



## *The Impact of Organizational Justice on Organizational Citizenship Behaviors (A Case of Gomal University Dera Ismail Khan)*

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### Abstract

The Primary objective of this study is to analyze the relationship between organizational justice and organizational citizenship behavior. To understand this relationship, three theoretical frameworks were used as a foundation on which to use Cameron's Model, Social Exchange Theory, and Adam's Equity Theory. This study was conducted in Gomal University, Dera Ismail Khan, where 181 staff completed a questionnaire. A five Likert scale was used in the questionnaire to examine the impact of the organizational justice dimension, which includes Distributive Justice, Procedural Justice, and Interactional Justice, on Organizational Citizenship Behavior. Key findings of this study: organizational justice has a positive impact on organizational citizenship behavior. Organizational justice enhances employees' performance, and employees in a fair environment are more motivated and confident. Correlation and regression analysis were used to conduct and which confirms the strong relationship between organizational justice and organizational citizenship behavior. It was revealed that this study is not only beneficial for the academic circle but also for organizational leaders. If an organization fosters an environment grounded in fairness and trust, it leads to improved employee performance and overall organizational success. This study could be suggested at an international level to test the transferability of the findings. This study could also be extended to service industries. In the future, this study could incorporate job stability, organizational justice, and organizational citizenship behaviors.



## Introduction

Organizational justice significantly influences the motivation of employees and their work behavior by promoting a sense of fairness, which improves satisfaction and commitment to work. Research indicates that fair treatment is positively related to organizational effectiveness and profitability, since the motivated employees demonstrate better performance, collaboration, and turnover, for the definitive benefit of the overall organizational climate (Sherwani, 2018). Organizational Citizenship Behavior represents the voluntary contribution that extends beyond job requirements to enhance organizational goals. Organizational citizenship behavior is intensely influenced by three organizational justice dimensions. Distributive justice pertains to fairness in distributing rewards, promotions, and benefits. When organizations perceive equitable distribution, then employees show higher organizational citizenship behaviors. Procedural justice is concerned with the organizational decision-making process. It emphasized the transparency and consistency of policies. Procedural justice, particularly regarding how decisions are made, such as promotions are disciplinary actions. Employees who perceived fairness in the procedure are more likely to demonstrate behaviors that go beyond formal job expectations (Khalil, 2019). Interactional justice involves the quality of interpersonal treatment that employees receive from management. It focuses on how employees are treated in terms of respect, dignity, and transparency, particularly during the decision-making process. When employees feel respected and informed, they are more inclined to engage in behaviors that enhance organizational goals (Martins & Schilpzand, 2015).

Organizational citizenship behavior is typically divided into five dimensions (Organ, 1988), which are associated with voluntary actions aimed at assisting coworkers. Conscientiousness is replicated in an employee's commitment to the basic job expectations, with or without organizational rules and standards being consistently adhered to. Sportsmanship is established by maintaining a positive outlook even during challenging times. Civic Virtue is encompassed by an employee's active involvement in the organization's governance, along with a genuine interest being shown in its affairs and overall progress. Mutually, these dimensions of organizational citizenship behavior are considered to play a teamwork, group performance being improved, and developing a positive collaborative work environment being developed (Tezi, 2019).

## Problem Statement

A fair workplace culture promotes equality and fairness between all members through organizational justice. An organization that upholds justice fosters its employees' trust and promotes a sense of belonging, which improves task performance and promotes organizational citizenship. However, there are several difficulties in the way of attaining equity in distributive, procedural, and interactional aspects (M. et al., 2017). These difficulties are compounded at Gomal University by certain institutional conditions. Staff morale and productivity have suffered as a result of leadership instability brought about by frequent interruptions in vice-chancellors' terms. Employees' views of justice are impacted by this frequent turnover, which also lowers their incentive to perform extra-role activities. Furthermore, the university's access to infrastructure and resources typically found in metropolitan universities is restricted due to its location in an economically deprived area. The establishment of distributive and procedural justice is seriously hampered by these inequities.



Developing a work environment based on justice is a constant struggle for department heads and administrators because of these difficulties. The purpose of this study is to investigate how workers' OCB is influenced by their perceptions of organizational fairness. It specifically seeks to pinpoint practical methods for promoting justice in the workplace to boost worker engagement and advance the efficacy of the company as a whole.

