

# Impact of Organizational Justice on Organizational Citizenship Behavior: Case Study at Jordan National Electric Power Company

Atif B. Al-Quraan<sup>1\*</sup> Hassan I. Khasawneh<sup>2</sup>

1. WISE university, Amman, Jordan ,& Jordan Ahli Bank, PO box 61, Irbid 21110, Jordan
2. Jordan National Electric Power Company.

## Abstract

The present study aimed at identifying the level of the employee's perception of the organizational justice and the organizational citizenship behavior among the employees of the Jordan National Electric Power Company, also it aimed at identifying the impact of organizational justice (distributive justice, procedural justice and interactional justice) on organizational citizenship behavior (altruism, courtesy, sportsmanship, civic virtue and conscientiousness).

The target population was the employees of Jordan National Electric Power Company, their numbers were 1400 employees, 302 questionnaires were distributed, Only 202 were returned valid to statistically analysis, with a response rate of 67%.

The present study has shown that the level of organizational justice was medium and the level of organizational citizenship behavior was low. Also the study has shown that organizational justice (distributive justice, procedural justice and interactional justice) have significant impact on organizational citizenship behavior (altruism, courtesy, sportsmanship, civic virtue and conscientiousness) at Jordan National Electric Power Company.

**Keywords:** Organizational Justice, Organizational Citizenship Behavior, Jordan National Electric Power Company.

## 1. Introduction

The organizational justice which affects the professional motivation, satisfaction and the behaviors of the employees has gained great importance lately and many researchers are being made on this field nowadays. Organizational justice refers to the extent to which employees perceive workplace procedures, interactions and outcomes to be fair in nature. These perceptions can influence attitudes and behaviors of employees, in turn having a positive or negative impact on employee performance and the organization's success. Also, it is a key determinant in organizational citizenship behavior, which become important because it helps to facilitate the achievement of organizational goals and thus enhances organizational performance.

In today's dynamic workplace, successful organizations need employees who do more than their role requirements, employees who perceive fairness would want to contribute more to their organization. Additionally, when employees feel that their company is managed fairly, they are more likely to view citizenship behavior as an appropriate part of the social exchange.

### 1.2. Problem Statement

The problem of this study is that the concept of organizational justice is a modern concept and it has not been extensively examined in studies by the interested researchers. Therefore, absence of this concept in organizations might lead to a low level of employee's organizational citizenship behavior in such organizations.

A lot of scientists and practitioners realized the importance of organizational justice on achieving organizational objectives and goal through enhancing the organizational citizenship behavior of employees. Due to the growing importance of organizational justice there have been many attempts to apply its theories to understand the behavior of employees within organizations and it was used as the basis for interpretation of organizational citizenship behavior of employees. Therefore, the problem of this study is trying to understand the level of organizational justice practices and organizational citizenship behavior from the perspective of employees of Jordan National Electric Power Company and its impact on their organizational citizenship behavior.

The management of Jordan National Electric Power Company is interested in job attitudes and behaviors of its employees because it is believed that there is an association between these attitudes and behaviors with work outcomes. The performance of employees who are treated unfairly and inconsistently by managers may be deteriorated and their acts would not be for the interest of the organization.

The management of Jordan National Electric Power Company need to increase the level of organizational citizenship behaviors among their employees through practicing the organizational justice dimensions.

Meanwhile, because one of the most important factors in an organizational citizenship behavior is organizational justice. Although there have been studies examining the impact of organizational justice on organizational citizenship behavior, it is seen that the number of studies conducted in Jordan environment have been limited especially in Jordan National Electric Power Company. Therefore, it is considered important to determine the impact of organizational justice on the organizational citizenship behavior at Jordan National Electric Power Company.

### 1.3. Study Purpose

The purpose of this study is to investigate the issue that how and to what extents organizational justice can impact organizational citizenship behavior among employees of Jordan National Electric Power Company. To this end, the impact of organizational justice dimensions on organizational citizenship behavior will be discussed initially and then the relationship between the three main organizational justice dimensions (distributive justice, procedural justice and interactional justice) and five dimensions of organizational citizenship behavior of employees (altruism, courtesy, sportsmanship, civic virtue and conscientiousness) will be checked and there will be recommendations to improve organizational citizenship behavior of employees at Jordan National Electric Power Company through the development of organizational justice dimensions .

### 1.4. Study Objectives

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

- To describe the organizational justice behavior among the employees of Jordan National Electric Power Company.
- To describe the level of organizational citizenship behavior among the employees of National Electric Power Company.
- To determine the impact of the three dimensions of organizational justice on organizational citizenship behavior according to the opinions of employees of Jordan National Electric Power Company.

### 1.5. Study Hypothesis

Based on the study problem, objectives and its conceptual framework, main hypothesis is that:

$H_0$ : There is no statistically significant impact at  $\alpha \leq 0.05$  of the organizational justice dimensions (distributive justice, procedural justice, and interactional justice) on organizational citizenship behavior (altruism, courtesy, sportsmanship, civic virtue and conscientiousness) at Jordan National Electric Power Company.

