

Impact of organizational justice on organizational citizenship behavior in construction firms in Egypt

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1. Abstract

There are several attempts to study the impact of organizational justice on organizational citizenship behavior in the western world, however, very few were conducted in Arab context. Thus, this study investigates the perceptions of organizational justice and organizational citizenship behavior among employees of construction firms in Egypt. The study also examined the impact of organizational justice and its dimensions (distributive justice, procedural justice, and interactional justice) on organizational citizenship behavior. Where a quantitative research method has been utilized among 300 employees in the construction field in Egypt via a structured questionnaire that has been distributed among them all. The findings showed that there

is a significant effect of the perceived justice on the employee sense of belonging to their workplace. The findings also showed that each dimension of organizational justice (interactional, procedural, and distributive), has a different influence on organizational citizenship behavior. Nevertheless, the survey can be considered as a highly reliable tool for assessing organizational justice and organizational citizenship behavior.

Moreover, this research provides the insight to the management of the construction firms to improve their employees' organizational citizenship behavior and their sense of belonging by Ensuring fairness in rewards and promotions, providing procedures with fairness and unbiased manner, and treat them with respect and courtesy.

Keywords: Organizational justice, Distributive justice, Procedural justice, Interactional justice, Organizational citizenship behavior.

الملخص:

هناك العديد من الدراسات التي بحثت في تأثير العدالة التنظيمية على السلوك التنظيمي الإيجابي في العالم الغربي، وقدمت أدلة قوية على أن الموظفين الذين يشعرون بوجود العدالة (العدالة التنظيمية) هم أكثر عرضة لزيادة واجباتهم الوظيفية، مما يوفر بدوره رؤية قيمة لخلق بيئة عمل تحفز الموظفين، وتحسن الأداء، ويعود بالفائدة في نهاية المطاف على نجاح المؤسسة. ومع ذلك، فقد تم إجراء عدد قليل جدًا من هذه الدراسات في سياق الشرق الأوسط العربي.

لذلك، تسعى هذه الدراسة إلى استكشاف تصورات العدالة التنظيمية والسلوك التنظيمي الإيجابي لدى موظفي شركات المقاولات في مصر. كما بحثت الدراسة في

تأثير أبعاد العدالة التنظيمية (العدالة التوزيعية، والعدالة الإجرائية، والعدالة التفاعلية) على السلوك التنظيمي الإيجابي. حيث تم استخدام منهجية البحث الكمي على ٣٠٠ موظف في مجال المقاولات بمصر من خلال استبيان موحد تم توزيعه عليهم جميعاً. وأظهرت النتائج وجود تأثير كبير للعدالة على شعور الموظفين بالانتماء إلى مكان عملهم. كما أظهرت النتائج أن لكل بعد من أبعاد العدالة التنظيمية (التفاعلية والإجرائية والتوزيعية) تأثير مختلف على السلوك التنظيمي الإيجابي. ومع ذلك، يُعتبر الاستبيان أداة موثوقة لتقييم العدالة التنظيمية والسلوك التنظيمي الإيجابي. تستكشف هذه الدراسة العلاقة بين العدل في معاملة الموظفين (العدالة التنظيمية) واستعدادهم لتجاوز واجباتهم الوظيفية (السلوك التنظيمي الإيجابي). وعلى الرغم من أهميتها، فقد ركزت الدراسة فقط على قطاع المقاولات، مما يحد من قابلية تطبيقها على قطاعات أخرى. فالقطاعات المختلفة لها ثقافات وأهداف مختلفة، ويمكن أن توفر الدراسة نطاق أوسع فهماً وأكثر دقة لهذا الارتباط. بالإضافة إلى ذلك، قيدت التكاليف والقيود الزمنية على الوصول لنطاق دراسة أشمل. علاوة على ذلك، يقدم هذا البحث رؤية لإدارة شركات المقاولات في مصر لتحسين السلوك التنظيمي الإيجابي لموظفيها وشعورهم بالانتماء من خلال ضمان العدالة في المكافآت والترقيات، وتوفير إجراءات عادلة وغير متحيزة، ومعاملتهم باحترام ولطف.

الكلمات المفتاحية: العدالة التنظيمية، العدالة التوزيعية، العدالة الإجرائية، العدالة التفاعلية، السلوك التنظيمي الإيجابي.

