



**The Impact of Organizational Justice on Organizational
Citizenship Behavior**
An Analytical Study of Several Faculties at Thi-Qar University

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Key words:

Organizational Justice, Organizational
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Justice, Procedural Justice,
Interactional Justice, Altruism,
Courtesy, Conscientiousness.

Abstract:

The purpose of this study is to investigate the effect of organizational justice on the organizational citizenship behavior (OCB) among employees at some faculties within the University Thi-Qar. This research studies the analysis of measurement of CORRELATION between dimensions of organizational justice (distributive, procedural and interactional Justice) and also dimensions of organizational citizenship behavior (Altruism, courtesy and conscientiousness). The importance of this study is to improve organizational performance and positive employee behaviors in higher educational institutions. The research methodology is descriptive-analytical, and data collection was done by a questionnaire. The sample included 150 academic staff and employee in selected faculties of the University of Thi-Qar. Items in the questionnaireStudy variablesThe questionnaire included 30 items measuring the study variables. SPSS (v27) and SmartPLS (v4) were used to analyze the data. The results showed statistically significant positive correlations between dimensions of organizational justice and organizational citizenship behavior ($p < 0.05$). Moreover, structural equation modeling has confirmed the strong direct effect of organizational justice on OCB ($\beta = 0.592$); the coefficients of determination ($R^2 = 0.473$) reveal moderate explanatory ability for the model. The study points out that a better organizational justice practice would be the key to promoting cooperative and proactive behavior. Hence, it suggests university administrations should have fair practices in resource allocation, decision-making process and treatment of each other to encourage organizational citizenship behavior for better workplace climate.

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أثر العدالة التنظيمية في سلوك المواطنة التنظيمية
دراسة تحليلية لعدد من الكليات في جامعة ذي قار
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المستخلص

يهدف هذا البحث إلى دراسة أثر العدالة التنظيمية في سلوك المواطنة التنظيمية لدى العاملين في عدد من كليات جامعة ذي قار، من خلال تحليل العلاقة بين أبعاد العدالة التنظيمية المتمثلة في (العدالة التوزيعية، العدالة الإجرائية، العدالة التفاعلية) وأبعاد سلوك المواطنة التنظيمية المتمثلة في (الإيثار، الكياسة، التدبير). وتتبع أهمية البحث من دور العدالة التنظيمية في تعزيز السلوكيات الإيجابية لدى العاملين، بما يساهم في تحسين الأداء التنظيمي ورفع مستوى التعاون داخل المؤسسات التعليمية. اعتمد البحث المنهج الوصفي التحليلي، وتم استخدام الاستبانة كأداة رئيسة لجمع البيانات، حيث تم توزيعها على عينة بلغت (150) فرداً من التدريسيين والعاملين في كليات جامعة ذي قار. وقد تضمنت الاستبانة (30) فقرة لقياس متغيرات البحث، وتم تحليل البيانات باستخدام برنامجي SPSS v27 و SmartPLS v4. أظهرت نتائج التحليل الإحصائي وجود علاقات ارتباط إيجابية ذات دلالة إحصائية بين أبعاد العدالة التنظيمية وأبعاد سلوك المواطنة التنظيمية. كما بينت نتائج تحليل المسار وجود تأثير معنوي للعدالة التنظيمية في سلوك المواطنة التنظيمية، حيث بلغ معامل التأثير ($\beta = 0.592$)، وبلغت قيمة معامل التحديد ($R^2 = 0.473$)، مما يشير إلى أن العدالة التنظيمية تفسر نسبة (47.3%) من التباين في سلوك المواطنة التنظيمية، وهي قدرة تفسيرية متوسطة.

وتوصل البحث إلى أن تعزيز ممارسات العدالة التنظيمية يساهم في تنمية سلوكيات التعاون والمبادرة لدى العاملين، ويوصي بضرورة اعتماد إدارات الجامعات سياسات عادلة في توزيع الموارد، واتخاذ القرارات، وأساليب التعامل مع العاملين، بما يعزز سلوك المواطنة التنظيمية ويحسن بيئة العمل.

الكلمات المفتاحية: العدالة التنظيمية؛ سلوك المواطنة التنظيمية؛ العدالة التوزيعية؛ العدالة الإجرائية؛ العدالة التفاعلية؛ الإيثار؛ الكياسة؛ التدبير.

Introduction:

Among the behavioral theories, Organizational Justice has received significant attention from researchers as it dramatically affects employees' behaviors in various organizations. This idea has served as a crucial interpretive framework for the understanding of employees' reactions to ones in the workplace since early studies, and it has become more important over time.

On the other hand, Organizational Citizenship Behavior (OCB) is one of the essential dimensions that help to improve organizational effectiveness or performance levels. These behaviours capture the extent to which employees are engaged and attached positively toward the organization beyond their contractual obligations.

The concept of organizational justice is well suited for the context of universities, where attention is focused on people and how human capital can be cultivated and

utilized. It relies on principles like transparency and equality, which makes sense in our employees feel a balance in terms of appointment, promotion or tasks assignment. These perceptions foster feelings of trust and belonging among employees, leading to contextual behaviour supporting the organisation even in extra-role mode (Nisar & Ojo, 2021).

Both organizational justice and organizational citizenship behavior concepts play crucial roles, yet there is little empirical study that investigates the relationship between these basic concepts of management in Iraqi universities specifically at University of Thi-Qar. This is indicative of evidence that demands further inquiry.

