The Impact of Practicing Interactional Justice on Employees Organizational Citizenship Behavior (OCB) in the Jordanian Ministry of Justice

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Abstract
This study aimed to identify the level of practicing interactional justice in the Jordanian ministry of justice and its effect on employees. It also, tries to measure the organizational citizenship behavior (OCB) exercised by employees from the view point of their managers. There were two types of questionnaires designed to achieve the objectives of this study and test its hypotheses. The first questionnaire was distributed to a sample of (98) employees to measure their perceived interactional justice level of practice. The second one was distributed to a sample of (20) managers, in order to measure their perceived (OCB) level exercised by their subordinate. The results of data analysis revealed that workers sense of interactional justice was moderate with general average of (3.44). The level of organizational citizenship behavior (OCB) by employees from the perspective of their superiors came moderately with general average of (3.48). There's a statistically positive significant effect of interactional justice practice on organizational citizenship behavior exercised by the Jordanian Ministry of Justice employees. There is no statistically significant differences of respondents answers to the level of interactional justice practice due to demographic variables. There is no statistically significant differences of respondents answers (Managers) to the level of (OCB) of their subordinates depending on the variables related to(age, qualification), while there is a statistically significant differences in their answers due to the variables of gender and in favor of males, and years of service and for the category of 16 years and older.
Keywords: Interactional Justice, Organizational Citizenship Behavior (OCB), Organizational Justice

1. Introduction

1.1 background of the study

Globalization, international competition, and technical developments have contributed to the change of jobs and work nature. Therefore organizations require staff with high knowledge and new human resource management system that focus on building and developing the organization human capital. Human resource management (HRM) have been recognized increasingly as a source of sustainable competitive advantage, especially for organizations operating in challenging and rapidly changing international competitive environments, where employees treated as assets, and by which organizations can compete better in its environment. (Cascio & Bailey, 1995; Pfeffer,1994).

The main challenge managers have faced today is the difficulty of dealing with workers in the same way that had been followed with their ancestors, since there is a trend to recruit knowledge-based workers; who resist command and control systems used in traditional institutions. Therefore, new human resource management systems are required; systems that can be relied on for the purpose of recruiting, selecting, training, motivating and developing of human resources to ensure their loyalty, commitment and superior performance (Al-Ajami,1998) .

According to James, Organizational justice describes perception that individuals or groups have about the fairness in treatment they receive from an organization, and their behavioral reaction to such perceptions (James, 1993). In literature, justice has three dimensions: distributive justice, procedural justice, and interactional justice. Distributive justice refers to the perceived fairness of the outcomes, procedural justice refers to the perceived fairness of the means used to determine those outcomes (Folger and Konovsky, 1989; Cropanzano and Greenberg, 1997), and interactional justice refers to the fairness of interpersonal treatment (Martı´nez-Tur et al., 2006).

Establishing justice in the work environment is an effective tool that can be adopted by organizations seeking innovation, creativity and initiative. It has been recognized that dominance of justice in organizations contribute to boosting the performance level of individuals through the increase in commitment (Cohen-Charash &Spector, 2001) and build a bridge of trust between employees and management on one hand and between the employees themselves on the other (Colquitt et al ,2001; Choi Sungjoo, 2011). However, recent studies have presented the

concept of justice within the perspective of the so-called distributive justice, which focused on wages justice or benefits in the work environment. Furthermore, concerns then evolved to include the fairness of the procedures used in the decision-making and which later became known as procedural justice of the process. (Lind and Tyler, 1988, Flogger & Greenberg, 1985)

Based on literature as well it has been recognized that both distributive and procedural justice have taken place in many organizational justice research, However, most of those interested in this field of research did not take inconsideration the context of social interaction where formal procedures and decisions are implemented, and that's what led a team of researchers in the nineties to snap the dimensions of organizational justice related to interaction between leaders and subordinates, which used to be, called Interactional justice (Tyler&bies,1999). This has become an important dimension of organizational justice due to their social and psychological effects on workers and their performance, it could also help manage subordinates attitudes and behaviors (Robert Moran, 1991).