*In addition, sub-hypotheses are:*

$H_{01}$ : There is no statistically significant impact at  $\alpha \leq 0.05$  of the organizational justice dimensions (distributive justice, procedural justice, and interactional justice) on altruism dimension of organizational citizenship behavior at Jordan National Electric Power Company.

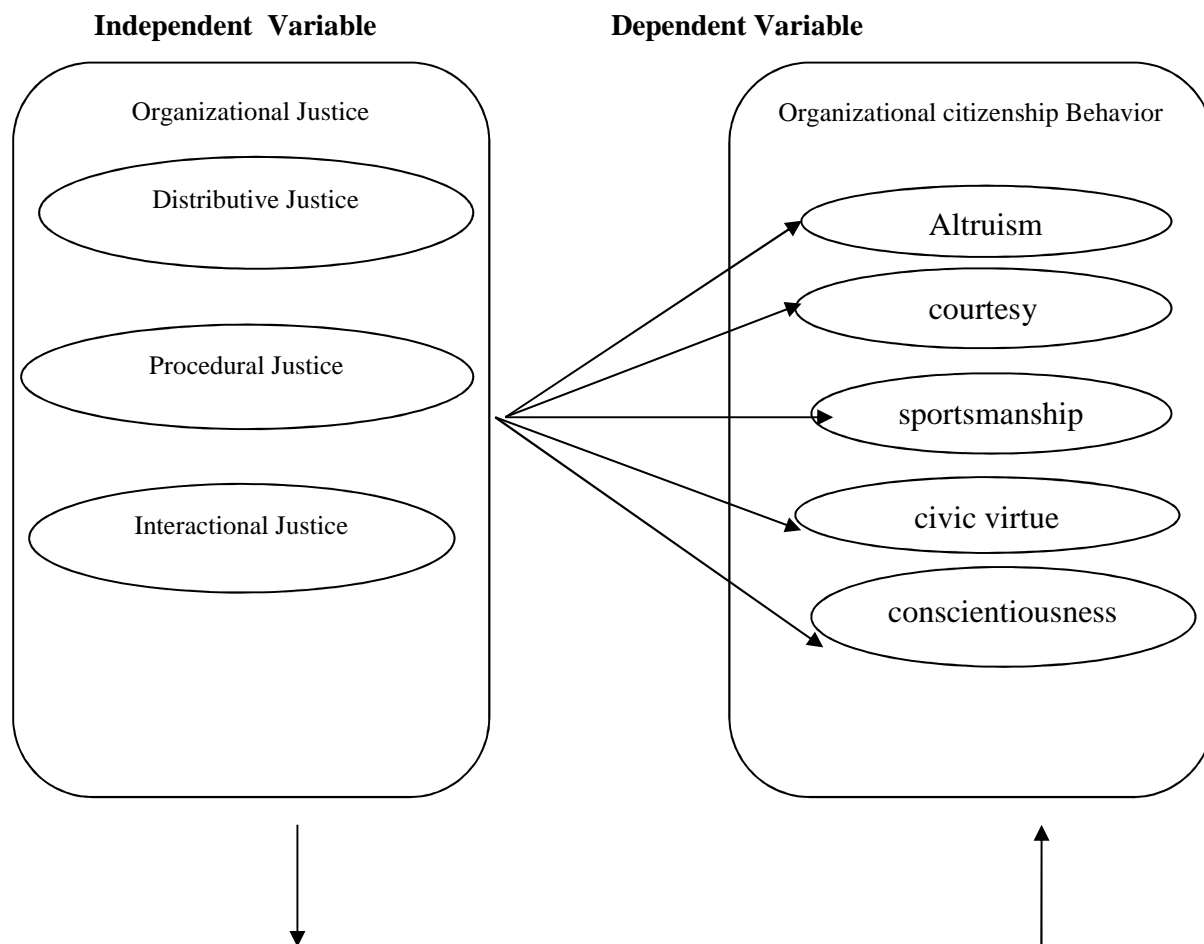
$H_{02}$ : There is no statistically significant impact at  $\alpha \leq 0.05$  of the organizational justice dimensions (distributive justice, procedural justice, and interactional justice) on courtesy dimension of organizational citizenship behavior at Jordan National Electric Power Company.

$H_{03}$ : There is no statistically significant impact at  $\alpha \leq 0.05$  of the organizational justice dimensions (distributive justice, procedural justice, and interactional justice) on sportsmanship dimension of organizational citizenship behavior at Jordan National Electric Power Company.

$H_{04}$ : There is no statistically significant impact at  $\alpha \leq 0.05$  of the organizational justice dimensions (distributive justice, procedural justice, and interactional justice) on civic virtue dimension of organizational citizenship behavior at Jordan National Electric Power Company.

$H_{05}$ : There is no statistically significant impact at  $\alpha \leq 0.05$  of the organizational justice dimensions (distributive justice, procedural justice, and interactional justice) on conscientiousness dimension of organizational citizenship behavior at Jordan National Electric Power Company.