Thus, the study aims to explore the impact of organizational justice on organizational citizenship behavior among employees in a selected faculties of the University of Thi-Qar:

- College of Administrations and Economics
- College of Arts
- Human Sciences Education

The research is divided into four segments:

- Section One: Research Methodology
- Section Two: The Research Theoretical Framework
- Section Three: Application of the Research
- Section Four: Conclusions and Recommendations

Section One :Research Methodology

First: Research Problem

Despite the growing focus on organizational justice and OCB in the literature of organizational behavior, there is still a lack of adequate empirical evidence that elucidates how based on how such dimensions affect OCB in higher education institutions, particularly Iraqi universities.

Academics may experience differences in fairness as the distribution of rewards, decision-making procedures or interpersonal treatment (9) in many environments. How they perceive an organization shape their willingness to perform discretionary behaviors that are outside the scope of their formal job responsibilities.

Thus, the essential issue of this study is determined as finding the nature and scope of relationship between organizational justice and organizational citizenship behavior in selected faculties at Thi-Qar University. Disecante for Research Question This gives rise to the following central research question:

How does organizational justice affect organizational citizenship behavior of selected faculties employees at the University of Thi-Qar?

In order to answer this main question, the following sub-questions are defined:

What is employees level of perception about organizational justice of the chosen faculties?

How much organizational citizenship behavior do employees demonstrate?

The relationship between organizational justice and organizational citizenship behavior is statistically significant.

Do the organizational justice dimensions have a significant effect on organization citizenship behavior?

Second: Importance of the Research

Notably, the importance of this study is derived from the relevance of organizational justice to translating employees' attitudes and behaviors in organizations; especially at higher education institutions. He claimed organizational justice help increase fairness, trust and goodness in work place which directly improve organization performance.

In addition, its importance comes also from addressing organizational citizenship behavior (OCB), which is described as voluntary employees' behaviours that are not part of formal job descriptions but can significantly contribute to better collaboration and effectiveness in organizations.

In addition, this study is significant because it tries to address a gap in the literature regarding between organizational justice and OCB at Iraqi universities, namely: The University of Thi-Qar.

This study may help university administrations and decision-makers to develop equitable policies and practices that promote better behavior among employees and ameliorate institutions' organizational climate.

Third: Research Objectives

First: Main Objective

To study the influence of organizational justice on organizational citizenship behavior among employees in selected faculties at Thi-Qar University.

Second: Sub-Objectives

To detect the level of organizational justice perceived by employees in the sample faculties.

Assess the extent of employee organizational citizenship behavior.

To Investigate the Relationship of Organizational Justice with Organizational Citizenship Behavior

To Check the influence of each dimension (distributive, procedural and interactional justice) on organizational citizenship behavior.

Fourth: Research Methodology

The study used the descriptive analytical method, being the most suitable for the nature and objectives of this study. It enables an accurate description of the phenomenon being studied, analyzes its dimensions, and identifies what kind of relationships exist among its variables. It also helps to give a systematic scientific interpretation to the results.

Five: Research Boundaries

First: Spatial (Geographical) Boundaries

This study is spatially limited to some of the faculties affiliated with the University of Thi-Qar, which include: College of Administration and Economics, as well as the College of Arts and College of Education for Human Sciences. Nonetheless,

the university has other formations that were not part of this field study which only includes these faculties.

These faculties were chosen to represent different academic environments in terms of disciplines, academic staff, and administrative employees. This diversity facilitates both a broader exploration of the relationship between study variables and also insight into what this might look like within varying types of organizations in a similar university environment.

Second: Temporal Boundaries

Data collection temporal scopes end day in October 2025 and start day in November 2025 The data were collected over this period via distributing the questionnaire to a sample of 150 academic staff and employees from the selected faculties at the University of Thi-Qar. We verified the responses before gradually collecting and retrieving them to ensure their representation of the study variables.

Sixth: Data Collection Method

We adopted a sample size of 150 respondents guided by methodological recommendation in behavioral research suggesting between 100–200 is an acceptable sample size performing SEM using SmartPLS (Hair et al., 2022). The sample size is also sufficient to detect medium effect sizes in social science analyses.

Theoretical Aspect: Several past studies and scientific sources related to the variables and dimensions of this study were examined for each variable based on the requirements of the present study. A substantial theoretical underpinning was established from these studies to support the construction of the research framework.

Practical (Empirical) Aspect: The instrument was created by distancing requirements based on the current study. It was comprised of three broad segments. The first section comprised the personal and demographic characteristics of the research sample. The second part of the questionnaire included the same statements along with those relating to independent variable Organizational Justice, that is 15 items. The third part focused about OCB (dependent variable) which had 15 items. Answers of respondents were also structured through a five-point Likert scale, ranged from “Strongly Disagree” to “Strongly Agree.”

The study variables, their dimensions and measurement scale for each dimensions is presented in table (1).

Table (1): Main Research Variables, Dimensions, Sequence of Questionnaire Items Measuring Them, and the Adopted Scale

Dimensions	Sequence of Items	Adopted Scale
Distributive justice	1-5	Yean& Yusof, 2016
Procedural justice	6-10	
Interactional justice	11-15	
Altruism	16-20	SUMARDJO & SUPRIADI, 2022
Courtesy (Politeness)	21-25	
Prudence (Mindful Awareness)	26-30	

Source: Prepared by the researcher based on the sources cited in the table.