1.2   Problem of the study
A lot of scientists and practitioners realized the importance of organizational justice principles which form the basis for organization's excellence and employee's satisfaction. Due to the growing importance of organizational justice there have been many attempts to apply its theories to understand the behavior of individuals within organizations and it was used as the basis for interpretation of organizational behavior of employees. The problem of the study is trying to understand the level of interactional justice practices from the perspective of Jordanian ministry of justice workers and its impact on their organizational citizenship behavior (OCB) from the perspective of their managers, to shape the relationship between these two variables and reach a balanced management system in this context.

1.3   Significance of the study
The significance of the study stems from the following points :
- Provide a conceptual framework through previous literature and studies to determine the concept of interactional justice and manager's role in supporting its practices, as well as the concept of organizational citizenship behavior (OCB) and its role in achieving high performance.
- Find out the level of interactional justice practiced in the Jordanian Ministry of Justice and use the findings to form a general view of the real situation on the ground and propose suggestions for enhancement.
- Measuring the level of organizational citizenship behavior and offering decision-makers an opportunity to identify those levels, and thinking about their causes and ways to increase and maximize individual's performance.
- Identify the role and influence of interactional justice on organizational citizenship behavior to enhance practical understanding.
- As far as the researcher is concerned this study is the first of its kind to be implemented in the Jordanian Ministry of Justice; which is one of the important and vital sectors due its impact in establishing the rules of justice and providing a suitable environment that encourages investment.

1.4   Questions of the Study
The researcher is trying to answer the following questions:
- What's the general level of Interactional justice practice from the perspective of workers in the Jordanian Ministry of Justice?
- What is the level of organizational citizenship behavior of workers in the Jordanian Ministry of Justice from the perspective of their superiors?

1.5   Hypotheses of the study
- **First hypothesis**: There is a statistically significant positive effect at ($\alpha \leq 0.05$) of interactional justice practices on the organizational citizenship behavior in the Jordanian Ministry of Justice.
- **Second hypothesis**: There is a statistically significant difference in the level of interactional justice practice attributed to demographic variables (gender, age, qualification, experience) at ($\alpha \leq 0.05$) from *the subordinate's perspective.*
- **Third hypothesis**: There is a statistically significant difference in the level of organizational citizenship behavior attributed to demographic variables (gender, age, qualification, experience) at ($\alpha \leq 0.05$) *from the Superior's perspective.*

1.6   Model of the Study
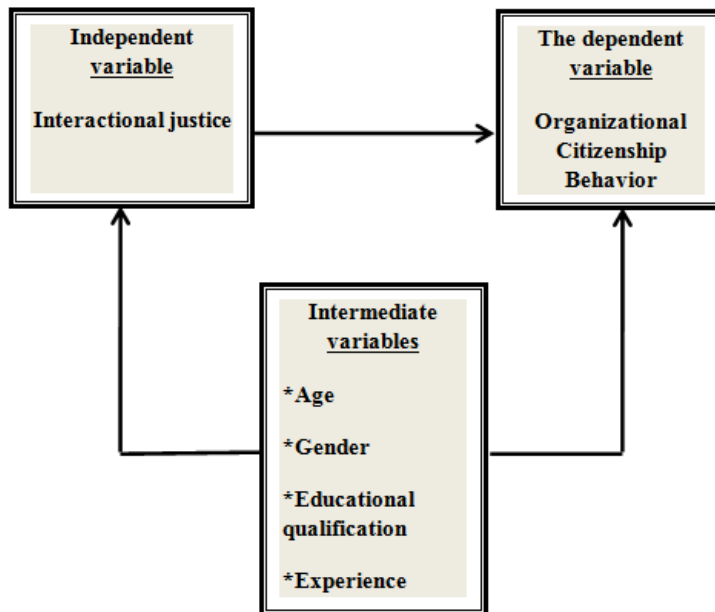
1.7 Methodology

This study has been applied at the Jordanian Ministry of Justice in Irbid city and it included a sample of employees and their superiors to find out the Interactional justice practiced, the Organizational Citizenship Behavior level, and the impact of Interactional justice on Organizational Citizenship Behavior of workers. For the purpose of this study a descriptive and an analytical method has been used with the assistance of statistical package for social science "SPSS" to describe the characteristics of the study sample using frequencies and percentages and test the study hypotheses. Field research methodology has been conducted through the design of two questionnaires, the first one was directed to employees to measure their attitudes toward Interactional justice practices level, and the second was to measure the level of organizational citizenship behavior of employees from the point of view of their superiors.