**Figure 1**  
**The Study Model**



Source: Developed by Authors

## 2. Literature Review

### 2.1. Organizational Justice

Philosophers and social commentators were writing about justice long before management scientists were. Among the ancient Greeks, for example, Herodotus' History and Plutarch's Lives described the achievements of the lawgiver Solon, who reformed Athenian government. These are the prescriptive approaches, since they seek to logically determine what sorts of actions truly are just. As such, they reside comfortably within the domain of business ethics. While organizational justice borrows from these older traditions, it has its own distinctions. Unlike the work of philosophers and attorneys, managerial scientists are less concerned with what is just and more concerned with what people believe to be just. In other words, these researchers are pursuing a descriptive agenda. They seek to understand why people view certain events as just, as well as the consequences that follow from these evaluations. In this regard, justice is a subjective and descriptive concept in that it captures what individuals believe to be right, rather than an objective reality or a prescriptive moral code. As defined here, organizational justice is a personal evaluation about the ethical and moral standing of managerial conduct. It follows from this approach that producing justice requires management to take the perspective of an employee. That is, they need to understand what sorts of events engender this subjective feeling of organizational justice (Cropanzano et. al., 2007).

The term organizational justice was first used by (French, 1964) to refer in general to fairness issues in managing people. It was (Greenberg, 1987) who first use the term referring to people's perceptions, where he defined organizational justice as a concept that expressed employee's perceptions about the extent to which they were treated fairly, in organizations and how such perceptions influenced organizational outcomes such as commitment and satisfaction.

Well-designed systems that promote distributive, procedural and interactional justice profit both the individual and the organization. The impression of unfair treatment may lead to an individual lowering his commitment to the organization, decline in job performance and job satisfaction and showing reluctance in helping his co-workers (Ambrose, 2002 , Cropanzano & Greenberg, 1997). Employees may also get involved in deviant behavior affecting the workplace, including

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

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

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

Distributive justice has three important principles (Organ, 1988): equity, equality and needs:

- 1- The principle of equity: It means that one's rewards should be equal to one's contributions.
  - 2- The principle of equality: Under this principle, all employees should be given equal opportunities for access to rewards, regardless of their individual characteristics.
  - 3- The principle of need: It means that resources should be allocated according to the employee's need.
- Procedural justice: It is concerned with the fairness of procedures and policies used in decision making in the work environment (Greenberg, 1990). On the other hand, (Konovsky, 2000) stated that procedural justice refers to how decisions for the distribution of outcomes are made, it is also related to the subjective and objective situations.

Leventhal (1980) proposed six procedural justice rules for supervisors to ensure that procedures are perceived by employees as fair:

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

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

Bies and Moag (1986) identify some key aspects of interactional justice, which can enhance people's perceptions of fair treatment as the following:

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

## **2.2. Organizational Citizenship Behavior:**

Dennis Organ and his associates Bateman (1983) used the term organizational citizenship behavior for the first time in management research. According to the concept discussed by Barnard (1938) in his research, OCB means the willingness to cooperate and Katz (1964) defined the same concept as innovative and spontaneous behaviors. Organ (1988) defined the concept of OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. Discretionary, mean that the behavior is not an enforceable requirement of the role of the job description, that is, the clearly specifiable terms of the

person's employment contract with the organization, the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable.

Organizational citizenship behavior is necessary for an organization to perform its functions effectively, because such behaviors may influence both individual variables such as their performance, decisions on distribution of awards etc. and organizational variables such as efficiency, effectiveness, cost, customer satisfaction etc. (Podsakoff et al., 2009, Podsakoff et al., 2000, Organ, 1988).

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

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

### 3. Related Studies

Several studies have been carried out in terms of organizational justice and organizational citizenship behavior in different countries, while, few empirical studies conducted to examine the impact of organizational justice on organizational citizenship behavior at service sector in Jordan specially at Jordan National Electric Power Company. The researchers concentrated on some of these studies as following:

(Iqbal K. Hafiz et. al 2012), investigated the impact of organizational justice on organizational citizenship behavior in universities of Punjab in Pakistan. Results depicted that the procedural justice has positive and strong influence on organizational citizenship behavior, whereas, distributive justice has positive but weak influence in predicting the employee extra-role behavior in the educational institutions of Pakistan. Moreover, this research provides the insight to the management of educational institutions that by providing fairness and justice perceptions to the lecturers and professors, they can enhance the overall effectiveness of their institutions in Pakistan.

The study of (O. Fatimah et. al , 2011), aimed to examine the relationship between organizational justice and organizational citizenship behavior with job satisfaction among secondary school teachers in Selangor, Malaysia. Also, to identified effects of the dimensions of organizational justice and organizational citizenship on job satisfaction. Finally, this study looked at the moderating effect of organizational citizenship behavior on the relationship between job satisfaction and organizational justice. Results showed significant relationships between organizational justice and job satisfaction, organizational citizenship behavior and job satisfaction. Finally, organizational justice was found to have a positive significant relationship with job satisfaction where organizational citizenship behavior acts as a moderator between the two variables.