### Research Questions

This study aims to investigate the relationship between the dimensions of organizational justice and organizational citizenship behavior (OCB). The following research questions will guide the inquiry:

1. How does distributive justice influence organizational citizenship behaviors (OCB)?
2. In what ways does procedural justice impact organizational citizenship behaviors (OCB)?
3. How does interactional justice contribute to the development of organizational citizenship behaviors (OCB)?

### Objectives of the Study

The study aims to achieve the following objectives:

1. To assess the impact of distributive justice on organizational citizenship behaviors (OCB).
2. To evaluate the influence of procedural justice on organizational citizenship behaviors (OCB).
3. To investigate the effect of interactional justice on organizational citizenship behaviors (OCB).

### Literature Review

#### Distributive Justice and Organizational Citizenship Behavior (OCB)

Employee views of fairness to job tasks, incentives, pay, and promotions are referred to as distributive justice. People are more likely to engage in organizational citizenship behaviors (OCBs), which are selfless acts that benefit the organization and their coworkers, when they think that organizational resources are allocated fairly. According to recent research, distributive justice has a major impact on OCB by promoting a feeling of justice and organizational support (Ahmad et al., 2022; Yusuf et al., 2023). For example, Ahmad et al. (2022) discovered that workers are more inclined to help their colleagues, take on more responsibility, and support a collaborative work environment if they believe that rewards are distributed fairly.

Additionally, according to equity theory, people evaluate how well their contributions and incentives are balanced by contrasting this ratio with those of other employees in the company. Employees' sense of justice is bolstered when this balance is viewed as equitable, which promotes constructive discretionary conduct (Kumar & Verma, 2019). According to Yusuf et al. (2023), perceived distributive unfairness can have detrimental effects, including decreased engagement and performance, underscoring the need for fairness in advancing OCB.

*H<sub>1</sub>: Distributive justice positively impacts Organizational Citizenship Behavior.*

#### Procedural Justice and Organizational Citizenship Behavior (OCB)

The fairness and transparency of the procedures used to decide results within an organization are the main concerns of procedural justice. Maintaining equitable and uniform practices is essential for fostering employee loyalty and trust, which in turn encourages participation in organizational citizenship behaviours (Chen et al., 2021; Ali et



al., 2020). According to research by Chen et al. (2021), employees are more likely to support coworkers and take initiative in their tasks when they believe that organizational processes are fair and executed methodically. For instance, open and well-communicated assessment procedures improve workers' opinions of the company, which increases employee loyalty and encourages them to take part in extracurricular, helpful activities.

Furthermore, according to Kumar and Verma (2019), procedural fairness fosters a common organizational identity, which helps lessen miscommunications and disputes at work. Employees are more likely to have a good work attitude and willingly participate in actions that promote team and organizational success when they feel that policies and procedures are implemented equitably.

*H<sub>2</sub>: Procedural justice positively impacts Organizational Citizenship Behavior.*

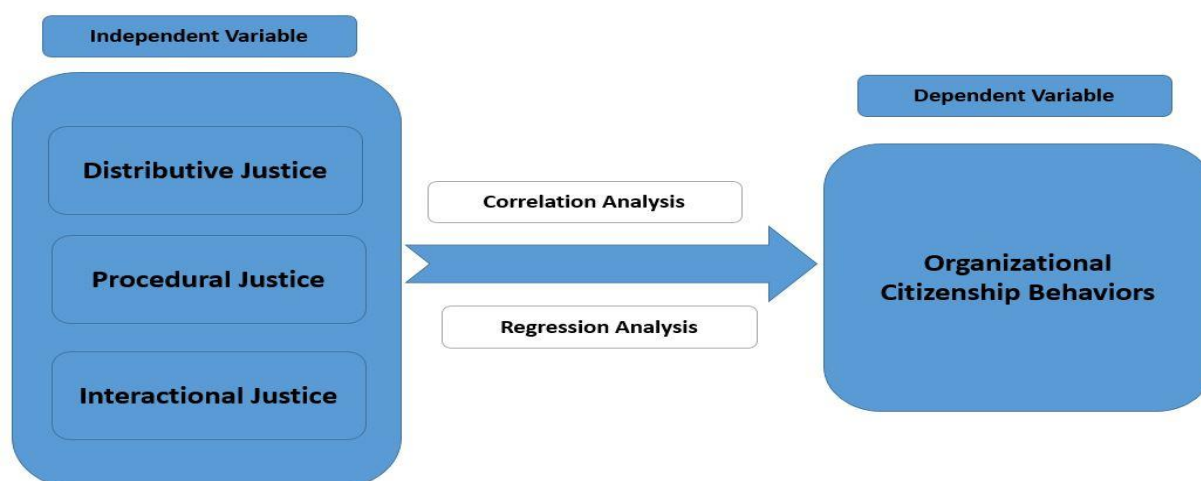
### **Interactional Justice and Organizational Citizenship Behavior (OCB)**

