampling technique was applied to approach respondents. A survey questionnaire set included a letter to the respondent explaining the purpose of the survey, ensuring the privacy of respondents, and describing the voluntary nature of the participation. Before approaching respondents, formal permission from relevant heads of the organizations was sought. An official letter from the university of the research team was shared with the respondents' organizational heads to get their permission.

Measures
In this study, the valid and published items used a scale from 5 points, a Likert scale in the close-ended questioners that included 1 (strongly disagree) and 5 (strongly agree).
This study used 04 item scale for measuring employees' citizenship behavior adapted from Williams and Anderson (1991), including " I take a personal interest in helping other employees," "I help others who have heavy workloads," "I help others who have been absent," and "I pass along information to co-workers."
This study used a scale of Milanović et al. (2018) to measure perceived unfairness to know how the boss or supervisor treats their employees and how individual employees think toward their organization and employer. Items include such as "I have not received everything promised to me in exchange for my contribution," "My employer has broken many of their promises to me even though I have upheld my side of the deal," and "I feel extremely frustrated by how I have treated by my organization."
Items used for discrimination include "workplace incivility and factor loadings" (Tsuno et al., 2017) to know how their boss or supervisor treats them and any discriminated activities to make them down. Item used from valid scales include "Put you down or was condescending to you," "Paid little attention to your assessment or showed little interest in your opinion," and "Made demeaning or derogatory remarks about you."

Results and Discussions
The study aims to identify the relationship between employees' discrimination and employees' citizenship behavior with the mediating role of perceived unfairness through the supporting theory of "justice theory" to check how discrimination changes the behavior of workers at the workplace and how it causes the negative impact of perceived unfairness and discrimination based on age, race, religion, training level, etc.
We have used SPSS to conduct preliminary analysis, including tests of missing values and outliers. Results indicate that there were no missing values or outliers. Secondly, we tested our hypotheses using PLS Structural equation modeling through SmartPLS.

Table 1: Demographic profile of respondents

		Number of employees	Percent
Gender	Male	174	85.7
	Female	29	14.3
	Total	203	100.0
Age	less than 21	5	2.5
	21-30	62	30.5
	31-40	81	39.9
	41-50	49	24.1

	51 or more	6	3.0
	Total	203	100.0
Marital status	Single	79	38.9
	Married	124	61.1
	Total	203	100.0
Education	Intermediate	14	6.9
	14 years education	67	33.0
	16 years education	105	51.7
	18 years education	17	8.4
	Total	203	100.0

Table 1 shows that there were 174 male respondents (85.7 percent) and 29 female employees who participated in this study (14.3 percent). Due to less employment of women, their ratio is low in our study. Table 1 also indicates that a greater number of respondents fall in the age bracket of 21 to 40. The majority of the respondents have 16 years of education.

Partial Least Square Structural Equation Modeling (PLS-SEM)
In this study, we have used this equation to check hypothesis. Anderson and Gerbing (1988) propose a twostep method fir applying SEM. At first, they come up with a measurement model to investigate reliability and validity, and then the structural model is tested, in which our conceptual framework is transformed into a structural model that shows the path among variables.

Measurement Model
The measurement model reports the relationship between variables and their indicator to assess the variables' indicator validity and reliability. The validity and reliability should be thoroughly evaluated in the measurement model.