The study of (Judeh Mahfuz, 2012), investigated the relationship between distributive justice, procedural justice, interactional justice, job security, and organizational citizenship behavior of the largest six Jordanian banks listed in Amman Stock Exchange. The findings of the study revealed that all all path coefficients from distributive justice, procedural justice, and interactional justice to job security, and from job security to organizational citizenship behavior were significant and in the expected positive direction. The study provided evidence linking the three dimensions of organizational justice to job security and to organizational citizenship behavior. Such insights can help bank management better formulate their strategies and develop programs to improve the organizational citizenship level and to enhance the employees feelings of job security.

The study of (Al-Azzam Zeyad, 2015), which aimed at exploring the impact of organizational culture on organizational citizenship behavior at Al-Wasattiyya Municipality in Governorate of Irbid. Also it aimed investigating the nature of the relationship between organizational culture and organizational citizenship behavior. The study findings revealed that intermediate levels of organizational culture, while the results pointed out that employees showed a high levels of organizational citizenship behavior. Findings also indicated that there is a significant positive relationship between organizational culture and it's dimensions (trust, cooperation, joint vision, management practices effects, and common cultural norms) and organizational citizenship behavior. Additionally, results revealed that employees' perceptions of organizational culture were positively affected organizational citizenship behavior and all its components and the dimension of joint vision of organization culture was more strongly associated with organizational citizenship behavior. Furthermore, findings pointed out that organizational culture dimensions have effects on each organizational citizenship behavior and also joint vision was more strongly associated with altruism, management practices effects was more strongly associated with courtesy, conscientiousness, and civic virtue, common cultural norms was more strongly associated with sportsmanship. Eventually, this study recommended placing high emphasis on leaderships as they play moderator role to simplify and stimulate individuals organizational citizenship behavior and to conduct more studies on organizational cultures types and its role in driving and stimulating organizational citizenship behavior.

The study of (Demirkiran Mustafa et .al, 2016), was conducted to determine organizational justice and organizational citizenship behavior levels of workers of public hospital in Turkey, and to test the relationship between organizational justice and organizational citizenship behavior. The findings of the study was find that general justice perception of the participants was high, while their perception of organizational citizenship behavior was moderate. Also, the findings revealed positive and significant relationship between the dimensions of organizational justice and organizational citizenship behavior.

The study of (Taamneh Mohammad Abdallah, 2015), which aimed to identify the level of practicing procedural justice in the Jordanian Ministry of Justice and its effect on employees. It also, try to measure the organizational citizenship behavior exercised by employees from the view point of their managers. The results revealed that workers sense of procedural justice was moderate, while, the level of organizational citizenship behavior by employees from the perspective of their managers came moderately. Also, results indicated that there is a statistically positive significant effect of procedural justice practice on organizational citizenship behavior, while, there is no statistically significant differences of respondents answers to the level of procedural justice due to demographic variables. Also, there is no statistically significant differences of respondents answers (managers) to the level of organizational citizenship behavior of their subordinates depending on the variables related to age and 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.

The study of (Al-Taamseh A. Salameh & HasbAllah A. Abed Alhafith, 2015) , has aimed to analyze the impact of procedural justice on organizational citizenship behavior at the QIZ companies in Jordan according to the opinions of their employees. The study main findings indicated that the application of procedural justice in the QIZ companies were intermediate, while, the level of organizational citizenship behavior among workers was high, in addition there was a positive relationship between procedural justice and organizational citizenship behavior. The study recommended the need to increase the awareness of employees of procedural justice at companies, and to enhance the level of organizational citizenship behavior among workers at the QIZ companies in Jordan.

The study of (Alqhiwi Laith, 2015) , aimed at identifying the level of the employee's perception of the organizational justice and its dimensions in the Jordanian Potash Company and impact of such perception on improvement the performance efficiency. The results refer to the level of the employee's perception to the organizational justice concept and its dimensions were high. Also, the results show that the employee's performance efficiency level was high. Also, the results indicated that there is a statistically significant impact for the organizational justice dimensions on the dimensions of improvement the employee's performance efficiency in the Jordanian Potash Company.

#### **4. Methodology**

##### **4.1. The Study Population and It's Sample**

The study population consists of all employees working in Jordan National Electric Power Company, their number 1400 employees according to the statistics of Human Resource Department, distributed as the following (upper level management 36, middle management 108 and subordinate 1256). Due to the large size of population, a stratified random sample was selected of 302 employees distributed as the following (upper level management 8, middle level management 23 and subordinates 271).

##### **4.2. Data Collection and Instrument**

The study used a questionnaire for collection data of study. A survey instrument that had a 1-5 Likert scale was designed and developed in line with earlier studies to be fitted for Jordan National Electric Power Company environment, and it consisted of three main sections; Section 1 focused on respondents' demographic variables, while the Section 2, focuses on organizational justice dimensions, and Section 3 emphasized on organizational citizenship behavior dimensions. 302 questionnaires were distributed. Only 202 were returned valid to statistically analysis, with a response rate 67% .