Seventh: Hypothetical Research Model

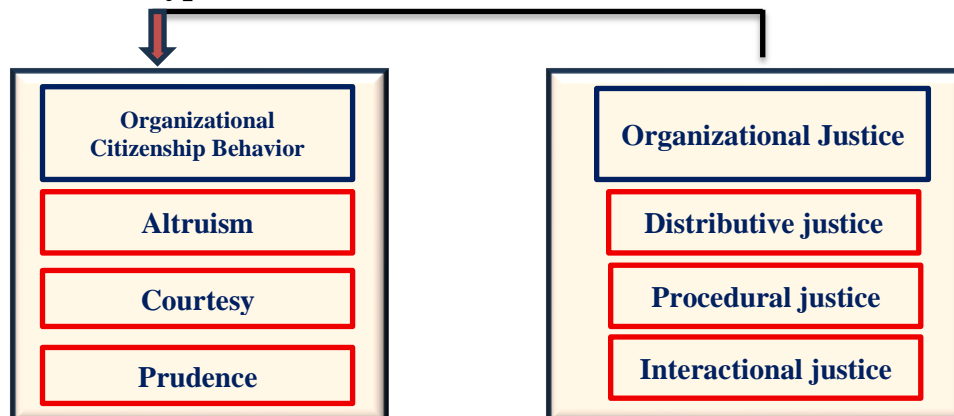


Figure (1): Hypothetical Research Model

Eighth: Research Hypothesis

Hypothesis: Organizational justice has a positive and statistically significant effect on organizational citizenship behavior (OCB).

Section Two :The Theoretical Aspect of the Research

First: Organizational Justice (OJ)

Concept of Organizational Justice

Organizational justice is one of the basic constructs in the context of organizational behavior and indicates employees' perception of fairness about practices observed in organizations. It relates to how just employees perceive the distribution of resources and rewards, the procedures used for decision-making, and whether supervisors and managers treat people with dignity.

Colquitt et al. (2020) states that organizational justice is an all-encompassing concept to explain how employees perceive fairness in organizations and it is known as one of the principal determinants for important behavioral ramifications like job satisfaction and OCB (which stands for organizational citizenship behavior).

Other recent studies signal that perceptions of organizational justice are positively correlated with increased organizational trust, higher levels of employee commitment and reduced counterproductive work behaviors (Hassan & Jiang, 2021 p.632).

Rationale for Adopting Organizational Justice

This study had adopted the concept of organizational justice due to:

It is among the most important frameworks for understanding workplace positivity.

It is closely and directly linked with Organizational Citizenship Behavior (OCB).

It differentiates experimental behaviors among employees of the same organization.

It is one of the most widely used approach in current higher education researches.

Dimensions of Organizational Justice and Justification for Adoption

Drawing on the three-dimensional model of organizational justice (distributive, procedural and interactional justice), this study is based on the most commonly used framework in recent literature (Colquitt et al., 2020). It also gives a fuller understanding of justice through outcomes and processes, as well as interpersonal treatment.

1. Distributive Justice

Distributive justice is related to employees' perceptions of fairness about the outcomes they receive (i.e. their salaries, rewards or promotions and benefits) in relation to their inputs.

This in turn impacts employee satisfaction and organizational commitment positively (Kim and Park, 2022, p. 6) through distributive justice ensuring a equitable allocation of both rewards and contributions made by the employees to ensure that their efforts be compensated fairly. Unfair distribution of outcomes results in dissatisfaction and diminished motivation according to Hassan and Jiang (2021, p. 632) as well.

Outcome-based fairness is the most direct measure of workplace fairness and a key driver of employee attitudes and subsequent performance outcomes, which makes this dimension a logically attractive selection.

2. Procedural Justice

Procedural justice concerns perceptions of the processes and procedures that are used in making decisions, such as those related to promotion, evaluation and allocation of resources.

Some empirical evidence has recently shown that fair processes do significantly create more trust and commitment to the organization by employees (Kurniawati & Ramli, 2024, p. 759). Moreover, transparency in decision-making processes fosters higher employee engagement and inclusion perceptions in several organizational studies (Scoping Review on Transparency Practices Literature 2024).

We chose this dimension because procedural fairness is one of the best predictors of trust in leadership and acceptance of their decisions.

3. Interactional Justice

Interactional justice is the interpersonal treatment employees receive from supervisors when making decisions and includes respect for, dignity for, politeness and the clarity of communication.

According to Taamneh et al. (2024, p. 7), interactional justice greatly increases employee job satisfaction and enhances emotional attachment to the organization. Zana Majid (2023, p. 5) reported analogous results in which respectful communication and ethical treatment from managers engendered voluntary employee behaviors.

The human, relational nature of fairness revolutionizes workplace behavior, which this dimension highlights.

Argument for Implementation of Three Dimensions

The Three Dimensions model was used since:

This makes it the most empirically validated frame in organizational justice literature to date (Colquitt et al., 2020).

It is a complete description of fairness (outcomes, processes, and interpersonal treatment).

The term is frequently employed in contemporary empirical research among higher education and organizational behavior literatures (Kim & Park, 2022; Kurniawati & Ramli, 2024).

It has better explaining power than a single dimensional model.