2. **Abbreviations**

OJ	Organizational Justice
OCB	Organizational citizenship behavior
AME	Arab Middle Eastern
GDP	Gross Domestic Product
MPED	Ministry of planning and economic development
	The General Authority for Investment and Free
GAFI	Zones
CAPM	Central Agency for Public Mobilization and
AS	Statistics

3. **Introduction**

In recent years, there has been a growing interest in the concepts of organizational justice (herein also referred to as OJ) and organizational Citizenship Behavior (herein also referred to as OCB) in organizations. This is because many scholars believe that OJ and OCB can improve organizational effectiveness and efficiency (Podsakoff & Ahearn & Mackenzie 1997) and (Organ, 1988). On one hand, concerned about the sensitivity of issues relating to fairness in any human interaction, (Greenberg, 1990) introduced the concept of OJ to describe the important role of justice (or fairness) as it directly relates to the work environment. More specifically, (Moorman, 1991) argues that organizational justice (OJ) is the perception of employees about whether they have been treated fairly at the workplace. OJ is conceptualized as having three major dimensions: distributive justice, procedural justice, and interactional justice (Greenberg, 1990).

On the other hand, OCB has been defined as desirable discretionary work-related behavior that is not directly or overtly recognized by the formal reward system, and eventually enhances managerial effectiveness and organizational efficiency (Organ, 1988) and (Podsakoff & Ahearne & Mackenzie 1997).

In this context, discretionary work-related behavior is behavior that is not required by an employee's job description and is not enforceable by the organization. It is up to the employee to decide whether to engage in this behavior. Failure to engage in this behavior will not result in punishment (Podsakoff, 2000). Many studies have shown that OCB is important for the success of organizations. However, there is limited research on the impact of OJ on OCB in the construction industry in Egypt. Therefore, the main purpose of this study is to explore the impact of organizational justice on organizational citizenship behavior in construction sector of Cairo, the capital of Egypt that hosts most of the construction firms in the country.

4. Statement of the problem

A lot of Authors and practitioners realized the importance of organizational citizenship behavior on achieving organizational objectives and goals through enhancing the organizational justice (Podsakoff & Ahearne & Mackenzie 1997) and (Organ, 1988). Organizational justice is becoming increasingly important, and so there have been many attempts to apply its theories to understand employee behavior within organizations. Organizational justice

has also been used as a basis for interpreting organizational citizenship behavior. Although there have been several studies examining the impact of organizational justice on organizational citizenship behavior, mostly in the western countries. However, it is seen that the number of studies conducted for the AME have been limited (ELamin & Tlaiss, 2014) and (Al-Quraan A.B. & Khasawneh H.I., 2017), especially in Egypt's environment, and for the construction sector.

Therefore, the problem of this study is trying to understand the level of organizational justice practices from the perspective of employees of construction firms in Egypt and its impact on their organizational citizenship behavior.

5. Literature review

Philosophers and social commentators were writing about justice long before management scientists did (Cropanzano, 2007). Ancient Greek philosophers and historians, such as Herodotus and Plutarch, described the reforms of the lawgiver Solon, who reformed the Athenian government. These are prescriptive approaches to justice, as they seek to logically determine what actions are truly just. In contrast, managerial scientists are less concerned with what is just and more concerned with what people believe to be just. Theories from six decades ago that are similar to organizational citizenship behavior (OCB) can now be seen. (Chester Barnard, 1938)

referred to so-called informal modes of cooperation that are not part of the formal bureaucratic structure.

5.1 Organizational Justice

The term organizational justice was first used by (French, 1964) to refer in general to fairness issues in managing people. It was (Greenberg, 1987) who first used the term referring to people's perceptions, where he defined organizational justice as a concept that expressed employee's perceptions about the extent to which they were treated fairly in organizations and how such perceptions influenced organizational outcomes such as commitment and efficiency. Also as defined here, organizational justice is a personal evaluation about the ethical and moral standing of managerial conduct. It follows from this approach that producing justice requires management to take the perspective of an employee. That is, they need to understand what sorts of events generate this subjective feeling of organizational justice (Cropanzano, 2007).

Organizational justice has three main dimensions, distributive, procedural and interactional (Greenberg, 1990). A well-designed system that promotes distributive, procedural, and interactional justice profit both the individual and the organization sides. The impression of unfair treatment may lead to an individual lowering his commitment to the organization, decline in job performance and job satisfaction and showing reluctance in helping his co-workers (Ambrose, 2002), (Cropanzano & Greenberg, 1997). Employees

may also get involved in deviant behavior affecting the workplace, including sabotage (Ambrose, 2002). On the other hand, presence of justice can improve job performance (Colquitt, 2001), it may lead to higher commitment (Cohen & Spector, 2001), better organizational citizenship behavior (Masterson, 2001), reduced turnover intentions (Daly & Geyer, 1994), acceptance of strategic goals (Kim & Mauborgne, 1993) and high level of trust (Pillai et al. 2001).

