

QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

“THE IMPACT OF ORGANIZATIONAL JUSTICE ON ORGANIZATIONAL  
CITIZENSHIP BEHAVIORS: MEDIATING ROLE OF JOB SATISFACTION”

CASE OF QATAR

BY

MANAL ABDULSALAM SALEH KASEM

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## **COMMITTEE PAGE**

The members of the Committee approve the Project of Manal Kasem  
defended on 07/01/2018.

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Professor Khaled AlShare

Thesis/Dissertation Supervisor

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Belaid Aouni

Committee Member

## **ABSTRACT**

KASEM, MANAL, A., Masters: January: 2018, Master of Business Administration

Title: The Impact of Organizational Justice on Organizational Citizenship Behaviors:

Mediating Role of Job Satisfaction. Case of Qatar.

Supervisor of Project: Dr. Khaled AlShare

This study aims at examining the effect of organizational justice on organizational citizenship behaviors. It also aims at investigating the mediating effect of the job satisfaction on the relationship between organizational justice and organizational citizenship behaviors. This research will help in improving the level of understanding of the influence that job satisfaction and organizational justice may have on the workers' organizational citizenship behaviors at the workplace by not only managers but also by academics in Qatar. So, this research geared towards equipping business management levels with vital information which they can use to develop their plans on how to maintain their employees' organizational citizenship behaviors and how to motivate them to advance their performance in the workplace that in turn affects the organizational performance. A quantitative approach using an online survey carried out to collect data and test the research hypotheses. The main data collection method that used in this study was snowball sampling. Data collected from 211 employees that are working at the state of Qatar from different levels and different sectors. Findings of this study reveal that perceptions of organizational justice have a significant positive effect on organizational citizenship behaviors. Perceptions of

organizational justice have a significant positive effect on job satisfaction. Job satisfaction has a significant positive effect on organizational citizenship behaviors. Job satisfaction partially mediates the relationship between organizational justice perceptions and organizational citizenship behaviors. There were some significant differences in the means of the demographic variables. Results show that work experience influences workers' perceived fairness in distributive justice. Educational level, work experience, and Job level influences workers' perceived fairness in procedural interactional justice. Job satisfaction is influenced by job level, while organizational citizenship behavior is affected by educational level, age, work experience, and nationality. Implications for practitioners and researchers are reported.

**Keywords:** Organizational Justice, Organizational Citizenship Behavior, Job satisfaction, Distributive justice, Procedural justice, Interactional justice, Procedural interactional justice

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## **ABBREVIATIONS**

OJ – Organizational justice

DJ – Distributive justice

PJ – Procedural justice

IJ – Interactional justice

JS – Job satisfaction

OCB – Organizational citizenship behaviors

PIJ – Procedural interactional justice

SPSS - Statistical Package for the Social Sciences

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## **DEDICATION**

*This project work is dedicated to my supportive beloved parents, my mother in law, my husband Turkey, and my lovely son Bandar. Also, I dedicate this report to my best friends Maimonah, Shaima, Kummam, and Salha.*

# CHAPTER 1: INTRODUCTION

Innovations and other forms of improved technology have influenced how organizations operate in the marketplace (Wan, 2017). Nevertheless, these organizations will need to make their workers as the major competitive advantage to have success in the ever-growing market. Skills, talent, and knowledge among workers have been named as the key forces behind the success of an organization. These key factors are normally transformed into organizational inputs by the use of intellectual capital (Rauf, 2014). At the same time, these transformations will depend not only on the contract between organizations and employees but also on employee's psychological perception of their relationship at the workplace. Thus, perceptions, behaviors, and attitudes in organizations are interesting topics for researchers in the field of behavioral studies where they are interested in studying the relationships among them (Saifi & Shahzad, 2017).