Second: Organizational Citizenship Behavior (OCB)

Concept of Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is defined as discretionary behaviors that are not explicitly included in the job description or formally recognized but have an important impact on organizational effectiveness and efficiency (organ, 2018; Podsakoff et al., 2020).

Organ et al. (2005) further describes OCB, (2018) define it as discretionary behavior that promotes the social and psychological context of the organization, improving its functioning beyond formal minimum requirements.

Drawing on the Social Exchange Theory, Neves (2024) identified OCB's theoretical background assuming that employees respond to perceived fairness, support and trust expressed by collective endeavors through extra-role work behaviors based on general behavioral reciprocity.

Rationale for Adopting OCB

For both theoretical and practical aspects, the present study embraces Organizational Citizenship Behavior:

OCB is regarded as a major form of informal employee performance that goes beyond formal evaluation systems (Podsakoff et al., 2020).

It affects the organizational efficacy, productivity and sustainability in long run.

It is extensively used in higher education research and thus fits well in academic institutional context.

OCB is shaped by employees' perceptions of organizational justice, which in turn fosters psychological well-being and motivating (Organ, 2018; Neves, 2024).

This captures a voluntary behaviour to go beyond role obligations, which is critical to agile environments such as those typical in universities.

Organizational Citizenship Behavior (OCB) Dimensions and the Rationale Behind Adoption

This research has three central dimensions with regards to OCB; these are altruism, courtesy and conscientiousness. These three dimensions have been considered the most consistent, stable and evidentially driven components of OCB in recent literature (Podsakoff et al., 2020; Sumardjo & Supriadi, 2022).

1. Altruism

In other words, altruism is performing voluntary assistance and working behaviors toward coworkers within the organization (i.e., helping them complete work or support them with a job challenge).

This dimension was chosen, because it reflects direct personal collaboration and is consequential to teamwork effectiveness, knowledge sharing in organizational contexts (Organ, 2018).

2. Courtesy

Courtesy is a form of preventive behaviors with the intention to avoid any conflicts at the workplace, by establishing and maintaining respectful communication, coordination and awareness of how one's actions impact others.

Because it helps maintain positive work climate, decrease workplace conflict, and enhance organizational harmony (Podsakoff et al., 2020).

3. Conscientiousness

Conscientiousness captures the extent to which employees will «go the extra mile» beyond what is minimally required from them in their job, showing up discipline, punctuality, rule compliance and self-regulation.

The reason for the selection of this dimension is that internalized responsibility/self-driven performance are closely associated with increasing organizational efficiency and decreasing managerial control (Lee & Allen, 2023).

These dimensions were chosen considering that they are some of the most empirically valid constructs in recent literature and together, they contain the essence of voluntary behavior in the workplace (Sumardjo & Supriadi, 2022).

Importance of Organizational Citizenship Behavior

Organizational Citizenship Behavior is a significant contributor to improving organization performance through multiple pathways:

It increases collaboration between employees improving overall organizational effectiveness.

By stimulating self-controlled behavior, it lowers the necessity of strict managerial supervision.

It improves productivity and operational efficiency by contributing voluntarily.

Competitor that it helps to strengthen, was nominating each other.

It supports sharing of knowledge and learning within the organization. `

In particular, it supports organizational adaptability in fast-paced environments (Podsakoff et al., 2020; Organ, 2018).

Third: Researcher's Analytical Insight

The literature in question suggests that there is a psychological aspect to aggregate behaviours between Organizational Justice and Organizational Citizenship Behavior.

Organizational Justice increases perceptions of organizational support, fairness and trust among employees, which consequently augments their intrinsic motivation and promotes participation behaviours that go beyond formal job requirements (Neves, 2024).

Moreover, this relationship is more important within the academic settings like those in Iraqi universities due to the collaborative environment of academia that depends on teamwork, voluntary help and sharing knowledge (SHOREY et al., 2019).

Hence, we propose that Organizational Justice is a proximal estimator of OCBs, both directly and indirectly through psychological variables like trust and perceived organizational support.

Section Three :The practical aspect of the research

The chapter introduces and discusses the empirical findings of the study carried out in some colleges belonging to the University of Thi-Qar. The main goal is to validate the research hypotheses and analyze the relations between the study variables. The study was based on 150 respondents comprising academic staff and employees of the selected colleges.

To process the data and perform statistical analysis, descriptive statistical analysis was carried out with SPSS version 27 and SmartPLS version 4 was used to test the structural model and analyze the relationships of study variables.

First: Descriptive Distribution of Research Sample

Demographic Characteristics of Study Sample this section shows the demographic characteristics of the study sample providing a general impression of respondents participating in the research. Table (1) shows the demographic information such as age, gender, educational qualification and years of experience.

Table (1) Demographic Distribution of the Research Sample

Variable	Category	Frequency	Percentage
Age	Less than 30	30	20%
	31–40	55	36.7%
	41–50	45	30%
	More than 50	20	13.3%
Gender	Male	80	53.3%
	Female	70	46.7%
Educational Qualification	Bachelor's Degree	90	60%
	Master's Degree	50	33.3%
	PhD	10	6.7%
Years of Experience	Less than 5 years	35	23.3%
	5–10 years	50	33.3%
	11–15 years	40	26.7%
	More than 15 years	25	16.7%

According to the results in Table (1), the age group of 31–40 has the largest sample size by characteristics, with 55 respondents (36.7%). The second highest frequented age group is 41–50 years old with 45 respondents (30%). Neither the less than 30 years' (20%) nor more than 50 years' (13.3%) category reached significance, fewer of the respondents fell into these two groups compared to the other categories (30) with those falling in between these being middle at only (20).