On the other hand, (Baldwin, 2006) mentioned some examples of perceived injustices within an organization, which might include:

- Unequal pay for men and women doing the same job.
- Performance reviews are being conducted by someone with whom the employee has had little previous contact.
- The use of personality inventories to select new staff.
- Arbitrary dismissals.

Studies on organizational justice mostly intensify on distributive, procedural and interactional justice as the following:

Distributive justice: distributional justice is the perceptions of workers whether the organizational savings are distributed according to the real evaluation and the performance presented (Moorman, 1991). (Cohen, 1987) defines distributive justice as the equal allocation of resources to the employees due to the predetermined standards. Distributive justice has three important principles (Organ, 1988):

1. The principle of equity: It means that one's rewards should be equal to one's contributions.
2. The principle of equality: Under this principle, all employees should be given equal opportunities for access to rewards, regardless of their individual characteristics.
3. The principle of need: It means that resources should be allocated according to the employee' need.

Procedural justice: It is concerned with the fairness of procedures and policies used in decision making in the work environment (Greenberg, 1990). On the other hand, (Konovsky, 2000) stated that procedural justice refers to how decisions for the distribution of outcomes are made, it is also related to the subjective and objective situations. (Leventhal, 1980) proposed six procedural justice rules for supervisors to ensure that procedures are perceived by employees as fair:

1. Employees should be involved in the decision-making process that will affect them.
2. Opportunities must exist to modify or reverse decisions made throughout the allocation process.
3. The allocation process must be based on as much good information and opinion as possible.
4. Allocation procedures should be consistent across persons and stable over time.
5. Self-interest and bias should be prevented throughout the allocation process.

6. Procedures must be compatible with fundamental moral and ethical values of the individuals involved and the work environment.

Interactional justice: It refers to the perception of the quality of treatment an employee receives when policies and procedures are implemented in the workplace (Bies & Moag, 1986). According to (Barling & Michelle, 1993), interactional justice is the perceptions of justice relating to the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion. (Bies and Moag, 1986) identify some key aspects of interactional justice, which can enhance people's perceptions of fair treatment as the following:

1. Truthfulness: Information that is given must be realistic and accurate, and presented in an open forthright manner.
2. Respect: Employees should be treated with dignity, with no recourse to insults or discourteous behavior.
3. Propriety: Questions and statements should never be improper or involve prejudicial elements such as racism or sexism.
4. Justification: When a perceived injustice has occurred, giving a social account such as an explanation or apology can reduce or eliminate the sense of anger generated.

5.2 Organizational Citizenship Behavior

D.W. Organ and his associates T.S. Bateman used the term organizational citizenship behavior for the first time in

management research (Organ & Bateman, 1983). According to the concept discussed by (Barnard, 1938) in his research, OCB means the willingness to cooperate. (Organ, 1988) defined the concept of OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. Discretionary, mean that the behavior is not an enforceable requirement of the role of the job description, that is, the clearly specifiable terms of the person's employment contract with the organization, the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable.

Organizational citizenship behavior (OCB) is important for organizations to function effectively. OCB is voluntary behavior that is not part of an employee's job description but benefits the organization. It can include things like helping coworkers, going the extra mile, and being positive and supportive. OCB can influence both individual and organizational variables. On the individual level, OCB can lead to improved performance, increased chances of receiving awards, and a more positive work environment. On the organizational level, OCB can lead to increased efficiency, effectiveness, reduced costs, and improved customer satisfaction (Podsakoff & Mackenzie, 1994), (Podsakoff, Mackenzie & Ahearne, 1997), (Podsakoff, Mackenzie, Bachrach & Paine, 2000) and (Organ, 1988).

According to (Organ, 1988), there are five dimensions of OCB, as the following:

1. Altruism: behaving in a way that demonstrates selflessness and concern for the welfare of others.
2. Courtesy: taking actions that help prevent problems from occurring or taking actions in advance to mitigate a problem.
3. Sportsmanship: choosing not to complain or act in negative ways.
4. Civic virtue: adopting a posture of responsible, constructive involvement in the political or governance process of the organization.
5. Conscientiousness: evidence commitment to high levels of work quality and completion.

5.3 Organizational justice and Organizational citizenship behavior

(Organ, 1990) proposes that in the creation of organizational citizenship behaviors, perceptions about justice (or fairness) perform a significant role. Moreover, he also gives more explanation about why perceptions about justice can be linked and correlated to organizational citizenship behaviors. He draws attention to that employees will most probably change their organizational citizenship behavior if they feel and perceive anything unfair happening in place of work, this is due to its safe side than altering the behavior of their job officially what they require (Organ, 1988). In addition, (Moorman, 1991) stated that

there should be a direct impact of perceptions about justice (or fairness) on the OCB.