1.8 Study population and sample

The study population of this study included all the employees working in the Jordanian Ministry of Justice in Irbid city which consisted of (348) employees, distributed as follows: (50) "Superiors" and (298) "Subordinates". The Sample selected from this population was as follows: (25) "Superior" and (150) "Subordinates" with a rate of 50% of the study population. After the distribution and collection process was complete, (105) questionnaires were retrieved, (7) questionnaires ruled out to be incomplete, and thus, the number of recovered under analysis was (98) questionnaire , (78) questionnaires from Subordinates and (20) questionnaire from Superiors.

1.9 Data collection methods

Researcher relied on two main sources to obtain the data and information necessary for the purpose of this study :

- Secondary sources: obtained from books, researches, published articles in periodicals, library survey was carried out and previous studies through the Internet. All to form a theoretical background of the study.
- Primary sources: through the design of two questionnaires one directed to workers to measure the level of interactional justice practices, and the other directed to managers to measure the level of organizational citizenship behavior.

1.10 Operational definitions

- **Interactional justice**: The degree to which employees are treated with politeness, dignity, and respect by managers when applying formal procedures to determine outcomes and the explanations provided to them that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion .
- **Organizational Citizenship Behavior (OCB)**: Volunteer work performed by employee which is beyond their job description and characterized by altruism, dedication, sportsmanship and of benefit to

the organization .

1.11   Limitations of the study

- The political instability and tension experienced by Jordan and revolutions in neighboring Arab countries may have contributed to influence the views of the members of the study sample.

- The volume of work in the Irbid courts is too large, which can affect the response degree due to the unavailability of sufficient time to fill the questionnaires.

2. Literature review

2.1 Organizational justice

Organizational justice is the study of the concerns about fairness in the workplace. Concerns about distribution of resources have to do with distributive justice, concerns about fairness of decision-making procedures have to do with procedural justice, and concerns regarding interpersonal treatment have to do with interactional justice (Colquitt, J., Greenberg, J., & Zapata-Phelan, C. P, 2005) . The three component of justice tends to be correlated and can be treated as three components of overall fairness (Ambrose & Arnaud, 2005; Ambrose & Schminke, 2007). according to (Cropanzano, Bowen, & Gilliland, 2007) if one's goal is to promote workplace justice, it is useful to consider them separately and in detail. This is because each component is engendered in distinct ways, arising from different managerial actions and this what we are trying to do here by focusing on interactional justice .

The first component of justice is **distributive justice** which concerned of outcomes allocations to employees. According to Adams (1965) where he represented his equity theory,   people in general tend to make a comparison of how much they get relative to how much they contribute and compare themselves to others who are in similar situations. In general employee sense of justice and fairness increase when there is a balance between input and output, which in return affect their performance. Apart from its impact on performance, inequity can also cause workplace sabotage (Ambrose, Sea bright, &Steinke, 2002) and employee theft (Greenberg, 1993). It is personally painful for employees, as distributive injustice is associated with stress symptoms (Cropanzano, Goldman, & Benson, 2005).

Procedural justice refers to the perceived fairness of the policies, procedures, and criteria used by decision makers in delivering the outcome to employees (Thibaut and Walker, 1975; Lind and Tyler, 1988; Alexander and Ruderman, 1987). Fair procedures are consistent, unbiased and impartial, representative of all parties' interests, and are based on accurate information and on ethical standards (Leventhal, Karuza, and Fry, 1980).