Organizational Justice can be described as the degree of the perception by employees regarding their workplace interactions, outcomes and procedures to be fair (Simić, 2013). It is described by Cremer (2005) as the main controlling element in all activities of any organizations. Various studies provided evidence that a relationship exists between the dimensions of justice perceptions and forms of organizational citizenship behavior (Ghazi & Jalali, 2017). Wan (2017) found that the perception of organizational justice is highly correlated with many important organizational behaviors such as organizational citizenship behaviors and attitudes like job satisfaction. Employees' perception of justice may enhance employees into having a

positive attitude which is linked to job satisfaction. This developed attitude will then lead these workers

into engaging in organizational citizenship behavior. Alkahtani (2015) stated that organizational citizenship behavior is important for the efficiency of any organization, on the other hand, Mehmet & Hasan (2011) stated that employees' perceived organizational justice have a direct effect on their organizational behaviors.

Over time, the term Organizational Citizenship Behaviors (OCB) has been debated upon by practitioners and scholars (Alkahtani, 2015). Some researchers have asked themselves this question, what encourages these behaviors among workers, especially when they are not rewarded, paid or recognized? Thus, various studies have been done and continue to be done to come up or find the reasons behind workers' willingness to show OCBs. The main focus of these studies is to identify the predictors of OCB originally in the workplace attitudes (Guangling, 2011; Hojops & Sudi, 2013; Basirudin, Basiruddin, Mokhber, Abdul Rasid & Mohd Zamil, 2016).

Studies that were done before showed that organizational justice is related to the various positive organizational outcomes and positively related to OCBs and job satisfaction. OCB was found to be in a strong relationship with the performance. Thus it became more critical to researchers today. Consequently, it was pointed that organizational citizenship behaviors are held responsible for enhancing the performance of that organization (Alkahtani, 2015; Mathur, 2013).

In the modern business world, many organizations have realized that workers' level of job satisfaction is very critical to the success of that business. Thus, organizations have devoted to paying more attention to the needs of their employees. At the same time, it is important for employees to have the inner acceptance of their organization's goals if they are to achieve its objectives (Bakhshi, Kumar & Rani, 2009). Employees whose level of job satisfaction is high enough can contribute more effectively to a business than employees whose level of satisfaction is low. Also, highly satisfied workers are more likely to engage and show signs of improved OCBs. (Hao, Hao & Wang, 2016)

Just like it was mentioned earlier on, it is crucial for employees to experience positive organizational justice perception. For that reason, researchers have become more interested in studying this incident. Research done in the past has shown to agree on one another that organizational justice can lead to improved levels of job satisfaction as well as OCB (Wan, 2017). At the same time, it is important to note that despite the fact that more interest has been shown to study OJ and thus increased the level of understanding of this issue, it is only a few studies that have established or identified the direct relationship between OJ and OCBs or JS (Rauf, 2015). Many researchers have hence, held this feeling that further research about the influence of OJ on JS and OCB need to be done. This is because many of them have stated that it is still not clear how OJ influences the factors of JS and OCB.

Also, many studies which tried to establish the relationship between OJ and OCB did not try to establish how JS acts as a mediator in the relationship between OJ perception and OCB. Thus, to find if and how the factor JS acts as a mediator in that

relationship is very crucial for future managers and employees in general (Saifi & Shahzad, 2017). Also, OCBs usually are affected by both perceptions (OJ) and attitudes (JS). To be more specific, attitudes among workers are likely to be affected by their perceptions (Hao, Hao & Wang, 2016). Thus, it can be hypothesized that workers' level of JS is likely to affect the relationship between OJ and OCB. So, JS acts as a mediator in the relationship between OJ-OCB (Saifi & Shahzad, 2017). Even though it is expected that OJ will have a positive relationship with OCBs, the magnitude of that influence may range into different forms of OJ. Thus, to identify the influence of each different form of OJ may provide a more precise picture of that relationship (Rauf, 2015).

Moreover, various studies have provided with support that there is a mediating influence of JS in the relationship between other variables (Saifi & Shahzad, 2017). Thus, assessing the likely influence of this attitude on the relationship between OJ-OCB in the Middle East and especially Qatar will help to understand the various scenarios further and then figure out the relationship between these factors. This research will continue on the work done in the previous studies concerning OJ, JS, and OCB. This research will be based in Qatar on the national level, and consequently, any knowledge and conclusions gathered from this research may contribute to the global literature.