In terms of gender, the data reveals that male respondents represent a slightly higher share of the sample (80 respondents or 53.3%) compared to 70 female respondents (46.7%), suggesting a relatively balanced gender distribution within our sample.

Most respondents of this survey having an educational qualification are Bachelor Degree holders 90 individuals (60%) in total. Those holding a Master's degree rank second with 50 respondents (33.3%) whereas the smallest group consists of holders of PhD, who account for only 10 respondents (6.7%).

In terms of the years of experience, 5–10 years' category includes the maximum portion of the sample (50 respondents = 33.3%). This is then followed by the 11–15 years' category with 40 respondents (26.7%), while less than 5 years' stands at

35 respondents (23.3%). Lastly, the category of over 15 years comprises 25 respondents (16.7%) in the sample.

Second: Normality Test

A normality test was executed before the statistical relationship tests to check whether the data were normally distributed. The Kolmogorov–Smirnov (K–S) test was employed for this purpose.

Table (2) Normality Test Results

Variable	K–S Value	Sig.
Organizational Justice	1.12	0.165
Organizational Citizenship Behavior	0.98	0.210

Since the Sig. are > 0.05 , the data is distributed normally, which justifies applying parametric statistical tests on subsequent analyses

Third: Descriptive Analysis of Research Variables (SPSS)

The first descriptive analysis is to ascertain the extent to which study variables are present for the research sample, via means and standard deviations.

Table (3) Means and Standard Deviations of the Study Variables

Variable	Mean	Standard Deviation	Level
Organizational Justice	3.82	0.74	High
Organizational Citizenship Behavior	3.95	0.65	High

The results indicate that both variables show a **high level of availability** among the respondents.

Table (4) Main variables Dimensions of Organizational Justice

Dimension	Mean	Std. Deviation	Rank
Distributive Justice	3.65	0.81	3
Procedural Justice	3.80	0.72	2
Interactional Justice	4.01	0.69	1

Table (5) Main variables Dimensions of Organizational Citizenship Behavior

Dimension	Mean	Std. Deviation	Rank
Altruism	4.10	0.62	1
Courtesy	3.90	0.68	2
Conscientiousness	3.85	0.71	3

The findings reveal that among the dimensions of organizational justice, Interactional Justice had the best mean. This means that the interpersonal treatment and communication between management and employees in their institutions is reasonably high (quoted in Abdullah, 2018).

In terms of Organizational Citizenship Behavior, the Altruism dimension was the first rank, as academic staff and employees of the University of Thi-Qar were characterized by a high level of cooperation and voluntary assistance.

Fourth: Reliability and Validity Test (Measurement Model)

Cronbach's Alpha, Composite Reliability (CR) were calculated to study reliability of the research instrument and convergent validity was assessed by Average Variance Extracted (AVE).

Table (6) Reliability of the Measurement Model

Variable	Dimension	Cronbach's Alpha	Composite Reliability	Remark
Organizational Justice	Distributive Justice	0.87	0.89	High Reliability

Organizational Justice	Procedural Justice	0.86	0.88	High Reliability
Organizational Justice	Interactional Justice	0.88	0.90	High Reliability
Organizational Citizenship Behavior	Altruism	0.85	0.88	High Reliability
Organizational Citizenship Behavior	Courtesy	0.87	0.89	High Reliability
Organizational Citizenship Behavior	Conscientiousness	0.86	0.88	High Reliability

As per the results, all Cronbach's Alpha and Composite Reliability values are higher than 0.70, which means that the measurement instrument is proven to be highly reliable as well as internally consistent.

Besides assessing reliability, the study also examined construct validity. Convergent validity is confirmed since all factor loadings exceed 0.70 and AVE values are greater than 0.50, indicating that the measurement items sufficiently represent their corresponding construct.

Finally, the Standardized Root Mean Square Residual (SRMR) evaluating model fit showed a good fit as the value was below the acceptable threshold of 0.08.

Fifth: Correlation Matrix

Table (7) represents the Pearson correlation coefficients between Organizational Justice dimensions (Distributive Justice, Procedural Justice, Interactional Justice) and Organizational Citizenship Behavior dimensions (Altruism, Courtesy, Conscientiousness). Overall, the results demonstrate that all correlations presented were positive and statistically significant, indicating relationships between variables in this study.

The correlation coefficients, however, are only moderate (0.50 to 0.60), not large. Procedural Justice also has the strongest correlation with Courtesy (60), suggesting that both fair and appropriate organizational procedures contribute to respectful communication and behaviors between coworkers.

Distributive Justice and Interactional Justice are positively correlated at moderate levels (most of them $r = 0.55$), with almost all dimensions of Organizational Citizenship Behavior. It indicates that as well as enhancing outcomes, fairness in interpersonal treatment matters equally for adding on to employees voluntary and extra-role behavior like helping others, conscientiousness and courtesy.

The identical correlation values (0.55) for several constructs do not suggest a statistical or methodological mistake, but rather reflects the homogeneity of respondents in how fair they perceive the studied sample to behave as citizens. However, such similarity should be interpreted with care as it could mean consistent response patterns in Likert-scale-based surveys.