6. Research Purpose and objectives

The purpose of this study is to investigate the issue of how and to what extent organizational justice can impact organizational citizenship behavior among employees of construction companies in Egypt. To this end, the impact of organizational justice dimensions on organizational citizenship behavior will be discussed initially, and then the relationship between the three main organizational justice dimensions (distributive justice, procedural justice, and interactional justice) and organizational citizenship behavior will be checked, and there will be recommendations to improve organizational citizenship behavior at construction companies in Egypt through the development of organizational justice dimensions.

To accomplish the primary purpose of this study, the major research objectives are briefly stated as follows:

1. To explore the levels of organizational justice as perceived by employees of construction companies in Egypt.
2. To describe the level of organizational citizenship behavior among the employees of construction companies in Egypt.
3. To determine the impact of organizational justice on organizational citizenship behavior according to the perception of employees at the construction companies in Egypt.

7. Research questions

This study is driven by a set of research questions that have informed the background research and the literature review, as well as the design of the research methodology. It tries to answer the following questions:

1. How does distributive justice (the perceived fairness of the outcomes that employees receive) affect OCB?
2. How does procedural justice (the perceived fairness of the processes used to make decisions) affect OCB?
3. How does interactional justice (the perceived fairness of the way that employees are treated by their supervisors and coworkers) affect OCB?

8. Variables and Hypothesis

8.1 Variables

8.1.1 Demographic Variables:

- i. Gender
- ii. Age
- iii. Educational level
- iv. Experience
- v. Job level

8.1.2 Research variables:

1. Independent

- i. Distributive justice (equal allocation of resources and rewards to employees)

- ii. Procedural justice (fairness of procedures and policies used in decision making)
- iii. Interactional justice (Truthfulness, Respect, Propriety and Justification)

2. Dependent

- i. Organizational citizenship behavior (OCB)

8.2 Hypothesis

Based on the study problem, objectives and its conceptual framework, Figure 1 shows the research model, and the main hypothesis are:

H1: Distributive justice has an influence on OCB and significantly associated with it.

H2: Procedural justice has an influence on OCB and significantly associated with it.

H3: interactional justice has an influence on OCB and significantly associated with it.

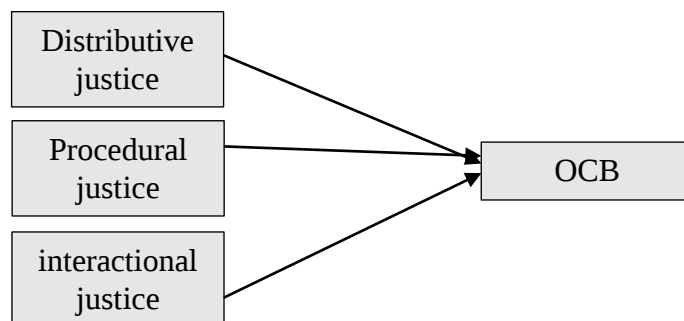


Figure 1, The research model based on the proposed hypothesis.

9. Research Methodology

9.1 Research design

A quantitative approach takes center stage in this research. To unravel the connections between variables and gather extensive data, the researcher employs a range of quantitative methods, including surveys or questionnaires based on the works of (Moorman, 1991), (Niehoff and Moorman, 1993) and (Price and Mueller, 1986), where a structured questionnaire was developed to measure the level of perceived organizational justice (OJ), and all its dimensions.

In addition to the works of (Moorman, 1991), (Podsakoff, Ahearne & MacKenzie, 1997) and (Organ & Konovsky, 1996), who designed a structured questionnaire that measures the Organizational citizenship behavior.

The integration of findings marks the final step in this research design. The quantitative results are synthesized to provide a comprehensive understanding of how organizational justice dimensions affects the organizational citizenship behavior of employees at the constructions sector in Egypt.

9.2 The Study Population and Sample

The population chosen for this study represents a diverse cross-section of organizations in the construction industry in Egypt, offering a rich and representative sample to examine perceived justice and employee sense of belonging to the company. Approached respondents are all working in

construction companies, about 93 companies have been reached, from large to small scale, public and private sectors, and to every department, such as engineering, construction, procurement, finance and HR, and to different job and education levels, insuring to have a mixed gender for better evaluation. This selection ensures a comprehensive understanding of the wide-ranging impacts and strategies associated with the evolving desire of organizations to keep their employees satisfied, loyal and effectively performed. The following formula was used to determine the sample size (Cochran, 1963 limitation):

$$E = Z\alpha/2 \sqrt{P(1-P)/n}$$

Substituting these values into the formula, the calculated sample size (n) was found to be 246. Considering an additional 15% to account for missing data or incomplete responses, the study's sample size should include 283 participants, which provides a strong foundation for statistical analyses and ensures a high level of confidence in the reliability and generalizability of the study findings.