Factor Loadings
It shows the reliability of each item, which reflects the contribution of a specific factor. The values of loading must exceed 0.5. The range of outer loading is from 0 to 1. Some researchers suggest values between 0.4 and 0.7 are acceptable. At the current time, researchers have the opinion outer loading must exceed 0.7 (Hair et al., 2022). Table 2 indicates that all values of factor loading are greater than 0.7, thus showing adequate item reliability.
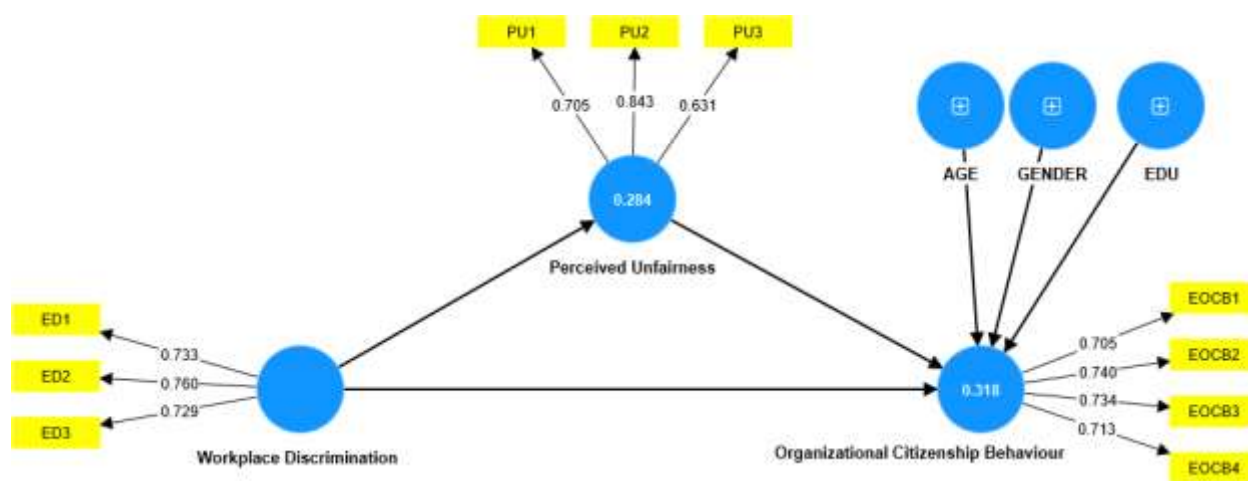
Reliability and Validity

Table 2: Reliability and Validity

Items	Factor Loadings	Cronbach's Alpha	Composite reliability	Average Variance Extracted
EOCB1	0.705	0.697	0.814	0.523
EOCB2	0.740			
EOCB3	0.734			
EOCB4	0.713			
ED1	0.733	0.589	0.785	0.549

ED2	0.760			
ED3	0.729			
PU1	0.705	0.568	0.733	0.535
PU2	0.843			
PU3	0.631			

Figure 2: Structural Model

After checking and reporting outer loadings of variables, employees' citizenship behavior (EOCB), employees' discrimination (ED) and perceived unfairness (PU). There are two ways to check reliability as internal consistency. The first one is composite reliability and Cronbach's alpha of our study variables.

The values of Cronbach's alpha in our study surpass the minimum criteria of 0.50. values of composite reliability are greater than 0.70. Both estimates indicate adequacy of internal consistency.

It's the second way to know the internal consistency among all variables used in study. As suggested by 7 (Hair et al., 2022), it can be more than 0.7. in our latent variables, composite reliability between 0.721 and 0.923 means it is greater than recommended.

AVE known is convergent validity more than 0.5 AVE is recommended which indicates the correlation among all observed variables in the study. Our EVA range from 0.629 to 0.734 means all variables have EVA more than recommended.

Discrimination Validity
It shows the difference among all variables. There are two ways to know discrimination validity: the Fronell-Larcker method and the heterotrait monotrait ratio.

We have used the HTMT approach as researchers have criticized the former. As per this approach, if HTMT values are less than 0.85, it will show the presence of discriminant validity. In some instances, values close to 0.90 are also acceptable (Henseler et al., 2015). All HTMT values in Table 3 are less than 0.85, whereas the value of perceived unfairness and workplace discrimination is 0.90, which is also acceptable.