Dawlat Qatar, common referred to as the State of Qatar is an Arab country and a member of the GCC States. The State of Qatar occupies 11,581 km<sup>2</sup> of the Arabian Peninsula and neighbors Saudi Arabia. The country has roughly over 2 million people and the population is quickly growing. The country is governed under

Sharia law as enshrined in the constitution of Qatar. Being an Arab state, Islamic culture is dominant in most, if not all, parts of Qatar. Qatar's economy is driven by petroleum and natural gas, with over 70% of the government revenue coming from these two sectors (Almfraji, Almsafir & Yao, 2014). According to the UN, Qatar is not only a high income economy but also top-notch when it comes to human development, as compared to other Arab states. The government of Qatar has over the past few years encouraged foreign direct investments (FDI) in the country as well as domestic investments from rich Qataris (Almfraji, Almsafir & Yao, 2014). The economy of Qatar has been heavily dependent on oil and natural gas and the government has plans to diversify sources of revenue. The government plans on expanding the industry sector while maximizing returns from the natural gas reserve. The government is encouraging foreign direct investments and private investors to expand Qatar's non-energy sector. Much of the success recorded in Qatar is attributed to the use of foreign labor ("World Economic Prospects", 2016). Despite the huge economic progress, respect for human rights remains a big concern in Qatar. Human resource is regulated by labor laws as stipulated in the 2004 Labor Law No. 14 ("Qatar Labor Law", 2018). This law touches on the relationship between employers and employees, particularly the rights, obligations as well as the restrictions of each party.

### **1.1 The significance and importance of the study**

It is important to note that every business organization is required to maintain its long-term business effectiveness by sending positive perceptions and attitudes as well as positive behaviors to its employees (Wan, 2017). The three terms in this



research, therefore, should be underlined as the three most significant factors that are essential to the long-term organizational efficiency. These three factors are Job satisfaction, Organization Citizenship Behavior and Organization Justice as named earlier. In so doing, this research will help in improving the level of understanding of the influence that job satisfaction and organizational justice may have on the workers' organizational citizenship behaviors at the workplace by not only managers but also by academics in Qatar. So, this research is geared towards equipping business management levels with vital information which will help them to improve their employees' citizenship behaviors and how to inspire them on their work performance.

This research will be important because many of the studies conducted were done in the western countries and thus, little research has been conducted on the countries in the Middle East. In Qatar, very little research has been done as a response to these issues which continues to grow at a higher rate. Thus, by doing this study in Qatar, it can contribute to the previous few research was done. Therefore; it will help business organizations in Qatar to better address the issues of Organization Justice, Organization Citizenship Behaviors, and Job Satisfaction effectively. This study will help businesses in this country to identify Organizational Justice as the independent variable during Organizational Citizenship Behaviors as the dependent variable and Job Satisfaction as the mediator. The findings and recommendations of this research will be provided to managers in various firms in Qatar which they can use to develop their plans on how to maintain their employees' organizational citizenship behaviors and how to motivate them to advance their performance in the workplace.

This study is crucial because it has based its findings on both public and private, manufacturing and service sectors. Thus, it provides with heterogeneous findings and results from almost all types of organizations in the Qatar economy. Also, the heterogeneous nature of this research will be represented by using data from all types of workers in different levels from junior to senior level. So, this study will not be biased. It is important to note that some information provided by the managers or senior level of an organization may not capture everything that was required because some issues can only be experienced by the juniors. Thus, by involving the juniors and middle workers of an organization in this research will ensure that all the information is captured at all levels. Therefore, this work can be useful not only to managers but also their subordinates.