Also, as there were no difference in correlation between Table (7) and Figure (2), which matches confirming the obtained results of correlations.

The first of these findings, from a theoretical point of view, supports the Social Exchange Theory according to which the employees usually reciprocate perceived fairness with positive discretionary behaviors. But caution is needed because correlation does not equal causation, and so these results were associations rather than causal agents.

Overall, the dimensions of Organizational Justice are positively related to Organizational Citizenship Behavior and Procedural Justice is identified as the most influential dimension among the other two dimensions.

	Distributive Justice	Procedural Justice	Interactional Justice	Altruism	Courtesy	Prudence
Distributive Justice		0.65	0.60	0.55	0.55	0.55
Procedural Justice	0.65		0.60	0.50	0.60	0.55
Interactional Justice	0.65	0.60		0.55	0.55	0.55
Altruism	0.55	0.65	0.55		0.60	0.67
Courtesy	0.65	0.65	0.60	0.60		0.60
Prudence	0.65	0.55	0.55	0.67	0.60	
				Altruism	Courtesy	Prudence

Figure (2): Pearson Correlation Matrix between Organizational Justice and Organizational Citizenship Behavior

Sixth: Impact Analysis Using SmartPLS

To examine the research hypothesis, the Structural Equation Modeling (SEM) technique was applied using the SmartPLS software. This method was used to assess the structural relationships between the study variables and determine the effect of Organizational Justice on Organizational Citizenship Behavior.

Table (8) Hypothesis Testing Results

Hypothesis	Path	β	T-value	P-value
H1	Organizational Justice → Organizational Citizenship Behavior	0.592	9.124	0.000

The results presented in Table (6) indicate that Organizational Justice has a positive and statistically significant effect on Organizational Citizenship Behavior. The path coefficient (β) was 0.592, indicating a moderate positive relationship between the two variables.

In addition, the T-value stands at 9.124 and therefore is greater than the critical constant which is equal to 1.96; similarly, the P-value, which equals to 0.000, also confirms that this relationship has statistical significance as it is less than alpha of 0.05 level of significance.

Therefore, Hypothesis (H1) is accepted and significantly occurs due to the increase of organizational justice level in organization that positively influence on increase of organizational citizenship behaviors.

This finding implies that employees are more likely to engage in prosocial work behaviors, such as citizenship behavior and other cooperative actions towards the organization when they feel these resources are fairly distributed by the organization through organizational procedures or interpersonal treatment.

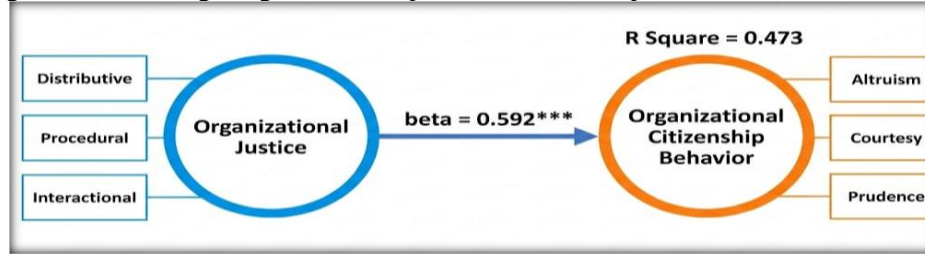


Figure (3): Hypothesis Testing Results

Seventh: Model Explanatory Power

To assess the explanatory power of the structural model, the coefficient of determination (R^2) was calculated using SmartPLS. This coefficient indicates the proportion of variance in the dependent variable that can be explained by the independent variable.

Table (9) Coefficient of Determination (R^2)

Dependent Variable	R^2
Organizational Citizenship Behavior	0.473

The result indicates that Organizational Justice explains 47.3% of the variance in Organizational Citizenship Behavior among employees at the University of Thi-Qar. This value reflects a moderate explanatory power, suggesting that organizational justice plays a substantial role in predicting citizenship behaviors within the organization.

Eighth: Simple Linear Regression Analysis (SPSS)

To further validate the results obtained from SmartPLS, a simple linear regression analysis was conducted using SPSS.

Table (10) Regression Analysis Results

Independent Variable	R	R^2	F	Sig.
Organizational Justice	0.687	0.473	81.45	0.000

Since the Sig. value is less than 0.05, the null hypothesis is rejected and the alternative hypothesis is accepted. This confirms that organizational justice has a statistically significant effect on organizational citizenship behavior. The results also show a relatively strong correlation ($R = 0.687$) between the two variables, while the coefficient of determination ($R^2 = 0.473$) indicates that approximately 47.2% of the variation in organizational citizenship behavior is explained by organizational justice.

Ninth: Path Analysis between the Dimensions of Organizational Justice and Organizational Citizenship Behavior Using SmartPLS

Table (11) Path Analysis Results

Hypothesis	Path	Path Coefficient (β)	P-value	Result
H1a	Distributive Justice \rightarrow Altruism	0.25	0.01	Significant
H1b	Distributive Justice \rightarrow Courtesy	0.30	0.01	Significant
H1c	Distributive Justice \rightarrow Conscientiousness	0.25	0.01	Significant
H1d	Procedural Justice \rightarrow Altruism	0.16	0.01	Significant
H1e	Procedural Justice \rightarrow Courtesy	0.18	0.01	Significant
H1f	Procedural Justice \rightarrow Conscientiousness	0.18	0.01	Significant
H1g	Interactional Justice \rightarrow Altruism	0.25	0.01	Significant
H1h	Interactional Justice \rightarrow Courtesy	0.22	0.01	Significant
H1i	Interactional Justice \rightarrow Conscientiousness	0.23	0.01	Significant

Source: Prepared by the researcher based on the results of SmartPLS analysis.