##### **4.3. Instrument Validity and Reliability**

The instrument (questionnaire) was sent to a professional as well as specialists in the business management to test the face validity of the instrument, they did a small corrections and split some items into two or three items to measure all the variables comprehensively. Other type was to test the internal consistency and stability of questionnaire, is conducting a pilot sample of 50 employees to assess the simplicity and clarity of all items, the results was as simple as clear to understand. Meanwhile, researchers used Cronbach' Alpha to test the reliability of the questionnaire, and it is considered adequate if it is exceed 0.60 according to (Churchill, 1979). However, as depicted in table 1, the results of Alpha coefficients of the concerned variables were registered acceptable where the coefficients are above 0.60. Therefore, the instrument was suitable and consistence for implementing the study.

#### **5. Study Results**

##### **5.1 Demographic Variables**

According to results shown in table (2), we noticed that 70.3% of the sample of study was male and 29.7% were female. Clearly, results show that employees who were employed were young and they were situated mostly in (30-less than 40 years, 39.6% ) and (40- less than 50 years , 35.1%), this implies that Jordan National Electric Power Company has energetic employees who can continuously provide quality service by being speedy in serving customers, providing the service on time and being flexible , and vital to be more committed to their jobs. We noticed that most of respondents are well educated through earning their first degree and second degree (86%) and (14%) respectively. In regard to experience forms, most of the respondents have higher experience which means that the longer tenure the easier it is for employees to adapt to the organizational environment as well as accept company goals and values where service-oriented culture is emphasized and continue providing service quality.



Table 1: Cronbach's Alpha

Variable	No. of Items	Cronbach' Alpha
Distributive justice	5	73.7
Procedural justice	5	84.8
Interactional justice	9	94.5
Altruism behavior	5	86.1
Courtesy behavior	4	67.6
Sportsmanship behavior	3	70.9
Civic virtue behavior	5	76.6
Conscientiousness behavior	3	80.4

Table 2 . Demographic Variables Characteristics

variable	level	frequency	Percent (%)
Gender	Male	142	70.3
	Female	60	29.7
	total	202	100
Age	30 – 40 years	80	39.6
	41 – 50 years	71	35.1
	More than 51	51	25.2
	Total	202	100
Educational level	Baccalaureate	174	86
	Master	28	14
	Total	202	100
Experience	5 – 10 years	20	9.9
	11 – 15 years	40	19.8
	More than 16 years	142	70.3
	Total	202	100

## 5.2 .Study Variables Description

Table 3. Descriptive Study of Organizational Justice Dimensions

Items No.	Dimension	Means	St. Dev	Order of importance	Level of Importance
1-5	Distributive justice	3.28	0.96	2	Medium
6-10	Procedural justice	3.23	0.91	3	Medium
11-19	Interactional justice	3.42	0.76	1	Medium
	Organizational justice	3.31	0.88		Medium

As shown in table 3, organizational justice has got a mean of (3.31), which indicates a medium importance. According to respondents' answers, interactional justice dimension has come first with a mean of (3.42) which indicate of medium importance, then followed by distributive justice and procedural justice dimensions with a mean of (3.28) and (3.23) respectively, as they all indicate of medium importance. These results show that the respondents (Jordan National Electric Power Company employees) see that the level of organizational justice behavior of their company was medium in terms of distributive justice, procedural justice and interactional justice dimensions.

Table 4. Descriptive Study of Organizational Citizenship Behavior Dimensions

Items No.	Dimension	Means	St.dev.	Order of importance	Level of Importance
1-5	Altruism behavior	1.56	0.57	3	Low
6-9	Courtesy behavior	1.40	0.58	5	Low
10-12	Sportsmanship behavior	1.64	0.67	2	Low
13-17	Civic virtue behavior	1.44	0.65	4	Low
18-20	Conscientiousness behavior	2.17	0.71	1	Low
	Organizational citizenship behavior	1.64	0.64		Low

As shown in table 4 , organizational citizenship behavior has got a mean of (1.64), which indicates a low importance. According to respondents' answers, conscientiousness behavior dimension has come first with a mean of (2.17), then followed by sportsmanship behavior, altruism behavior, civic virtue behavior, and courtesy behavior with a mean of (1.64), (1.56), (1.44) and (1.40) respectively, as they all indicate of low importance.

### 5.3 Multiple Regression Analysis

In order to exploring the effect of independent variable on dependent variable, a multiple regression analysis was used, at statistical significant level ( $\alpha \leq 0.05$ ), as the following:

$H_0$ : There is no statistically positive significant impact at  $\alpha \leq 0.05$  of the organizational justice dimensions (distributive justice, procedural justice, and interactional justice) on organizational citizenship behavior (altruism, courtesy, sportsmanship, civic virtue and conscientiousness) at Jordan National Electric Power Company.