Table 3: Discrimination Validity

	Age	Edu	Gender	Organizational Citizenship Behavior	Perceived Unfairness	Workplace Discrimination
Age						
Edu	0.324					
Gender	0.101	0.049				
Organizational Citizenship Behavior	0.133	0.148	0.285			
Perceived Unfairness	0.119	0.137	0.202	0.772		
Workplace Discrimination	0.109	0.151	0.175	0.651	0.900	

Structural Model
The second stage of PLS is the structural mole. In the SM, the theoretical model is transformed into a structural model, in pursuance of examining the hypothesis of the study. The theory of Organizational justice has been applied to employees' discrimination, perceived unfairness, and employees' citizenship behavior after checking the measure of the model by confirming the reliability and validity of the model. Different criteria are used to know the relationship among variables in a structural model. The most evaluating parameters are the model's R square value and beta value path coefficient (β value) (Hair et al., 2020). In our study, we have used parameters to analyze the structural model, such as the coefficient of determination for endogenous variables, collinearity analysis, and estimation of path coefficient.

Specification of Structured Model
It consists of latent variables, such as independent variables and dependent variables. Such as employees' citizenship behavior ECB (dependent variable), perceived unfairness PU, and employees' workplace discrimination ED (Independent variables).

Exogeneous Variables (IV)
There are two exogenous variables; the first one is employee-employee workplace discrimination, defined as the notion that employee-workplace discrimination is the keyway to knowing the difference among people at the workplace, although employee-employee workplace discrimination can be described in a general manner. Therefore, it is not showing that it relates directly to the workplace. It is also the reality that men and women are treated equally in the workplace ground, but privately, they are men and women mistreated. Employee workplace discrimination can be because of their gender, disability, marital status, appearance, age, religion, training status, and favoritism are the reasons in the process of employment (Turkmenoglu, 2020). The last exogenous variable is perceived unfairness (PU); Hogan and Hogan (2018) defined it as the perspective of perceived injustice; also supported by many researchers, it can bring unexpected behavior in the organization, such as organizational negligence.

Endogenous Variables (DV)
These variables are dependent, so there is only one variable in our study: employees' citizenship behavior (ECB). Employees' citizenship behavior towards the organization, internally and externally, impacts the employee's commitment to the organization's goals and objectives. However, workplace discrimination against employees based on culture, gender, seniority, and religion basis is a growing issue across the developing and developed economies in the world. Further, Colquitt et al. (2001) discussed the positive aspect of fairness as employee citizenship behavior (ECB) has emerged as one of the most focused variables of interest to organizations' citizenship behavior and philosophies. Perceived fairness is when individuals believe they will be treated fairly at the workplace in their organization.

Step One Multicollinearity
Collinearity Statistics
Before testing the hypothesis, collinearity must be checked. That is why the variance inflation factor was established for all scale items of each variable. When the value of collinearity is less than three, there is no issue. Table 4 shows all variables with values less than 3 in the variance inflation factor (VIF).

Table 4: Collinearity statistics

ITEMS	VIF
AGE	1.000
ED1	1.159
ED2	1.236
ED3	1.188
EDU	1.000
EOCB1	1.323
EOCB2	1.282
EOCB3	1.375
EOCB4	1.266
GENDER	1.000
PU1	1.163
PU2	1.145
PU3	1.269

Step Two Path Coefficient of Structural Model
The second step we have to examine path coefficient. The reason behind estimation of path coefficient is to test the hypothesis of this study. We have analyzed coefficient with bootstrapping approach using 10000 resamples for providing results. Path coefficient, confidence interval CI, t statistics and significant values (Hair et al., 2022)he suggested that the level of significance which are also known as P values should be 5 percent, t statistics value should be > 1.96 and the confidence interval should be no zero between the CI values.
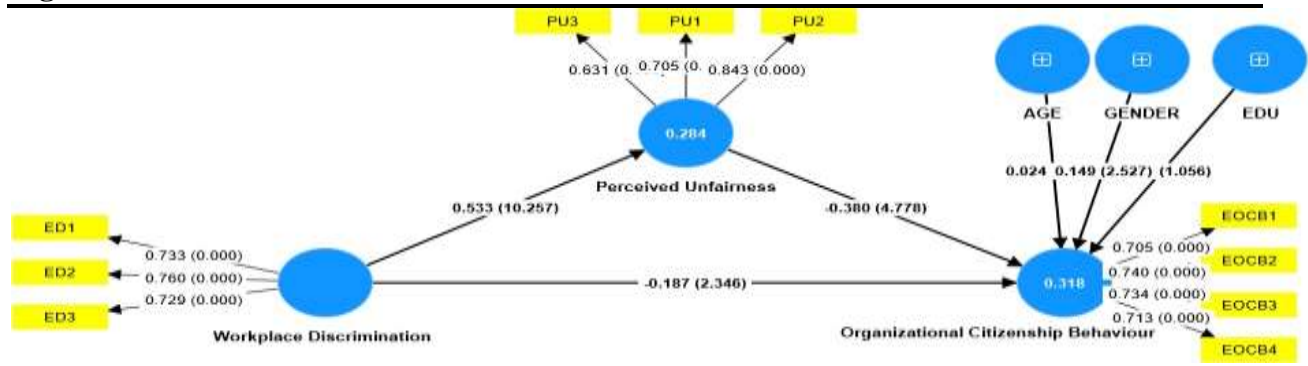
Figure 3: Structural Model