## **1.2 The purpose and research questions**

This work aims at examining the effect of organizational justice on organizational citizenship behavior. At this stage, this research will do a thorough analysis of the factors that relate to the two concepts. This study also aims at clarifying how the factor, Job Satisfaction can be used as a mediator in the relationship between organizational justice and organizational citizenship behaviors. Thus, this project is such an important piece of work for managers. Managers should not put all their attention on how to build on the current perceptions of organizational justice, but they should also focus on how to improve their employees' level of job satisfaction by smoothening all the factors that lead to improved workers' OCB which consequently affects their organizational performance.

Also, this research will help businesses and individuals in Qatar to understand how organizational citizenship behaviors (OCB) and organizational justice (OJ) are related and how the factor job satisfaction (JS) helps in mediating or linking the two phenomena. This research intends to do that because most organizations in Qatar do not understand how the first factor which is OJ will impact on the second factor which is OCB if correct measures are not taken in a business organization. At the same time, these businesses do not understand how the third factor which is JS can be used as a mediator if an issue was to arise between the first two terms.

### **Research questions**

This research will be based on the following research questions;

1. What is the relationship between dimensions of organizational justice perceptions and organizational citizenship behavior?
2. Does the factor job satisfaction act as a mediator in the relationship between organizational citizenship behavior and organizational justice perceptions?
3. Do demographic variables influence the participant's responses?

### **1.3 Scope of the research**

The current study is organized as follows: Chapter Two reviews the literature related to the subject of this study. Chapter Three presents the research model, research hypotheses and defines the research methodology. This is followed by chapter four that displays findings of this study. Chapter Five include discussion of the results and their implications. Finally, the last chapter reports the conclusions

drawn from the results, providing some recommendations, the study's limitations',  
and Future research possibilities.

## CHAPTER 2: LITERATURE REVIEW

### 2.1 Organizational justice

As it was defined earlier on, organizational justice refers to the perceptions by workers regarding if they are being treated fairly by the management as well as the behaviors that result from those perceptions (Bakhshi, Kumar & Rani, 2009).

Organizational justice is categorized into three dimensions which include the following; interactional justice, procedural and distributive justice (Chiaburu et al., 2008).

Many researchers such as Tansky (1993), categorized distributive justice as the first dimension of organizational justice. This dimension refers to the perceptions of the workers about a fair distribution of outcomes. For example, rewards in the form of money that workers may receive from their businesses. This dimension is said to justify the treatment by objectives and ethical criteria among each employee. So, such benefits will be distributed in a similar manner among similar workers and differently to different workers. This dimension is based on the equity theory, and it tells the judgment made by various workers regarding the outcomes produced from their efforts such as rewards with money and promotion at the workplace (Hao, Hao & Wang, 2016).

Procedural justice is the second dimension, and it refers to the employees' level of perception in regards to the level of fairness in the regulations, procedures, and rules that are applied while making certain decisions that will direct the last outcome of that business (Bakhshi, Kumar & Rani, 2009). Other researchers such as

(Basirudin, Basiruddin, Mokhber, Abdul Rasid & Mohd Zamil, 2016) have defined it as the level of fairness of procedures made while determining the worker's outcome. Abu (2010), also states that the choice of procedures to be applied while preparing workers' reward will affect the allocations of that reward.

The third and the last dimension of organizational justice is the interactional justice dimension. This aspect explains the fair or unfair treatment at the area of the working relationship. Thus, this dimension is an essential feature at the workplace where workers interact with one another. It can also be defined as the interpersonal treatment that workers receive from the management and the sufficiency with which the procedures of formal decisions making are clarified (Mathur, 2013).