The **interactive justice** is an extension of the concept of procedural justice, which refers to the method of disposal of the management towards staff when implementing formal procedures, or in the interpretation of these actions in estimated credible warming and diplomacy way (Rego& Cunha, 2006). In a sense, *interactional justice* may be the simplest of the three components. It refers to how one person treats another. According to (Colquitt, Conlon, Wesson, Porter, & Ng, 2001) There are two aspects of interactional justice *informational justice* which refers to whether one is truthful and provides adequate justifications when things go badly and *interpersonal justice which* refers to the respect and dignity with which one treats another. both are important, because interactional justice emphasizes one -on- one transactions.

 In a quasi-experimental study, Skarlicki and Latham (1996) trained union leaders to behave more justly. Among other things, these leaders were taught to provide explanations and apologies (informational justice) and to treat their reports with courtesy and respect (interpersonal justice). When work groups were examined three months later, individuals who reported to trained leaders exhibited more helpful citizenship behaviors than individuals who reported to untrained leaders.

2.2 Organizational Citizenship behavior (OCB)

OCB refers to anything that employees choose to do spontaneously and of their own record, which often lies outside of their specified contractual obligations (Organ, 1988).

Dimension of OCB

Currently, the most popular dimensions used to measure OCB are found in the 5 factor model (Organ, 1988):

- *Altruism*: being helpful
- *Courtesy*: being polite and courteous; prevent conflict
- *Conscientiousness*: doing more than just the minimum; attention to details (prevent/minimize error)
- *Civic Virtue*: showing interest and involvement (e.g. keeping up to date) with the organization; defend

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organizational policies and practices

- *Sportsmanship*: tolerating less-than-ideal conditions; accepting of changes and   performs requests without complaints

Workers, who go above and beyond the minimum requirements of their job description, by suggesting improvements, affect performance and result with enhanced workgroup efficiency. OCB impacts workgroup efficiency during times of crisis management. For example, having conscientiousness and helping others result in decreased inter-group conflict and allow managers to focus on more pressing matters (MacKenzie et al, 1999). Having workers highly engaged in OCB may improve managers' efficiency by allowing them to devote a greater amount of time to long-range planning matters. Subsequently, managers benefit from positive OCB as well as employees (Turnipseed and Rassuli, 2005).

3. Data analysis and discussion of the results

This part will comprehend the analysis of the study sample's answers that have been collected through the distribution of the questionnaires. It will consist of a detailed explanation of the features and characteristics of the study sample followed by an extensive and comprehensive discussion of the study hypotheses test results and wrap it up with the researcher's proposed recommendations.

3.1 study sample Characteristics

Table (3.1)Characteristics of the study sample

Variable	Categories	Subordinates		Superiors	
		Frequency	percentage	frequency	Percentage
Sex	Male	60	61.2%	18	90%
	Female	38	38.8%	2	10%
Age	30 years or less	42	42.9%	-	-
	31-39 years	33	33.7%	4	20%
	40-49	15	15.3%	7	35%
	50 years and more	8	8.1%	9	45%
academic qualification	secondary school	20	20.4%	-	-
	intermediate diploma	25	25.5%	-	-
	Bachelor	45	45.9%	12	60%
	Postgraduate	8	8.2%	8	40%
Years of service	5 years or less	40	40.8%	-	
	6-10 years	25	25.5%	4	20%
	11-15 years	18	18.4%	6	30%
	16 years and more	15	15.3%	10	50%
functional level	Employees	98	100%		
	Managers			20	100%

First: sex

The data presented in the table above shows that the majority of respondents "employees" under "subordinates" were of (60) males with a percentage of (61.2%)   against (38) females with a percentage of (38.8%). The distribution of "managers" under "Superiors" showed that the majority of the study sample were (18) male with a percentage of (90%) versus (2) females with a percentage of (10%). These results are consistent with most of the studies that have been done in Jordan where males dominated managerial positions compared to their peers of females.

Second: Age

The table shows that most of the respondents for "subordinates" were under the age category of *30 years or less* with (42) employees and a percentage of (42.9%), while the category of *50 years and less* ranked last with (8) employees and a percentage of (8.1%). While the category *31 - 39 years old* came in second place with (33) employees and a percentage of (33.7%). This indicates that the Jordanian Ministry of Justice attracts young

workers where Jordan is a country with a high rate of youth. For The sample of managers "Superiors" the fourth age category of *50 years and above* ranked first with 9 managers and a percentage of (45%), followed by the third age category *40 - 49 years old* by (7) managers and (35%), and the age category *31 - 39 years old* came in last with (4) managers with the least percentage of (20%). This results that the occupancy of leadership positions at the ministry of Justice requires a long experience and this what can been seen from the sample distribution.