Table 5. Multiple Regression Results of the Impact of Organizational Justice on Organizational Citizenship Behavior (main hypothesis test)

Organizational justice	Organizational citizenship behavior			
	B value	$\beta$	T value	sig
Distributive justice	8.106	0.142	2.143	0.033
Procedural justice	-0.356	-0.662	-4.461	0.000
Interactional justice	0.221	0.374	2.527	0.012
R	0.379			
R Square	0.144			
F value	11.068			
sig	0.000			

Table 5 explores the regression analysis of the main hypothesis, results revealed that the organizational justice is significantly and positively affects the organizational citizenship behavior of Jordan National Electric Power Company at  $P \leq 0.05$ . ( $R = 0.379$ ), which indicate that the relationship between organizational justice and organizational citizenship behavior were positive, also ( $R \text{ Square} = 0.144$ ) which implies that the organizational justice explains 14.4% of the variance of organizational citizenship behavior of Jordan National Electric Power Company, while 85.6% related to other factors not mentioned in this study. And this leads to reject the null hypothesis that saying there is no statistically positive significant impact at  $\alpha \leq 0.05$  of the organizational justice dimensions (distributive justice, procedural justice, and interactional justice) on organizational citizenship behavior (altruism, courtesy, sportsmanship, civic virtue and conscientiousness) in Jordan National Electric Power Company, and accept the alternative hypothesis of affirming the effect. Thus, positive justice perceptions have shown to foster what is known as employee organizational citizenship behaviors, or behaviors that go beyond the call of duty. In other words, it is the individual behavior that is discretionary not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. According to the results of the multi-regression model, developed towards testing which sub-dimension of organizational justice is more effective in explaining organizational citizenship behavior, it can be inferred that interactional justice ( $\beta = 0.374$ ,  $T = 2.527$ ,  $\text{sig} = 0.012$ ), distributive justice ( $\beta = 0.142$ ,  $T = 2.143$ ,  $\text{sig} = 0.033$ ) and procedural justice ( $\beta = -0.662$ ,  $T = -4.461$ ,  $\text{sig} = 0.000$ ) respectively.



Table 6. Multiple Regression Results of the impact of organizational justice on altruism behavior (the first sub- hypothesis test )

Organizational justice	Altruism behavior			
	B value	$\beta$	T value	sig
Distributive justice	0.129	0.187	2.784	0.006
Procedural justice	-0.409	-0.630	-4.191	0.000
Interactional justice	0.303	0.426	2.839	0.005
R	0.345			
R Square	0.119			
F value	8.937			
sig	0.000			

The effect is statistically significant at the level ( $\alpha \leq 0.05$ )

Table 6 explores the regression analysis of first sub- hypothesis, results revealed that the organizational justice is significantly and positively affects the altruism behavior of Jordan National Electric Power Company at  $P \leq 0.05$ . ( $R = 0.345$ ), which indicate that the relationship between organizational justice and altruism behavior were positive, also ( $R$  Square = 0.119) which implies that the organizational justice explains 11.9% of the variance of altruism behavior of Jordan National Electric Power Company, while 88.1% related to other factors not mentioned in this study. And this leads to reject the null hypothesis that saying there is no statistically significant impact at  $\alpha \leq 0.05$  of the organizational justice dimensions (distributive justice, procedural justice, and interactional justice) on altruism dimension of organizational citizenship behavior at Jordan National Electric Power Company, hence we reject it and accept the alternative hypothesis of affirming the relationship and effects. According to the results of the multi-regression model, developed towards testing which sub-dimension of organizational justice is more effective in explaining altruism behavior, it can be inferred that interactional justice ( $\beta = 0.426$ ,  $T = 2.839$ ,  $sig = 0.005$ ), distributive justice ( $\beta = 0.187$ ,  $T = 2.784$ ,  $sig = 0.006$ ) and procedural justice ( $\beta = -0.630$ ,  $T = -4.191$ ,  $sig = 0.000$ ) respectively, and the value of ( $f$ ) = (8.937) with the degree of freedom = 3 with significant level = (0.000) which is more than its tabulated value at significant level ( $\alpha \leq 0.05$ ).

Table 7. Multiple Regression Results of the impact of organizational justice on Courtesy behavior (the second sub-hypothesis test )

Organizational justice	Courtesy behavior			
	B value	$\beta$	T value	sig
Distributive justice	-1.518	-0.024	-0.339	0.735
Procedural justice	5.038	0.083	0.534	0.594
Interactional justice	-0.200	-0.301	-1.932	0.055
R	0.230			
R Square	0.053			
F value	3.687			
sig	0.013			

\*The effect is statistically significant at the level ( $\alpha \leq 0.05$ )

Table 7 explores the regression analysis of the second sub- hypothesis, results revealed that the organizational justice is significantly and positively affects the courtesy behavior of Jordan National Electric Power Company at  $P \leq 0.05$ . ( $R = 0.230$ ), which indicate that the relationship between organizational justice and courtesy behavior were positive, also ( $R$  Square = 0.039) which implies that the organizational justice explains 3.9% of the variance of courtesy behavior of Jordan National Electric Power Company, while 96.1% related to other factors not mentioned in this study. And this leads to reject the null hypothesis that saying there is no statistically significant impact at  $\alpha \leq 0.05$  of the organizational justice dimensions (distributive justice, procedural justice, and interactional justice) on courtesy dimension of organizational citizenship behavior at Jordan National Electric Power Company, hence we reject it and accept the alternative hypothesis of affirming the relationship and effects. According to the results of the multi-regression model, developed towards testing which sub-

dimension of organizational justice is more effective in explaining courtesy behavior, it can be inferred that interactional justice ( $\beta = -0.301$ ,  $T = -1.932$ ,  $\text{sig} = 0.055$ ), procedural justice ( $\beta = 0.083$ ,  $T = 0.534$ ,  $\text{sig} = 0.594$ ) and distributive justice ( $\beta = -0.024$ ,  $T = -0.339$ ,  $\text{sig} = 0.735$  respectively, and the value of  $(f) = (3.687)$  with the degree of freedom =3 with significant level = (0.013) which is more than its tabulated value at significant level ( $\alpha \leq 0.05$ ).