Using non-probability sampling and non-random method to choose the constituents of the sample. The survey questionnaire was sent to 300 employees of different levels and departments in construction companies in Egypt. A total of 288 respondents completed the responses to the survey items, with a response rate of 96%.

9.3 Data Collection

The preference for a quantitative research method arises when the investigation involves exploring connections between different variables or requires the collection of a significant amount of data. Common quantitative research methods include surveys or questionnaires, experiments, and observations (Saunders M., Lewis P., Thornhill A., 2021).

The research approach is to use quantitative data, which was collected using a structured survey questionnaire (Moorman, 1991), (Podsakoff, Ahearne & MacKenzie, 1997) and (Organ & Konovsky, 1996).

An invitation that includes information about the main goal of the study, the importance of the study, and the contact's name of the researcher was sent to the respondents to solicit their participation in the survey. Then, in early November 2023, the survey questionnaire along with a direct link was sent by e-mail or direct messages to the respondents, all of whom are working in construction companies in Egypt.

To enhance the confidentiality and anonymity of respondents, the survey was strategically hosted on the reputable online platform "Google forms" Known for its strict security measures, this third-party online survey provider explicitly guarantees strong internet security, underscoring its commitment to protecting research participants. The development of the web-based survey on Google Forms created a unique URL, that serves

as the web address. This URL was carefully included in the invitation-to-participate emails sent to the selected sample, ensuring that participants seamlessly accessed the survey in a secure manner through Google Forms.

The survey tool, Google Forms, played a pivotal role in ensuring the efficiency and accuracy of data collection. Its user-friendly interface facilitated widespread participation, while the automated recording system ensured meticulous data capture. The features within Google Forms, including response data and analysis functionalities, were instrumental in conducting a systematic exploration of participants' perspectives.

These combined data analysis procedures and tools were employed to uphold the rigor and validity of the study.

9.4 Instrument

Accordingly, it has been decided to conduct the survey questionnaire (Appendix 1), using an online questionnaire in three (3) sections:

Section-1: Demographic questions about participants.

Section-2: Organizational justice (OJ)

- **Distributive Justice:** The questionnaire statements concerning the distribution of the rewards and organizational favors.
- **Procedural Justice:** The questionnaire statements concerning the methods process, and procedures used at the workplace.
- **Interactional Justice:** The questionnaire statements about the general behavior of the respondent's supervisor.

Section-3: Organization citizenship behavior (OCB)

Based on the works of Based on the works of (Moorman, 1991), (Podsakoff, Ahearne & MacKenzie, 1997) and (Organ & Konovsky, 1996) a structured questionnaire was developed. The scale was based on the general behavior of the respondent's subordinates towards their workplace.

All statements were measured on a 5- point Likert type scale. The response mode ranges from 5 = strongly agree to 1 = strongly disagree.

9.5 Data validity and reliability

The validity and constructs of the questionnaire have been confirmed in the literature from valid questionnaire items in previous research by different researchers as described in the following **Table 1**.

Variable	Type	Questions	Source
Demographics	Independent	Q1:Q7	Survey questionnaire
Distributive Justice	Independent	Q8:Q12	(Moorman, 1991) and (Niehoff & Moorman, 1993) and (Price & Mueller, 1986)
Procedural Justice	Independent	Q13:Q18	
Interactional Justice	Independent	Q19:Q27	
Organization citizenship behavior	Dependent	Q28:Q47	(Podsakoff, Ahearne & MacKenzie, 1987) and (Moorman, 1991) and (Organ & Konovsky, 1996)

Table 1, Research variables summary in the structured questionnaire

The reliability of the survey domains was assessed using Cronbach alpha coefficients, with values more than or equal to

0.7 considered acceptable reliability (Table 2). The analysis demonstrated strong reliability across all domains. Specifically, Cronbach's alpha for Distributive Justice was 0.852, Procedural Justice 0.894, Interactional Justice 0.945, and Organizational Citizenship Behavior 0.949. The overall survey exhibited a high level of internal consistency with a Cronbach's alpha of 0.965. These results confirm the reliability of the survey instruments across all domains, ensuring that the measures are consistent and dependable for assessing the constructs of interest in the organizational setting. In summary, the survey can be considered as a highly reliable tool for assessing organizational justice and organizational citizenship behavior.

Domain	No. of items	Cronbach alpha	Reliability accepted
Distributive Justice	5	0.852	Yes
Procedural Justice	6	0.894	Yes
Interactional Justice	9	0.945	Yes
Organizational citizenship behavior	20	0.949	Yes
Overall survey	40	0.965	Yes

Table 2: Assessment of the reliability of different domains of the survey (N=288).