## **2.2 Organizational citizenship behavior (OCB)**

Organizational Citizenship Behaviors can be described as behavior at a worker's discretion which is not explicitly or directly rewarded, but at the same time, it helps in the fulfillment of that business' set objectives (Organ, 1988). In general, it helps an organization to achieve its set goals, and it also helps businesses improve their effectiveness in various ways such as improve customer satisfaction, improve sales, returns as well as increase productivity (Mathur, 2013). Organizational Citizenship Behaviors refers to the continuous doings or effort and also working more than what is expected of you (Alkahtani, 2015). In an organization, it comes in various forms such as doing more tasks than what is allocated, helping others at the workplace, obeying rules in that organization as well as having a positive attitude. Also, having tolerance when a worker is feeling discomfort is another form of OCB (Alkahtani, 2015). Other researchers such as Abu (2010), have defined OCB as the

behaviors which are based on voluntary work which cannot be imposed on the limits and does not gain or receive any rewards but these workers can build on and organizational efficiency and effectiveness. Also, these behaviors tend to encourage social machinery of that business, provides with the flexibility which is required to work through with different parts as well as assisting workers in that business to handle the conditions of interdependence with other workers (Ariani, 2014).

Organizational citizenship behaviors can be represented in five dimensions which are; Altruism, sportsmanship, conscientiousness, courtesy and civic virtue (Podsakoff et al., 1990).

Altruism refers to the nature of being selflessness. In other words, this kind of workers will often show help to new workers as well as making time for other workers. At the same time, this kind of workers will also contribute to the improvement of efficiency upon performance as an individual. The second aspect is the conscientiousness. This refers to the prudent workers. These workers will show high-efficiency rates of using the allocated time for every task. They will go well beyond the formal requirements (Ghazi & Jalali, 2017). Alkahtani (2015) stated that those workers would register high rates of attendance, which consequently contributes to the improved efficiency of each worker.

The third aspect is the sportsmanship feature. This refers to the nature of being supportive or being positive. This kind of workers is said to avoid trivial complaints such that they spend more time doing constructive activities rather than arguing. In so doing, this kind of workers will maximize their time on doing what is required of them. The other aspect is that of courtesy. This refers to the obedient and polite

workers. It means avoiding problems that occur from the working relationship (Guangling, 2011). This kind of managers will provide with warning letter as well as forwarding the right information at the right time. This way, they help in preventing issues that may slow down the process and level of production. Thus, it helps in maximizing their time. The last aspect is the civic virtue, which means behaviors of employees that indicate that they are responsibly participating in, involving in, or concerning about the welfare of the company. Workers or managers with this kind of aspect will tend to perform more tasks that they do not have obligations to help such as suggesting creative solutions for the improvement of the company and attending meetings that are not required. This aspect gives a better impression of that business organization (Alkahtani, 2015; Basirudin, Basiruddin, Mokhber, Abdul Rasid & Mohd Zamil, 2016; Blakely et al., 2005; Podsakoff et al., 1990; Schappe, 1998).

### **2.3 Organizational Justice and Organizational Citizenship Behavior**

According to Mehmet & Hasan (2011), organizational justice is the primary determinant of OCB. Research done by Jafari & Bidarian (2012), shows a positive relationship between OCB and dimensions of organizational justice. Also, Mathur (2013) provided evidence that the components of organizational justice are positively related to OCB. Procedures which are said to be fair will often move workers into supporting the needs of their groups and thus increase the OCB.

A research done by Ghazi & Jalali (2017) revealed that a relationship exists between perceptions of procedural justice and dimensions of citizenship, while no relation exists between perceptions of distributive justice and dimension of citizenship. Another study which was done by Abu (2010), still holds on to the belief



that perceptions of being fair are strongly related to altruism than to the other dimensions of OCB. Another research done by Guangling (2011) revealed that positive relationships exist between organizational justice and organizational citizenship behavior, and has also emphasized that by training managers in the principles of justice will improve on the levels of perception about OCB and fairness.

Other researchers such as Rauf (2014), have stressed on the issue that workers' sense of belonging in groups will improve their perceptions of fairness and thus help to improve the OCBs. Being an important part of that group, workers will realize the importance of OCB which will help them associate with the other group members. The perception of Justice may affect organizational citizenship behavior by stimulating workers in the workplace to define their relationship with the organization as one of social exchange (Mehrdad, 2009). In social exchange process, workers will often seek to reciprocate the other workers who have benefited them in one way or another. Thus, if a manager or business owner can initiate a fair treatment to his/her workers, especially about interactional and procedural justice, those workers will start to feel an obligation to do good that business or manager. At this point, workers will exhibit extra-role behaviors to reciprocate to their employer or manager (Rauf, 2014).