The term "interactional justice" describes how well managers and supervisors treat their staff members on an interpersonal level. It covers things like respect, decency, and giving managers sufficient justifications for their choices. Recent studies have shown that interactional justice fosters trust and an emotional bond between leaders and employees, which has a major impact on organizational citizenship behaviors (Singh et al., 2018; Rahman & Zafar, 2022). For instance, Rahman and Zafar (2022) found that when employees feel respected and appreciated by their supervisors, they are more likely to help colleagues and exceed formal job expectations.

Additionally, interactional justice increases workers' psychological safety, enabling them to express problems, offer creative solutions, and behave in a civic manner without worrying about the repercussions (Tanaka & Yamaguchi, 2021). Maintaining a fair and courteous workplace requires supervisory practices including active listening, praising staff accomplishments, and giving constructive criticism. Notably, Singh et al. (2018) found that in small and medium-sized businesses (SMEs), where supervisor-employee contacts are more regular and intimate, interactional justice tends to have a higher impact on OCB.

*H<sub>3</sub>: Interactional justice positively impacts Organizational Citizenship Behavior.*

### **Conceptual Framework**



### **Material and Methods**

The impacts of organizational justice on organizational citizenship behavior were examined in this study using a descriptive and quantitative research methodology. Primary data was collected through an adapted questionnaire. The data for this study were gathered



from a sample of the target population, and the findings from this sample were generalized to the broader population. The academic staff of Gomal University Dera Ismail Khan, which has 335 academic staff members according to the official Wikipedia page, made up the population of interest for this study. A sample size of 181 was established using the sample size chart developed by Krejcie and Morgan (1970). Participants were chosen at random from the target demographic using a straightforward random sampling procedure. This sampling method is straightforward, as there are no formal restrictions, making it a commonly used approach for data collection.

Instruments and Measures

In this study, the researchers employed an adaptable questionnaire for data collection. To measure distributive justice, five items from Niehoff and Moorman (1993) were used. Similarly, six questions from Niehoff and Moorman (1993) were utilized to assess procedural justice, and six additional items from the same authors were used to evaluate interactional justice. To measure organizational citizenship behavior (OCB), eight items from Lin, S., Lamond, D., Yang, C. L., and Hwang, M. (2014) were incorporated into the questionnaire.

Results and Analysis

The gathered data was examined using many statistical methods, first with reliability analysis and subsequently progressing via descriptive, correlation analysis. To evaluate the proposed model, the reliability coefficient was initially calculated to check the dependability of the scales. Secondly, a descriptive analysis was conducted, yielding means and standard deviation data. Thirdly, a correlation matrix was created utilizing the Pearson correlation test to determine the relationships among research variables. The selection of these statistical methods is dependent on the research questions established for this study. Data analysis is conducted using SPSS version 22.

Table 1: Reliability Analysis

Construct	Cronbach's Alpha	Number of Items	Sample Size	Reliability Interpretation
Distributive Justice (DJ)	0.703	5	181	Reliable (Alpha > 0.6)
Procedural Justice (DJ)	0.752	6	181	Reliable (Alpha > 0.6)
Interactional Justice	0.772	6	181	Reliable (Alpha > 0.6)
Organizational Citizenship Behavior (OCB)	0.762	8	181	Reliable (Alpha > 0.6)

The reliability analysis demonstrates that all constructs in the study have acceptable Cronbach's Alpha values, exceeding the threshold of 0.6, which confirms their internal consistency. Distributive Justice (DJ) achieved a Cronbach's Alpha of 0.703 with 5 items, Procedural Justice (DJ) scored 0.752 with 6 items, Interactional Justice recorded 0.772 with 6 items, and Organizational Citizenship Behavior (OCB) reached 0.762 with 8 items. These results indicate that the items used for each construct are reliable, ensuring consistent measurement and validating their use for analysis in the study.