Third: Qualification
The table shows that the majority of workers "Subordinates" hold a *Bachelor's* degree with the sum of (45) worker and a percentage of (45.9%), on the other hand there is only (8) workers with the percentage of (8.2%) under the *Postgraduate* category. While the *intermediate diploma* category came in relatively moderate with (25) worker with a percentage of (25.5%), the *secondary school* category didn't exceed the ratio of (20.4%) with (20) worker in total. This gives an indication that most of the staff in the Jordanian Ministry of Justice are well educated. For the distribution of managers "Superiors", the *Bachelor's* category came in first with a total of (12) individuals and a percentage of (60%), followed by the *Postgraduate* category with (8) individuals and a percentage of (40%). It is striking that workers enjoy a high level of education and that could be attributed to the expansion of graduate programs in most of the Jordanian universities and a growing number of young people with the intention to get a post graduate degree to secure a better job.

Fourth: Years of Experience
Data in the table shows that the distribution of individual respondents according to years of experience indicate that the employees who have experience less than 5 years were (40) employees with (40.8%), the number of those with (6-10 years) were (25) with a percentage of (25.5%), and the number of those who have (11-15 years) of experience are 18 with (18.4%). For managers the table shows that (50%) have a long experience of 16 years and above, followed by (30%) of (11-15 years). Therefore, this can justify that these kind of jobs require many years of experience mostly.

3.2   Results related to the first question
What's the general level of interactional justice practices from the perspective of workers in the Jordanian Ministry of Justice?

To answer this question we extracted averages, standard deviations and the degree of approval of interactional justice practices as perceived by employees. the following table illustrates this:

Table (3.2) Averages and standard deviations for interactional justice items in descending order

Rank	Number	Items	Mean	Standard Deviations	Level
1	6	Court Management dealing with personnel issues fairly and in accordance to Applicable regulations and instructions.	3.80	0.91	High
2	2	When my manager makes a decision related to my job he takes my personal needs into account.	3.71	1.14	High
3	1	My managers Treat Me with interest and respect.	3.67	1.22	High
4	8	My manager follows a key principle of transparency and clarity in dealing with employee.	3.44	1.14	Average
5	7	My manager Encourage and promote to build a relationships based on love and respect between employees.	3.36	1.14	Average
6	5	My manager Treat Me objectively and impartially when making decisions related to my job.	3.34	1.14	Average
7	4	My manager discusses with me the consequences of the decisions related to my job.	3.25	1.23	Average
8	3	My manager explain to me the justification behind the decisions relating to my job	3.19	1.11	Average
General Average			3.44		Average

As Seen from the table above, the worker's sense of interactional justice came respectively moderate with a

general average of (3.44%). The first item was concerned about *"Whether management deal with personnel issues fairly and in accordance to applicable regulations and instructions"* came firstly with an average of (3.80%). The second item was concerned about *"taking into account the needs of an employee when managers take their decisions"* came secondly with an average of (3.71%). The Third item concerning *"The treatment an employee receive must be with interest and respect"* came thirdly with an average of (3.67%). Finally, all the rest of the items came respectively moderate as shown in the table above.

3.3 Results related to the second question
What is the level of organizational citizenship behavior in the Jordanian Ministry of Justice from the perspective of their managers?