9.6 Descriptive statistics of the study domains

The data on Organizational Citizenship Behavior demonstrated the highest level of engagement among participants (Table 3). The scores for this domain ranged from 1 to 4.17, with a substantial mean of 3.22 and a standard deviation of 0.56. This indicates a pronounced tendency towards positive organizational citizenship behaviors among the respondents. The relative weight of this domain was estimated at 77.22%, suggesting its significant presence in the organizational context of the study sample.

The distributive justice scores varied from 1 to 5, with a mean score of 3.17 and a standard deviation of 0.80, reflecting a moderate level of perceived fairness in the distribution of resources and responsibilities. This domain had a relative weight of 63.4%. For procedural Justice, the scores ranged from 1 to 5. The mean score was estimated at 3.27 with a standard deviation of 0.84. The relative weight for this domain was 65.1%. Finally, the Interactional Justice had scores ranging from 1 to 5. The mean score here was 3.49, coupled with a standard deviation of 0.83, indicating a significant level of positive perceptions. The relative weight assigned to this domain was 69.8%.

Domain measure	Minimum	Maximum	Mean	SD	Relative weight	Relative importance
Distributive Justice	1.00	5.00	3.17	0.80	63.4%	4
Procedural Justice	1.00	5.00	3.27	0.84	65.4%	3
Interactional Justice	1.00	5.00	3.49	0.83	69.8%	2
Organizational Citizenship Behavior	1.00	4.17	3.22	0.56	77.22%	1

Table 3: Descriptive summary of the survey domains (N=288), based on the mean of scores.

9.7 Correlation analysis

The correlation analysis of the study variables revealed significant associations among the distributive justice, procedural justice, interactional justice, and organizational citizenship behavior domains. Specifically, a robust positive correlation was observed between distributive justice and procedural justice ($r = 0.653$, $p < 0.001$), indicating a strong interrelationship between perceptions of fairness in distribution and processes within the organizational context.

Additionally, there was a notable correlation between distributive justice and interactional justice ($r = 0.6$, $p < 0.001$), as well as between distributive justice and organizational citizenship behavior ($r = 0.556$, $p < 0.001$). These findings suggest that perceptions of fairness in distribution are significantly associated with both the quality of interpersonal interactions and the extent of organizational citizenship behavior. The correlation between procedural justice and interactional justice was particularly strong ($r = 0.86$, $p < 0.001$), suggesting a substantial overlap in the way these two dimensions of justice are perceived in the organizational setting. Furthermore, procedural justice exhibited a significant positive correlation with organizational citizenship behavior ($r = 0.519$, $p < 0.001$), suggesting the importance of fair and transparent procedures in fostering positive employee behaviors beyond formal requirements. Interactional justice also demonstrated a

significant positive relationship with organizational citizenship behavior ($r = 0.576$, $p < 0.001$). This indicates that the quality of interpersonal treatment and respect in the workplace plays a crucial role in promoting voluntary, beneficial behaviors among employees (Table 4). All correlations were statistically significant and greater than 0.5, suggesting moderate to high correlations. This indicates that the items have a good level of shared variance and likely reflect the same construct.

Variable	Parameter	Distributive Justice	Procedural Justice	Interactional Justice	Organizational Citizenship Behavior
Distributive Justice	Correlation Coefficient	1	.653	.600	.556
	<i>P</i>		<0.001	<0.001	<0.001
Procedural Justice	Correlation Coefficient	.653	1	.860	.519
	<i>P</i>	<0.001		<0.001	<0.001
Interactional Justice	Correlation Coefficient	.600	.860	1	.576
	<i>P</i>	<0.001	<0.001		<0.001
Organizational Citizenship Behavior	Correlation Coefficient	.556	.519	.576	1
	<i>P</i>	<0.001	<0.001	<0.001	
**. Correlation is significant at the 0.01 level P-values were calculated using the Pearson correlation test.					

Table 4: Correlation analysis of the study variables (N=288)

9.8 Regression analysis

All independent variables showed positive linear correlations with the dependent variable, with no correlation estimates <0.3 , indicating linearity. Homoscedasticity was confirmed by plotting residuals versus predicted values for each dependent variable. The residuals were randomly distributed around the zero line with no

systematic trends (A-D). Durbin-Watson statistics ranged from 1.69-1.82, suggesting no autocorrelation among residuals and meeting the independence assumption. Variance inflation factors were all <5 , indicating no evidence of multicollinearity among predictors. Finally, Shapiro-Wilk test p-values ranged from 0.052-0.09, all >0.05 , indicating normally distributed residuals. Overall, the assumptions required for valid linear regression analyses were met. In the regression analysis investigating the predictors of organizational citizenship behavior, the study employed univariate linear regression models with distributive, procedural, and interactional justice as independent variables. Each model significantly predicted organizational citizenship behavior ($p < 0.001$ for all). Specifically, as shown in (Table 5), distributive justice accounted for 31% of the variance (Adjusted $R^2 = 33\%$, $F = 127.98$, $p < 0.001$), procedural justice for 26.7% (Adjusted $R^2 = 26.7\%$, $F = 105.1$, $p < 0.001$), and interactional justice for 32.9% (Adjusted $R^2 = 32.9\%$, $F = 141.97$, $p < 0.001$). This suggests that interactional justice has the highest explanatory and predictive capacity for organizational citizenship behavior (dependent variable).