## Correlation Analysis

Construct	Distributive Justice	Procedural Justice	Interactional Justice	Organizational Citizenship Behavior
Distributive Justice	Pearson Correlation Sig. (2-tailed)	1		
Procedural Justice	Pearson Correlation Sig. (2-tailed)	.431**	1	
Interactional Justice	Pearson Correlation Sig. (2-tailed)	.532**	.528**	1
Organizational Citizenship Behavior	Pearson Correlation Sig. (2-tailed)	.332**	.306**	.483**

Note: Correlation is significant at the 0.01 level (2-tailed).

The correlation table presents the Pearson correlation coefficients among four constructs: Distributive Justice, Procedural Justice, Interactional Justice, and Organizational Citizenship Behavior (OCB). All correlations are positive and statistically significant at the 0.01 level (2-tailed), indicating meaningful relationships between the variables. For instance, Distributive Justice shows a moderate positive correlation with Procedural Justice ( $r = 0.431$ ) and a stronger correlation with Interactional Justice ( $r = 0.532$ ), highlighting their interconnections. Similarly, Interactional Justice demonstrates a moderate positive relationship with OCB ( $r = 0.483$ ). These findings suggest that improvements in justice dimensions (distributive, procedural, and interactional) are associated with increased levels of organizational citizenship behavior. The strongest correlation is observed between Distributive Justice and Interactional Justice ( $r = 0.532$ ), while the weakest correlation is between Procedural Justice and OCB ( $r = 0.306$ ). These results underscore the importance of justice perceptions in fostering positive organizational behaviors.

## Linear Regression Analysis

Predictor Variable	Dependent Variable	R	R Square	F	Sig. (F)	Unstandardized Coefficients (B)	Std. Error (B)	Beta	t	Sig. (t)
Distributive Justice	OCB	0.332	0.110	22.030	0.000	0.255	0.054	0.332	4.694	0.000
Procedural Justice	OCB	0.306	0.093	18.449	0.000	0.226	0.053	0.306	4.295	0.000
Interactional Justice	OCB	0.483	0.233	54.515	0.000	0.356	0.048	0.483	7.383	0.000

The regression analysis indicates that all three types of justice- Distributive Justice, Procedural Justice, and Interactional Justice- positively predict Organizational Citizenship



Behavior (OCB). Distributive Justice explains 11% of the variance in OCB ( $R^2 = 0.11$ ), with a significant coefficient ( $B = 0.255$ ,  $\beta = 0.332$ ,  $p < 0.001$ ), signifying a moderate positive relationship between Distributive Justice and OCB. Procedural Justice explains 9.3% of the variance ( $R^2 = 0.093$ ), with a positive but slightly weaker effect ( $B = 0.226$ ,  $\beta = 0.306$ ,  $p < 0.001$ ). Interactional Justice has the strongest effect, explaining 23.3% of the variance in OCB ( $R^2 = 0.233$ ), with a strong coefficient ( $B = 0.356$ ,  $\beta = 0.483$ ,  $p < 0.001$ ). All models show statistically significant results ( $p < 0.001$ ), indicating that each form of justice significantly contributes to enhancing OCB.

#### Status of Hypotheses

No	Hypothesis	Status
$H_1$	Distributive justice positively impacts on Organizational Citizenship Behavior (OCB).	<i>Accepted</i>
$H_2$	Procedural justice positively impacts on Organizational Citizenship Behavior (OCB).	<i>Accepted</i>
$H_3$	Interactional justice positively impacts on Organizational Citizenship Behavior (OCB).	<i>Accepted</i>

#### Discussion and Future Recommendations

The present study sought to explore the impact of three types of organizational justice- distributive justice, procedural justice, and interactional justice- on Organizational Citizenship Behavior (OCB) in employees. The findings revealed significant relationships between each type of justice and OCB, indicating that employees' perceptions of fairness within their organizations play a crucial role in influencing their voluntary behaviors that extend beyond their formal job responsibilities.