Table 5 indicates that there was not any significant difference regarding education and age of employees, however there was a significant difference regarding employee gender. Regarding our hypotheses, results indicate that all hypotheses are accepted. For example, our first hypothesis proposed that workplace discrimination has a negative impact on employees' citizenship behavior (Beta = -0.187 and t-value = 2.346). Second hypothesis was about positive impact of workplace discrimination on perceived unfairness. Results supported this hypothesis too (Beta = 0.533 and t-value = 10.257). our third hypothesis was bout negative impact of perceived unfairness on employee OCB. Results also support this hypothesis (Beta = -0.380 and t-value = 4.778). fourth hypotheses proposed a mediating relationship of perceived unfairness between workplace discrimination and employee OCB. Results support this hypothesis too (Beta = -0.203 and t-value = 4.242)

Summary of Hypothesis

Table 5: Summary of Hypotheses

	B	SD	T statistics	P values	5.0%	95.0%	R-Square	
AGE -> EOCB	0.024	0.066	0.368	0.356	-0.089	0.128		
EDU -> EOCB	0.065	0.062	1.056	0.145	-0.034	0.166		
GENDER -> EOCB	0.149	0.059	2.527	0.006	0.048	0.243		
PU -> EOCB	-0.380	0.080	4.778	0.000	-0.501	-0.237		0.150
WD-> EOCB	-0.187	0.080	2.346	0.010	-0.318	-0.055	0.318	0.036
WD-> PU	0.533	0.052	10.257	0.000	0.428	0.605	0.284	0.397
WD-> PU-> EOCB	-0.203	0.048	4.242	0.000	-0.277	-0.122		

Results and Discussions

The common feature of citizenship is that it's not enforceable and not technically required as a formal job, and they are representative of more efforts that organization require from their workers to achieve success. Moreover, positive OCB is considered a range of worker behaviors, which shows the willingness of workers to get more tasks, voluntarily assignments of other workers at the workplace, and keep up with trends in a region (Bolino & Turnley, 2003). Moreover, Skarlicki and Folger (1997) discuss that negative behavior is more important to relate in OCB research and

has emerged as a counterpart more discussed in a situation where procedures are likely to be fair, workers are interested in accepting their assigned responsibilities than where workers faced unfairness.

Workplace discrimination hurts employees' citizenship behavior, and they could satisfy management expectations because of injustice and teammate conflict. Folger also discussed that the unfair actions by managers and companies are deemed to directly change the behavior of employees into anger and disloyalty (Folger & Skarlicki, 1999).

The purpose or objectives of the study include investigating the influence of employee discrimination on the employee's OCB by applying the mediating role of perceived unfairness impact on the organization's citizenship behavior of employees. To know how much discrimination and perceived unfairness influence the employee's organizational citizenship behavior and how employees are treated by their boss or supervisor at the workplace, which directly changes the behavior of employees towards the organization or company. The primary target of employees was lower-level study's - and middle-level employees.