Model	Adjusted R^2	F	P	Significance
Distributive Justice	31%	127.98	<0.001	Significant
Procedural justice	26.7%%	105.1	<0.001	Significant
Interactional Justice	32.9%	141.97	<0.001	Significant

Table 5: Univariate linear regression models for prediction of OCB.

10. Results

Based on these findings, the results of the analysis allow for the acceptance of all three hypotheses formulated in the current study.

Nevertheless, it is noteworthy that the influence of the various justice domains on perceived organizational citizenship behavior, the dependent variable in this study, is not uniform. Interactional justice exhibits the most substantial impact, followed by distributive justice, while procedural justice demonstrates the least influence.

This differential impact suggests the varying degrees of significance attributed to each justice domain in shaping organizational citizenship behavior (Table 6).

Hypothesis	Description	Accepted/Rejected
H1	There is a positive association between distributive justice and perceived organizational citizenship behavior.	Accepted
H2	There is a positive association between procedural justice and perceived organizational citizenship behavior.	Accepted
H3	There is a positive association between procedural justice and perceived organizational citizenship behavior.	Accepted

Table 6: Executive summary of the results of the hypothesis testing of the current study (N=288)

11. Conclusion and Recommendations:

11.1 Conclusion

The findings showed that there is a significant effect of the perceived justice on the employee sense of belonging to their workplace. The findings also shows that each dimension of the organizational justice (interactional, procedural, and distributive), has a different influence on the organizational citizenship behavior. Where:

Interactional justice, which refers to the perception of the quality of treatment an employee receives when policies and procedures are implemented in the workplace (Bies & Moag, 1986), exhibits the most substantial impact.

Followed by distributive justice, which refers to the fairness of the distribution of outcomes within an organization, such as pay, promotions, and job assignments, Where Employees should feel that they are being treated fairly, relative to their peers, and that their efforts are being rewarded appropriately (Greenberg, 1987; Organ, 1988).

While procedural justice which referrers to fairness of procedures and policies used in decision making in the work environment (Greenberg, 1990), demonstrates the least influence.

This differential impact suggests the varying degrees of significance attributed to each justice domain in shaping organizational citizenship behavior.

11.2 Recommendation

Companies can cultivate a strong foundation of organizational justice (OJ) to encourage positive employee behaviors known as organizational citizenship behaviors (OCB). Here's how:

11.2.1 Focus on the Three Dimensions of OJ:

1. **Distributive Justice:** Ensure fairness in resource allocation, rewards, and promotions. Clear criteria for decisions and transparent communication about them build trust.
2. **Procedural Justice:** Employees feel procedures are fair and unbiased. This includes having a voice in decision-making processes and clear guidelines for resolving disputes.
3. **Interactional Justice:** Treat employees with respect, dignity, and courtesy. Leaders who provide constructive feedback, actively listen, and value employee input foster this type of justice.

11.2.2 Strategies to Enhance OJ:

1. **Open Communication:** Regularly communicate company goals, decisions, and rationale behind them. Encourage employee feedback and questions.
2. **Fair Decision-Making:** Establish clear and objective criteria for performance evaluations, promotions, and resource allocation.

3. Fair distribution of outcomes: Where rewards, payment, promotions, and job assignments are distributed fairly and unbiased.
4. Due Process: Implement fair and consistent procedures for addressing employee concerns and grievances.
5. Respectful Leadership: Leaders who treat employees with respect, empathy, and value their contributions set a positive tone.
6. Employee Recognition: Acknowledge and reward both individual and team accomplishments, not just strictly following job descriptions. This reinforces desired behaviors.
7. Conduct surveys or hold focus groups to understand employee perceptions of justice.
8. Train managers on effective communication and fair decision-making practices.
9. Promote diversity and inclusion initiatives to ensure everyone feels valued and respected.

Taking into consideration that building a culture of OJ is an ongoing process. By consistently demonstrating fairness and respect, companies can cultivate a workforce that thrives and contributes to the organization's success.