Table 8. Multiple Regression Results of the impact of organizational justice on sportsmanship behavior (the third sub-hypothesis test )

Organizational justice	Sportsmanship behavior			
	B value	$\beta$	T value	sig
Distributive justice	0.126	0.157	2.246	0.026
Procedural justice	-0.222	-0.293	-1.874	0.062
Interactional justice	0.126	0.151	0.967	0.335
R	0.220			
R Square	0.048			
F value	3.363			
sig	0.020			

\*The effect is statistically significant at the level ( $\alpha \leq 0.05$ )

Table 8 explores the regression analysis of the third hypothesis, results revealed that the organizational justice is significantly and positively affects the sportsmanship behavior of Jordan National Electric Power Company at  $P \leq 0.05$ . ( $R = 0.220$ ), which indicate that the relationship between organizational justice and courtesy behavior were positive, also ( $R$  Square = 0.034 which implies that the organizational justice explains 3.4% of the variance of sportsmanship behavior of Jordan National Electric Power Company, while 96.6% related to other factors not mentioned in this study. And this leads to reject the null hypothesis that saying there is no statistically significant impact at  $\alpha \leq 0.05$  of the organizational justice dimensions (distributive justice, procedural justice, and interactional justice) on sportsmanship dimension of organizational citizenship behavior at Jordan National Electric Power Company, hence we reject it and accept the alternative hypothesis of affirming the relationship and effects. According to the results of the multi-regression model, developed towards testing which sub-dimension of organizational justice is more effective in explaining sportsmanship behavior, it can be inferred that procedural justice ( $\beta = -0.293$ ,  $T = -1.874$ ,  $\text{sig} = 0.062$ ), distributive justice ( $\beta = 0.157$ ,  $T = 2.246$ ,  $\text{sig} = 0.026$ ) and interactional justice ( $\beta = -0.151$ ,  $T = -0.967$ ,  $\text{sig} = 0.335$  respectively, and the value of  $(f) = (3.363)$  with the degree of freedom =3 with significant level = (0.020) which is more than its tabulated value at significant level ( $\alpha \leq 0.05$ ).

Table 9. Multiple Regression Results of the impact of organizational justice on Civic virtue behavior (the fourth sub-hypothesis test )

Organizational justice	Civic virtue behavior			
	B value	$\beta$	T value	sig
Distributive justice	-4.104	-0.056	-0.869	0.386
Procedural justice	-0.554	-0.799	-5.568	0.000
Interactional justice	0.356	0.467	3.261	0.001
R	0.445			
R Square	0.198			
F value	16.269			
sig	0.000			

\*The effect is statistically significant at the level ( $\alpha \leq 0.05$ )

Table 9 explores the regression analysis of the fourth sub- hypothesis, results revealed that the organizational justice is significantly and positively affects the civic virtue behavior of Jordan National Electric Power Company at  $P \leq 0.05$ . ( $R = 0.445$ ), which indicate that the relationship between organizational justice and civic virtue behavior were positive, also ( $R$

Square = 0.186 which implies that the organizational justice explains 18.6% of the variance of civic virtue behavior of Jordan National Electric Power Company, while 81.4% related to other factors not mentioned in this study. And this leads to reject the null hypothesis that saying there is no statistically significant impact at  $\alpha \leq 0.05$  of the organizational justice dimensions (distributive justice, procedural justice, and interactional justice) on civic virtue dimension of organizational citizenship behavior at Jordan National Electric Power Company, hence we reject it and accept the alternative hypothesis of affirming the relationship and effects. According to the results of the multi-regression model, developed towards testing which sub-dimension of organizational justice is more effective in explaining civic virtue behavior, it can be inferred that procedural justice ( $\beta = -0.799$ ,  $T = -5.568$ ,  $\text{sig} = 0.000$ ), interactional justice ( $\beta = 0.467$ ,  $T = 3.261$ ,  $\text{sig} = 0.001$ ) and distributive justice ( $\beta = -0.056$ ,  $T = -0.869$ ,  $\text{sig} = 0.386$  respectively, and the value of  $(f) = (16.269)$  with the degree of freedom =3 with significant level = (0.000) which is more than its tabulated value at significant level ( $\alpha \leq 0.05$ ).