In cases where managers or employers send a negative perception or unfair treatment to their workers, then these workers will only do what is required of them and will, therefore, restrain OCBs. At this point, therefore, the workers' perception of organizational justice affects the OCB dimensions (Mathur, 2013; Jafari & Bidarian, 2012)

## 2.4 Job Satisfaction

Job Satisfaction described as the attitude that workers will develop or gain regarding their jobs (Zeinabadi, 2010), it refers to the negative or positive attitude and feelings about the job that a person does (Asgari et l., 2008). It is also the attitude of an employee which is associated with his/her work (Ariani, 2014). According to Hao, Hao & Wang (2016), they defined it as the fun or positive emotional state that will come to a person after they assess or experience their working conditions. Basirudin, Basiruddin, Abdul Rasid, & Mohd Zamil (2016) put three aspects that should be accepted as far as job satisfaction is concerned. One, they said that job satisfaction is an emotional effect on the workplace and its conditions. Second, they said that the results and how they meet or exceed the worker's expectations would often determine the level of job satisfaction. Finally, job satisfaction is said to represent various but closely related attitudes. Ariani (2014), then goes ahead to separate these three aspects into five elements of job satisfaction. he includes; pay, supervision, work itself, partners and promotion opportunities. Rauf (2015), supported this and stated that job satisfaction is a general attitude on itself and that satisfaction comes with five elements which are the job itself, wages, promotion opportunities, partners, and supervision.

Other researchers such as (Al-Zu'bi, 2010), have come a long way and identified the nine aspects of job satisfaction. One is the element promotion which is the worker's satisfaction with the available promotion opportunities. Two is the wages which are the worker's satisfaction with the current wage and salary increase. Three, are the external benefits which are the worker's level of satisfaction with the current

fringe benefits. Four is the element supervision which refers to the worker's level of satisfaction with the strict supervision. Five is the nature of the work done which is the satisfaction that an employee can get from performing a certain type of work. Six is the communication in between workers and their managers. Seven is the element partners whereby workers will want to be satisfied by working with the other workers. Eight is the working conditions which refers to the worker's level of satisfaction based on the procedures and rules. Lastly, is the exchange unit which refers to the rewards given to workers for good jobs.

## **2.5 Organizational Justice and Job Satisfaction**

Justice perceptions among workers will result in a positive attitude which improves the job satisfaction among those employees (Rauf, 2015) . When workers have the perceptions that they are experiencing fair regulations, procedures, and rules, receiving a fair distribution of outcomes that they are being treated fairly in the workplace, then they are likely to change or improve on their attitudes to a positive direction and consequently change their level of job satisfaction (they get more satisfied with their jobs) (Bakhshi, Kumar & Rani, 2009). Various researchers such Al-Zu'bi (2010) , have studied how the three dimensions (distributive, procedural and interactional) of organizational justice impacts on the level of job satisfaction and they found that there is a relationship between organizational justice (and its three dimensions) and the level of job satisfaction. They found that workers with high levels of organizational justice perceptions will normally have high levels of job satisfaction.

According to (Hao, Hao & Wang, 2016), they argued that job satisfaction and justice perceptions are indistinguishable. They added that the worker's perceptions of justice would strongly affect their level of satisfaction about their place of work. Other studies such as Saifi & Shahzad (2017), affirmed that job satisfaction could be enhanced by procedural fairness. Other researchers such as Wan (2017), maintained that perceptions of organizational justice are strongly correlated with the factor job satisfaction. According to Rauf (2015), all the three dimensions of organizational justice have a relationship with job satisfaction. Thus, it is correct to hypothesize that workers perceptions of organizational justice affect their job satisfaction positively.