The first variable is "employees' citizenship behavior" towards the organization, which internally and externally impacts the employee's commitment to the organization's goals and objectives. Further, Colquitt et al. (2001) discussed the positive aspect of fairness as employee citizenship behavior (ECB) has emerged as one of the most focused variables of interest to organizations' citizenship behavior and philosophies. Perceived fairness is when individuals believe they will be treated fairly at the workplace in their organization.

The second independent variable is "discrimination on employees," also known as workplace discrimination, a workplace situation in which employees are mistreated due to their religion, age, sex, race, or health/ disability problems. Moreover, employee discrimination is the fundamental way to know the differences among people in the workplace, although employee discrimination can be described in a general manner (Turkmenoglu, 2020).

Moreover, the last one is "perceived unfairness." Syed et al. (2020) discussed the perceived unfairness, that it is also critical that information secretion is also considered unequal, and shows that the organization mistreats employees. However, many researchers have signified that perceived injustice is against perceived justice, and some supervisors and organizations act unfairly toward workers.

The research used a close-ended questionnaire in a survey approach. Employees from different organizations, including the health, education, and manufacturing sectors, filled out questionnaires. For measuring and calculating the results, I have used the SPSS software package, such as Regression, Independent variable T-test, Correlation, Cronbach's alpha (more than 0.5, shows the validity of scale), and analysis of variance ANOVA and also used other software Smart PLS for the checking Outer loadings, Discrimination reliability, and validity, Discriminated value, Composite reliability, Average value, Path co-efficient value, Total affects and Structure equation modeling.

We have used in our study that Organizational justice theory is all about the perception of (un)fairness employees or workers at the workplace. It is also similar to Adam's equity theory, which shows that equal treatment of employees can bring positivity to their behavior. When employees feel mistreated, they feel negative or demotivated and show the inverse of bad behavior and attitude in the organization(Adams & Freedman, 1976). There are four dimensions: informational, interactional, procedural, and distributive justice. Our study belongs to two types of organizational justice. The first is distributive justice, which shows the perception of employees' (un) fairness and their outcomes regarding (un) fairness, and interpersonal justice, which shows

the employee's interpersonal treatment and behavior or interaction at the workplace in the organization.

Hypothesis one, workplace discrimination on employees has a negative impact on employees' citizenship behavior, shows a negative relationship between discrimination and employees' citizenship behavior. The hypothesis has been accepted. Hypothesis second is that workplace discrimination against employees has a significant positive impact on employees' perceived unfairness, which is accepted, and the last one is that perceived unfairness has a negative impact on employees' citizenship behavior, which is also accepted.

Employees' organizational citizenship behavior significantly negatively influences employee's workplace discrimination and perceived unfairness. It changes the willingness to work due to unfair treatment or unequal behavior from a supervisor or boss. When employees have issues with any other group or teammates, it can also decrease the performance of employees as expected from the employer or boss, and it brings more cost to the organization or company. As supported by findings, Skarlicki and Folger (1997) also found that negative behavior or unfairness discourages workers from accepting assigned responsibilities. It is more essential to relate that OCB research has emerged as a counterpart that discusses situations where procedures are likely to be fair. Workers are more interested in accepting their assigned responsibilities than when workers face unfairness.

Research Contribution

The study gives a theoretical and empirical broad sense of knowledge about the behavior of employees, such as employees' organizational citizenship behavior changes negatively. In contrast, employees or workers are discriminated against based on race, age, gender, disability, training level, culture, religion, and color basis, and perceived unfairness is positively related to workplace discrimination that changes employees' attitudes and behavior (Avery et al., 2023).

This research paper includes implications for the supervisor/boss and employee's behavior toward organization loyalty and citizenship. It helps organizations to treat people fairly and without workplace discrimination for having positive citizenship behavior.

Conclusion

This study found a negative relation between employees' citizenship behavior and workplace discrimination; when employees are discriminated against at the workplace by their employer/boss, it directly reduces the organizational behavior of employees toward the organization or firm. Moreover, we also investigate perceived unfairness and employees' citizenship behavior, which has significant hostile relations when employees are treated unequally and have negative organization citizenship behavior towards the organization.

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