Table 10. Multiple Regression Results of the impact of organizational justice on Conscientiousness behavior (the fifth sub-hypothesis test )

Organizational justice	Conscientiousness behavior			
	B value	$\beta$	T value	sig
Distributive justice	0.288	0.324	5.028	0.000
Procedural justice	-0.613	-0.730	-5.066	0.000
Interactional justice	0.515	0.558	3.885	0.000
R	0.438			
R Square	0.192			
F value	15.688			
sig	0.000			

\*The effect is statistically significant at the level ( $\alpha \leq 0.05$ )

Table 10 explores the regression analysis of the fifth sub- hypothesis, results revealed that the organizational justice is significantly and positively affects the conscientiousness behavior of Jordan National Electric Power Company at  $P \leq 0.05$ . ( $R = 0.438$ ), which indicate that the relationship between organizational justice and conscientiousness behavior were positive, also ( $R \text{ Square} = 0.180$  which implies that the organizational justice explains 18% of the variance of conscientiousness behavior of Jordan National Electric Power Company, while 82% related to other factors not mentioned in this study. And this leads to reject the null hypothesis that saying there is no statistically significant impact at  $\alpha \leq 0.05$  of the organizational justice dimensions (distributive justice, procedural justice, and interactional justice) on conscientiousness dimension of organizational citizenship behavior at Jordan National Electric Power Company, hence we reject it and accept the alternative hypothesis of affirming the relationship and effects. According to the results of the multi-regression model, developed towards testing which sub-dimension of organizational justice is more effective in explaining conscientiousness behavior, it can be inferred that procedural justice ( $\beta = -0.730$ ,  $T = -5.066$ ,  $\text{sig} = 0.000$ ), interactional justice ( $\beta = 0.558$ ,  $T = 3.885$ ,  $\text{sig} = 0.000$ ) and distributive justice ( $\beta = 0.324$ ,  $T = 5.029$ ,  $\text{sig} = 0.000$  respectively, and the value of  $(f) = (15.688)$  with the degree of freedom =3 with significant level = (0.000) which is more than its tabulated value at significant level ( $\alpha \leq 0.05$ ).

## 6. Discussions and Conclusions

It is clear evident from the results shown in table 3, that organizational justice and its dimensions (distributive justice, procedural justice, and interactional justice) has scored medium levels of importance from the respondents' point of view . While , it is clear evident from results shown in table 4, that organizational citizenship behavior and its dimensions (altruism, courtesy, sportsmanship, civic virtue and conscientiousness) has scored low levels of importance from the respondents' point of view.

Table 5, exhibit the results of regression analysis between the dimensions of organizational justice and organizational citizenship behaviors. As noticed the results are not consistent with the null hypothesis, so the results revealed that organizational justice has a positive and significant effect on the organizational citizenship behaviors as a whole. It means that if employees find their organization just and fair in distributional, procedural and interactional systems, they are more inclined to show organizational citizenship behaviors. Under a high level of organizational justice, employees tend to feel more secured and be engaged deeper in organizational citizenship behaviors. Also, table 6,7,8,9 and 10 exhibit the results of regression analysis between the organizational justice and organizational citizenship behaviors (altruism, courtesy, sportsmanship, civic virtue and conscientiousness). As noticed the results are not consistent with the null hypothesis, so the results revealed that organizational justice has a positive and significant effect on the altruism, courtesy, sportsmanship, civic virtue and conscientiousness behaviors of organizational citizenship. Which means that the practices of organizational justice enhances the employees to behave in a way that demonstrates selflessness and concern for the welfare of others, taking actions that help prevent problems from occurring, or taking actions in advance to mitigate a problem, choosing not to complain or act in negative ways, adopting a posture of responsible, constructive involvement in the political or governance

process of the organization and evidencing commitment to high levels of work quality and completion.

Based on these results , it is suggested to managers to take the following measures in order to increase the organizational citizenship behaviors in their employees and to reinforce the five dimensions of organizational citizenship behaviors in them:

- The management should increase employees' justice perception because it plays a role in motivating employees to engage in organizational citizenship behavior. The employees believing in the fair distribution of wage, bonus or promotional offers that are received, resources and rights show organizational citizenship behavior such as contribute to the organizational effectiveness and efficiency .
- Managers who desire to create an organizational atmosphere that elicits citizenship behavior must strive to improve the perceived fairness of their interactions with subordinates. In order to improve organizational justice and so organizational citizenship behavior, some required efforts is proposed, including: increased employee participate in some decision making and institutional affairs, holding periodic meetings to create understanding between manager and employees and giving importance to courtesy .
- Management needs to ensure the practice of organizational justice and communicate the practice to their employees so that it can create confidence and loyalty among employees. This will then influence workers' organizational citizenship behavior .
- Management should informing the employees about the principles of the justice and how to maintain good relationships in practicing the management works.

## 7. Future Implications

The present study was carried out in the context of Jordan National Electric Power Company. Further investigation may be conducted by practitioners and researchers in other sectors such as services, financial and manufacturing sectors. Besides, these two variables must be examined from the point view of other variables such as loyalty, personality, leadership styles and organizational culture.

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### **Bibliography**

Atif Badri Al-Quraan is a PhD candidate at The World Islamic Science and Education University (WISE), Amman, Jordan. And he is a Manager of Irbid Business Center For Small and Medium Enterprises, at Jordan Ahli Bank, Irbid, Jordan.

Dr. Hassan I. Khasawneh, is currently Human Resource Manager at Jordan National Electric Power Company. He hold PhD degree in Management , Human Resource Management from The World Islamic Science and Education University (WISE), Amman, Jordan.