Table (3.3) Averages and standard deviations for (OCB) items in descending order

Rank	Number	Items	Mean	Standard Deviations	Level
1	1	The Employee helps his colleagues in solving problems related to their work.	3.92	0.67	High
2	2	The employee has a desire to help new employees and directing them.	3.88	0.78	High
3	6	The employee works before or after working hours to complete the required work.	3.60	1.25	High
4	8	The employee provides suggestions for work improvement t in his department or the organization in general.	3.46	0.96	Average
5	5	The employee provides high work quality that exceeds the level required from him formally.	3.42	0.87	Average
6	4	The employee is keen to attend additional training courses in his own time to develop his skill	3.37	1.08	Average
7	7	The employee looking for additional tasks although they increase his workload.	3.20	1.23	Average
8	9	The employee participates in extra work that helps to achieve the desired goal of the organization.	3.04	0.94	Average
General Average			3.48		Average

As Seen from the table above the level of organizational citizenship behavior of employees from the perspective of their superiors came moderately with general average (3.48). The first item was concerned about the *"help that an employee give to his colleagues to solve problems related to their work"* came firstly with an average of (3.92). The second item was about the *"employee's desire to help new employees and directing them"* came secondly with an average of (3.88). The third item concerning the *"employee's extra working hours to complete the required work"* came third with an average of (3.60). Finally, all the rest of the items came respectively moderate as shown in the table above.

3.4 Result related to the first hypothesis: there is a statistically positive significant effect at (α ≤0.05) of interactional justice practice on workers organizational citizenship behavior in the Jordanian Ministry of Justice

Table (3.4) Results of regression analysis to test the effect of interactional justice on organizational citizenship behavior of workers

Variable	B Beta	Standard error	R	R2	F	F significant	T	T significant
Interactional justice	0.966	1.35	0.837	0.700	51.385	0.0000	7.168	0.0000

Data shown in the above table indicate that there is a statistically significant effect of Interactional justice on organizational citizenship behavior for workers. R2 was (0.700) which means that the practice of Interactional justice explains (70%) of organizational citizenship behavior and the value of "t" was (7.168) and with statistical significance of (0.0000) which is less than the hypothesis significance level, and that indicate a strong impact of Interactional justice on organizational citizenship behavior, therefore the hypothesis is accepted.

3.5 Result related to the second hypothesis: There is statistically significant differences at level (α ≤0.05) in employees answer to the level of Interactional justice practicing due to personal and professional variables

(gender, age, qualification, experience)

Table (3.5) Averages of study sample trends to the degree of Interactional justice practices by variables of sex, age, qualification and experience

	Category	mean
Sex	Male Female	3.72 3.57
Age	30 year or less 31-39 years 40-49 years 50 years or more	3.60 3.85 3.75 3.62
academic qualification	Secondary school Intermediate diploma Bachelor Postgraduate	3.74 3.46 3.66 3.74
Years of service	50 years or less 6-10 years 11-15 years 16 years and more	3.67 3.71 3.44 3.66

Table (3.5) Variance analysis of the impact of (gender, age, qualification and years of service) on the degree to which employee perceived Interactional justice

Source of variation	Sum of squares	Degrees of freedom	Average squares	Statistical testing	Statistical significance
Gender	-	148	-	T= 1.17	0.243
Age	1.85	2	0.929	F = 1.715	0.184
academic qualification	81.520	149	0.553	F = 0.446	0.721
Years of service	1.207	3	0.402	F = 0.731	0.488

Depending on the table above we conclude the following:
- There is no statistically significant differences at ($\alpha \leq 0.05$) of respondents answers to the practicing of interactional justice attributed to gender, as the value of (T = 1.17) and in terms of statistical significance (0.243).
- There is no statistically significant differences at ($\alpha \leq 0.05$) attributed to the effect of age in respondents answers toward the level of interactional justice, as the value of (F= 1.7) and in terms of statistical significance (0.184).
- There is no statistically significant differences ($\alpha \leq 0.05$) attributed to the impact of Qualification in respondents answers, as the value of (F= 0.446) and in terms of statistical significance (0.721).
- There is no statistically significant differences ($\alpha \leq 0.05$) attributed to the impact of years of service in respondents answers toward the level of interactional justice practices, as the value of (F= 0.731) and in terms of statistical significance (0.488),

These results lead to reject the second hypothesis and the reason for that from the perspective of the researcher is that this part of the study is trying to stand the ground of interactional justice practice at the ministry of justice. Which is clear that the name of the ministry speaks for its self in regard to justice especially when factors like (gender, age, qualification, and years) that sometimes can resemble and/or understood as a matter of differentiation or discrimination to some extent are being evaluated.