The reliability analysis demonstrated that all constructs, distributive justice ( $\alpha = 0.703$ ), procedural justice ( $\alpha = 0.752$ ), interactional justice ( $\alpha = 0.772$ ), and OCB ( $\alpha = 0.762$ ) were reliable, with Cronbach's alpha values exceeding the minimum threshold of 0.6. This confirmed that the instruments used to measure the constructs in this study were internally consistent, making the results trustworthy.

The correlation analysis provided compelling evidence for the positive relationships between each type of justice and OCB. Specifically, distributive justice ( $r = 0.332$ ), procedural justice ( $r = 0.306$ ), and interactional justice ( $r = 0.483$ ) all showed positive, significant correlations with OCB. The strongest correlation was found between interactional justice and OCB, which suggests that how employees are treated interpersonally and how they perceive their interactions with supervisors and colleagues has the most significant impact on their likelihood to engage in OCB.

The findings of the regression analysis supported the hypotheses and provided a deeper understanding of the predictive power of justice perceptions on OCB. The results indicated that each type of justice significantly predicted OCB, with interactional justice having the strongest predictive value ( $\beta = 0.483$ ), followed by distributive justice ( $\beta = 0.332$ ) and procedural justice ( $\beta = 0.306$ ). This reinforces the idea that employees who perceive fairness in their organizational environment whether in the allocation of resources, decision-making processes, or interpersonal interactions are more likely to exhibit positive extra-role behaviors that benefit the organization as a whole.



The findings are consistent with existing literature, which consistently highlights that fairness in organizations leads to positive outcomes such as higher job satisfaction, increased employee engagement, and the promotion of Organizational Citizenship Behavior (OCB). This study further extends this body of research by emphasizing the varying impact of different types of justice on OCB, with interactional justice emerging as the most influential. This suggests that organizations should prioritize fair treatment and foster positive interpersonal interactions to encourage employees to exceed their formal job responsibilities.

### Future Recommendations

Although the findings of this study contribute valuable insights to the understanding of justice perceptions and OCB, there are several avenues for future research to explore.

The study's cross-sectional approach restricts the capacity to establish causal links, but it offers insightful information about the relationship between organizational justice and OCB. To gain a better understanding of long-term organizational consequences, future research should use longitudinal studies to investigate how shifts in justice beliefs impact OCB over time. Furthermore, investigating moderating and mediating factors, including trust, organizational culture, leadership style, work satisfaction, and employee motivation, may help to shed light on the processes by which conceptions of justice are translated into OCB.

Examining demographic variations, such as age, gender, education, and tenure, is another crucial line of inquiry for future studies to ascertain how various employee groups view justice and participate in OCB. Organizations might use this information to create more equitable workplace regulations. A broader knowledge of these dynamics might also be obtained by doing industry-specific research to see whether the justice-OCB link differs across sectors (e.g., healthcare, education, private enterprises).

Cross-cultural research should examine how national and organizational cultures affect the justice-OCB relationship, especially in multinational contexts, as cultural values have a significant impact on perceptions of fairness. Furthermore, experimental research might examine how well justice-enhancing measures like employee empowerment, better communication, and fairness training promote OCB.

Finally, as workplaces become increasingly digital, future research should explore technology's role in justice perceptions, including virtual fairness in remote work, AI-driven decision-making, and digital communication. Understanding how digital environments influence OCB will help organizations adapt to the effect of technology on justice views should be examined in future studies, taking into account AI-driven decision-making, digital communication, and virtual fairness in distant work, as workplaces grow more digital. Organizations may adjust to changing work arrangements while preserving a culture of equity and discretionary contribution by comprehending how digital surroundings affect OCB. Together, these study avenues would enhance organizational justice and OCB's theoretical and practical implementations.

### Conclusion

The study concludes by offering strong proof of the beneficial effects of distributive, procedural, and interactional justice on OCB. The results highlight how crucial fairness is in encouraging voluntary actions that support the organization's overall cohesiveness and success. The results suggest that organizations should focus on enhancing justice perceptions among employees, particularly through fair treatment and positive





interpersonal interactions, to encourage OCB. The findings have important implications for human resource management and organizational behavior theory, and they provide a foundation for future studies to explore additional variables and broader contexts that may further illuminate the complex relationships between justice and OCB. By prioritizing fairness, organizations can foster an environment that promotes not only positive employee behaviors but also long-term organizational success.

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