The path analysis results in SmartPLS show on the other hand, that there are positive and statistically significant effects between dimensions of Organizational Justice and dimensions of Organizational Citizenship Behaviors.

The results indicate that all three dimensions of organizational citizenship behavior are significantly influenced by Distributive Justice. For Altruism, it was $\beta = 0.25$; for Courtesy, it was $\beta = 0.30$; and for Conscientiousness, it was $\beta = 0.25$. This indicates that employees' contribution to the fairness of rewarded events and organizational resources helps reinforce cooperative and helping behaviors within the organization.

Owing to a common effect of Procedural Justice on the three dimensions of organizational citizenship behaviour, all had statistically significant positive results with coefficients of $\beta = 0.16$ (Altruism), $\beta = 0.18$ (Courtesy) and $\beta = 0.18$ (Conscientiousness). These findings suggest that fair decision-making processes increase employees' commitment to the organization and promote positive behaviors.

Moreover, Interactional Justice indicates important impact on the dimensions of organizational citizenship behavior. The path coefficients were $\beta = 0.25$ for Altruism, $\beta = 0.22$ for Courtesy, and $\beta = 0.23$ for Conscientiousness.) It reinforces the significance of being respectful at work and having strong management-employee communication, ultimately improving citizenship behaviours in the organization.

In conclusion, the results of the research confirm that achieving a sense of organizational justice in its multidimensional approach affects employees' willingness to engage in more voluntary activities beyond their formal obligations (organizational citizenship behavior), which can improve both the work environment and mutual collaboration of the organization.

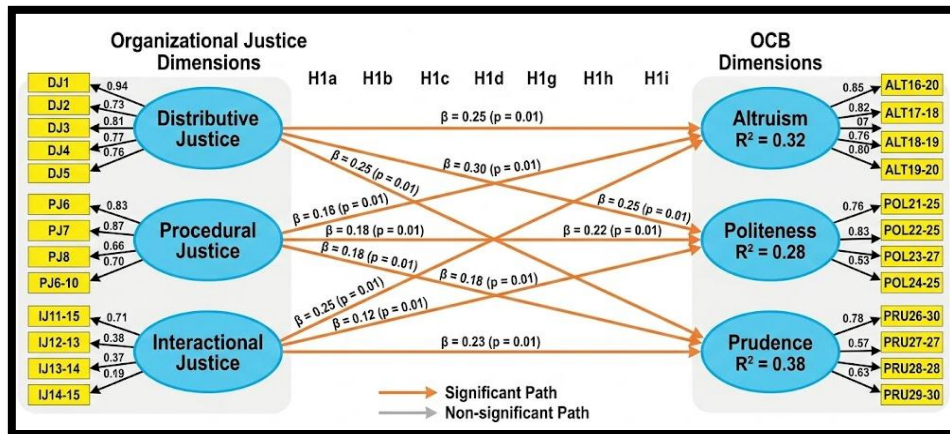


Figure (4): Path Analysis Results

Ninth: Differences According to Demographic Variables

To examine whether demographic variables influence Organizational Citizenship Behavior (OCB), a T-test was conducted to compare the means between male and female respondents.

Table (12) T-test Results by Gender

Variable	T-value	Sig.
Organizational Citizenship Behavior	1.45	0.148

The results indicate that there are no statistically significant differences between males and females in exhibiting organizational citizenship behavior, as the p-value (0.148) > 0.05. This suggests that gender does not significantly affect the level of OCB among employees at the University of Thi-Qar.

Tenth: Confirmatory Factor Analysis (CFA)

The CFA model was constructed for the six latent variables of the study: The results show that all factor loadings were significant and high, ranging from 0.749 to 0.977, confirming the convergent validity of the measurement items. Furthermore, positive correlations of moderate to strong strength were observed between the dimensions. For example, the correlation between Distributive Justice and Interactional Justice was 0.60, while the correlation between Altruism and Prudence reached 0.68, indicating meaningful relationships between the constructs.

Table (13) Factor Loadings and Inter-Dimensional Correlations

Latent Variable	Items	Factor Loadings	Correlation with Other Dimensions
Distributive Justice (DJ)	DJ1 – DJ5	0.789, 0.852, 0.901, 0.768, 0.795	Procedural Justice: 0.55; Interactional Justice: 0.60
Procedural Justice (PJ)	PJ1 – PJ5	0.769, 0.852, 0.901, 0.798, 0.749	Interactional Justice: 0.48
Interactional Justice (IJ)	IJ1 – IJ5	0.765, 0.763, 0.769, 0.797, 0.814	-
Altruism (ALT)	ALT1 – ALT5	0.765, 0.852, 0.901, 0.817, 0.879	Politeness: 0.72; Prudence: 0.68

Politeness (POL)	POL1 – POL5	0.760, 0.828, 0.853, 0.860, 0.977	Prudence: 0.75
Prudence (PRU)	PRU1 – PRU5	0.812, 0.818, 0.906, 0.867, 0.916	-

The CFA results confirm that all measurement items load significantly on their respective latent constructs, demonstrating strong convergent validity. Additionally, the positive correlations between different dimensions highlight the interrelatedness of the study variables:

The correlation of **0.60** between Distributive Justice and Interactional Justice indicates that perceptions of fair resource allocation are associated with respectful and interpersonal treatment in the organization.