3.6 Result related to the third hypothesis: There is a statistically significant differences at the level of ($\alpha \leq 0.05$) in the answers of respondents of managers to the level of employees "OCB" attributed to (sex, age, qualification, experience).

To test this hypothesis, analysis of variance was used to determine the impact of personal and functional variables on the attitudes of respondents to the level "OCB" of employees from the standpoint of managers, the

following table illustrates this:

Table (3.6) The results of variance analysis for significant differences of managers responses according to some personal and demographic variables at the level of (OCB) of subordinates

Variable	Source of variation	Sum of squares	Degrees of freedom	Average squares	Statistical testing	The level of significance
Gender	Between groups Within the groups Total variance	1.473 14.471 15.944	1 48 47	1.473 0.315	T = 4.681	.036 *
Age	Between groups Within the groups Total variance	2.155 13.790 15.944	3 44 47	0.718 0.313	F = 2.292	0.091
academic qualification	Between groups Within the groups Total variance	0.31 15.914 15.944	3 44 47	0.010 0.362	F = 0.28	0.994
Years of service	Between groups Within the groups Total variance	2.974 12.970 15.944	3 44 47	0.991 0.295	F = 3.363	0.27

*Statistically significant

Depending on the table above which contained analysis of one way ANOVA test we can conclude the following:

- The results indicated that there were statistically significant differences of respondents answers toward the level of (OCB) Attributed to gender. Therefore, male and female managers do not have the same perceptions of (OCB) of their subordinate, where males showed higher perception of "OCB" compared to female. And that probably is attributed to poor relationship between female managers and their male subordinates who make up the majority of the workforce.

- As Seen from the table there is no statistically significant differences of respondents answers toward the level of (OCB) attributed to age.

- The table shows no statistically significant differences of respondents answers toward the level of (OCB) attributed to qualification.

- The results of the table show that there were a statistically significant differences in respondents to the level of the (OCB) of their subordinates attributed to Years of service .

To illustrate the differences of managers perception toward years of experience dimensional Scheffe' were used as shown in the table below:

Table (3.6) Multiple Comparisons(Scheffe' Test) of respondent 's perception regarding years of experience variable on the level (OCB) of their subordinates

Years of service	Average	5 years or less	6-10 years	11-15 years	16 years or more
5 years or less	3.62				
6-10 years	3.21	0.41			
11-15 years	3.85	0.23	0.64		
16 years or more	3.83	0.21	0.62	0.02	

As we can See from the table, there were statistically significant differences at (α ≤0.05) with the range of "6-10 "and "16 or more" years of service . managers with the range of "16 years and more" showed higher estimation of (OCB) practiced by subordinates.

4. Results Summary

Based on the analysis of the data of this study, we can determine that the most important results of the study are as follows: Workers sense of interactional justice came moderately with general average (3.44). The level of organizational citizenship behavior by employees from the perspective of their superiors came moderately with general average (3.48). The results of the first hypothesis showed a statistically positive significant effect of Interactional justice on workers organizational citizenship behavior in the Jordanian Ministry of Justice. The results of the second hypothesis showed that there is no statistically significant differences at the level of significance (α ≤0.05) for the respondents answers to the level of interactional justice practice due to any of the following variables (sex, age, educational qualification and years of service). The results of the third hypothesis showed that there is no statistically significant differences at the level of significance (α ≤0.05) of respondents answers (managers) to the level of (OCB) of their subordinates depending on the variables related to (age, qualification), while there is statistically significant differences in their answers due to the variables of gender and in favor of males and years of service, and also for the category of 16 years and older.

5. Recommendations

- Management of **Irbid Justice Palace** have to develop an appropriate and fair mechanism to reward organizational citizenship behaviors to enhance the employee's performance
- Managers should undergo some special Training programs that are necessary to raise awareness of the concepts, foundations, and dimensions of interactional justice and its role in achieving organizational excellence.
- Future researches are advised to consider other relationships that are not addressed in this study, such as organizational justice and organizational commitment.

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