Finally, by implementing these strategies, companies can create a work environment where employees feel valued, respected, and treated fairly. This, in turn, increases employee satisfaction, trust, and commitment, leading to a higher

likelihood of exhibiting OCBs. OCBs include behaviors like helping colleagues, going the extra mile, and promoting a positive work environment – all contributing to a more successful organization.

11.3 Limitations of the Study and future work

While this research can contribute insights into the impact of organizational justice on organizational citizenship behavior, it is essential to acknowledge certain limitations and future works that may have influenced the scope and generalizing of the findings.

- The study primarily focused on the construction industry and may not be fully representative of diverse industries.
- Organizations differ in terms of culture, readiness, and strategic priorities. Exploring the impact of organization justice on a more diverse set of organizations could provide a better understanding of its effects, especially on cross-functions.
- The study faced limitations in terms of resources, including time and access to a broader array of organizational settings. Future research endeavors with larger samples and diverse contexts may enhance the depth and breadth of the study.
- The study was conducted on large-scale companies in the future it needs to apply the same to diverse scale of organizations.

- Conducting longitudinal studies to track the impact of organizational justice on organizational citizenship behavior over time would offer a more comprehensive understanding of its sustained effects on organizational performance.

Future research could explore comparative analyses across different industries, organizational sizes, and geographic locations to identify variations in the impact of organizational justice on the organizational citizenship behavior and factors influencing these differences.

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13. Appendices:

Appendix 1:

Survey Questionnaire measuring the organizational justice and organizational citizenship behavior.

This survey is for educational purposes only, and the results will be used in Thesis research.

Please select the most adequate answer based on your own perception in a transparent and honest manner, taking into consideration that your ID will remain anonymous.

Section (1) Participants Demographics:

1. What is your Gender?
2. What is your current country of residence?
3. What is your age?
4. What is your highest education degree?
5. Which of the following best describes your current job level?
6. How many years of experience do you currently have?
7. What is the core industry of your company?

This section, there are multiple choices describing the demography, where it describes the demography of the respondents for further classification.

Section (2) Organizational justice:

The following statements concerning the distribution of rewards and organizational favors at your workplace (Distributive Justice).

1. My work schedule is fair.
2. I think that my level of pay is fair.
3. I consider my workload to be quite fair.
4. Overall, the rewards I receive here are quite fair.
5. I feel that my job responsibilities are fair.

The following statements concerning the methods, processes, and procedures used at the workplace (Procedural Justice).

1. Job decisions are made by the manager in an unbiased manner.
2. My manager makes sure that all employee concerns are heard before Job decisions are made.
3. To make job decisions, my manager collects accurate and complete information.
4. My manager clarifies decisions and provides additional information when requested by employees.
5. All jobs' decisions are applied consistently across all affected employees.
6. Employees are allowed to challenge or appeal job decisions made by their managers.

The following statements describe the general behavior of your direct manager / supervisor (Interactional Justice).

1. When decisions are made about my job, the manager treats me with kindness and consideration.
2. When decisions are made about my job, the manager treats me with respect and dignity.

3. When decisions are made about my job, the manager is sensitive to my personal needs.
4. When decisions are made about my job, the manager deals with me in a truthful manner.
5. When decisions are made about my job, the manager shows concern for my rights as employee.
6. Concerning decisions made about my job, the manager discusses with me the implications of the decisions with me.
7. The manager offers adequate justification for decisions made about my job.
8. When making decisions about my job, the manager offers explanations that make sense to me.
9. My manager explains very clearly any decisions made about my job.

All the dimensions of organizational justice were measured on a 5- point Likert type scale. The response mode ranges from 5 = strongly agree to 1 = strongly disagree.

Section (3) Organizational citizenship behavior

The following statements describes your general behavior towards your workplace.

1. I help others who have been absent.
2. I help others who have heavy workload.
3. I help orient new people even though it is not required.
4. I willingly give my time to help others who have work related problems.

5. I consult my manager or other individuals who might be affected by my actions or decisions.
6. I don't abuse the rights of others.
7. I take steps to prevent problems with other coworkers.
8. I Inform my superior before taking any important actions.
9. I always follow the rules of the company and the department.
10. I always treat company property with care.
11. I am always Punctual.
12. Attendance at work is above average, no long lunches or breaks.
13. I express acceptance with any changes introduced by management.
14. I stay informed about developments in the company.
15. I attend functions that are not required but that help the organizational image.
16. I attend and participate in meeting regarding the organization.
17. I Defend the organization when other employees criticize.
18. I Show pride when representing the organization in public.
19. I express my loyalty toward the organization.
20. I demonstrate concern about the image of the organization.

All the dimensions of organizational citizenship behavior were measured on a 5- point Likert type scale. The response mode ranges from 5 = strongly agree to 1 = strongly disagree.