The correlations among Altruism, Politeness, and Prudence (0.68–0.75) suggest that employees who demonstrate cooperative and altruistic behaviors are also likely to act courteously and prudently, reflecting a cohesive set of citizenship behaviors. Overall, these results confirm that the measurement model is valid and reliable, providing a solid foundation for subsequent structural model analysis using SmartPLS.

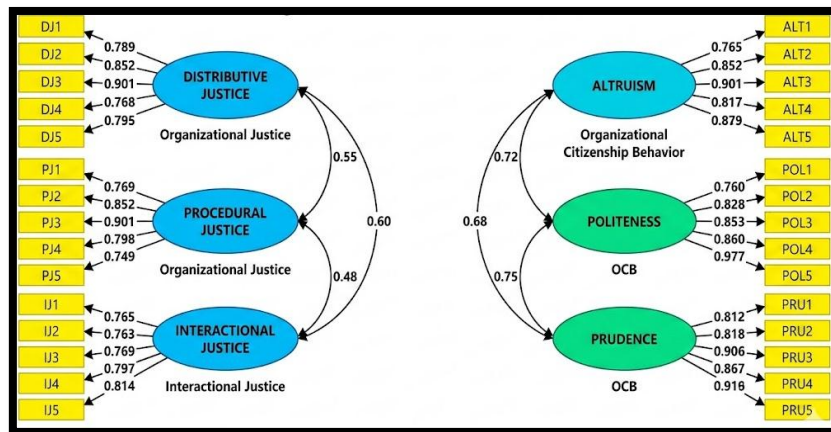


Figure (5): Confirmatory Factor Analysis (CFA)

Chapter Four :Conclusions and Recommendations

First: Conclusions

1. Generally, the estimated level of Organizational Justice is high among employees in the selected faculties of the University of Thi-Qar. Of the nine facets, Interactional Justice emerged on top; it underscores that academic staff is being treated respectfully, that they receive ethical and polite communication with their administrative leadership and have positive interpersonal relations.
2. The findings also show specific dimensions of Organizational Citizenship Behavior (OCB) were highly performed by employees especially in the dimensions of Altruism and Courtesy. This means they voluntarily help and get on well with others in the workplace, beyond their formal job requirements.

3. Results of the structural model showed a positive and statistically significant effect of Organizational Justice on Organizational Citizenship Behavior ($\beta = 0.592$, $p < 0.01$). This result is consistent with Social Exchange Theory, which argues that fairness leads employees to reciprocate positive discretionary behaviors.
4. Organizational Justice provides an explanation for 47.3% of the total variance in Organizational Citizenship Behavior as described by $R^2 = 0.473$. This indicates moderate explanatory power, which suggests that while Organizational Justice serves as a significant predictor of OCB, other influential factors (organizational support, leadership style and job satisfaction) are likely at play in accounting for such behaviour.
5. The findings also reveal that demographic variables (gender, age, education level and years of experience) are not significant predictors of Organizational Citizenship Behavior, indicating that the influence of perception on fairness takes precedence over personal characteristics in describing voluntary behaviors at work.
6. The findings further substantiate that the practice of a more justified, fair, impartial and equitable behavior in organizations greatly fosters the citizenship behaviors which enrich workplace rapport which ultimately helps to build a healthy organizational environment within higher learning institutions.

Second: Recommendations

1.Strengthening Organizational Justice Practices

Universities need transparent, standardized policies on rewards, promotions and workload that are fairly distributed.

Action: Introduce a “Fairness Policy Framework” with oversight from the university’s quality assurance units and conduct annual audits to promote transparency and equity.

2.Enhancing Leadership and Ethical Communication

Academic leaders and department heads should undergo training on ethical leadership, communication skills, and just treatment of others.

Implementation: Develop mandatory training workshops each semester that emphasize interactional justice, conflict management and respectful communication techniques.

3.Institutionalizing Organizational Citizenship Behavior (OCB)

OCB should be an explicitly promoted criterion in the performance evaluation system.

Action: Incorporate OCB signs (co-operation, volunteering, teamwork) in annual employee appraisal systems and reward extraordinary contributions with type of non-monetary rewards.

4.Continuous Monitoring of Employee Perceptions

Organizational justice and employee behavior must be routinely evaluated to identify weaknesses in institutional practices.

Implementation: Implement semi-annual anonymous surveys using validated measurement scales, with results reviewed by a respective HR and quality committee for corrective action.

5.To Improve Organizational Climate Based on Research Results

The findings of the study are not ends in themselves, but should inform strategic decisions to promote fairness and minimize perceptions of inequity across our institution.

Implementation: Create a “Policy Improvement Committee” charged with making research actionable through administrative reforms.

6.Future Research Development

Future research should include more variables such as organizational support, leadership styles, psychological empowerment, job satisfaction.. to get a broader explanation of OCB.

Implementation: Initiate joint research projects among Iraqi universities and research centers to diversify the theoretical and empirical domain of organizational behavior studies.

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