## **2.6 Organizational Citizenship Behavior and Job Satisfaction**

There are various researches which provide evidence that there is a positive relationship between OCB and JS, such as Hojops & Sudi, (2013), Zeinabadi (2010), Zeinabadi & Salehi (2011), and Ariani (2014). Hoffman and associates (2007) provided evidence that there is a relationship between the two terms and that JS is significantly accounted for the variation in organizational citizenship behavior. Another research done by Ariani (2014) showed that a significant relationship exists between JS with organizational citizenship behavior.

Workers who have a perception that their organization gives them justice at the workplace, then those employees are more likely to build up their relationship on social exchange. So, workers will have an intention of reciprocating on their organizations by building on their levels of efforts applied to that organization (Zeinabadi, 2010). JS at the workplace can be seen as the result of organizational

justice perception whereby this perception will cause employees to feel much obligated into contributing to the success of that business such as OCB (Zeinabadi & Salehi, 2011).

According to Hojops & Sudi, (2013) , there is a positive relationship between Organizational citizenship behaviors and job satisfaction. Another research done by Zeinabadi & Salehi (2011), revealed that job satisfaction promotes extra-role behavior. Other researchers such as Zeinabadi (2010), added that the relationship between organizational citizenship behaviors and job satisfaction is one of social exchange.

If employers or managers start showing or sending positive attitude to their workers, then these workers will improve on their attitude about their job satisfaction, and at this point, they will try as much as possible to reciprocate or become good through organizational citizenship behaviors. On the other hand, if managers and employers make their workers get less and less satisfied with their jobs, then these workers will have no feeling of doing well to that business. In other words, they will only want to meet their required tasks and will never try to volunteer or go an extra mile because they are not satisfied with their jobs (Zeinabadi, 2010; Basirudin, Basiruddin, Mokhber, Abdul Rasid & Mohd Zamil, 2016).

## **2.7 Job satisfaction as a mediator in the relationship between organizational justice and organizational citizenship behavior**

Job satisfaction found to act as a mediator of the relationship between numerous variables (Rauf, 2015). The attitude-behavior theory can be used to explain

or hypothesize that JS is a mediator in the relationship between OJ and OCB. This theory explains how perceptions and beliefs of people regarding their workplaces can influence their behavior and attitude. Thus, workers' perception of justice will affect their level of JS, and this favorable attitude can cause them to behave in ways that build on their contributions to that business. These behaviors include such as Organizational citizenship behaviors (Moorman, Niehoff & Organ, 1993).

According to Rauf (2015), he found that the relationship between organizational justice and organizational citizenship behavior is mediated by job satisfaction in such a way that the relationship will be stronger once job satisfaction is added. Another researcher by the name Wan (2017), provided evidence that job satisfaction was a statistically significant mediating variable in explaining the relationship between perceptions of organizational justice and organizational citizenship behaviors. This is because or can be attributed to the considerable correlations between job satisfaction and the types of fairness perceived.

At the same time, other researchers such as Saifi & Shahzad (2017), showed in their work that there is a notable level of correlation between OCB and JS. They declared in their work that JS related to the OCBs for the reason that it is distinctive from justice as a forerunner. Also, they added that job satisfaction (JS) is said to mediate on the OCB-fairness relationships. In other words, job satisfaction shared fairness as a universal predictor.

The contradictory nature of the findings and previous research has slowed down the contributions to the current research and theory on organizational

citizenship behaviors and has also hampered useful suggestions by managers and business owners. Thus, understanding whether job satisfaction is a mediator in the relationship between JS and OCB is essential to advance theory on the organizational citizenship behaviors. Also, this understanding will also help in guiding practitioners to encourage OCBs by promoting experiences of JS or by enhancing better standards of perceived fairness (Wan, 2017).

Rauf (2015) added that the relationship between job satisfaction, OCBs and perceived fairness is dependent on the dimensions of OCB and types of justice in place. If this statement is considered to be true, then the management of a given business would have a range of alternatives which they can choose to promote OCB. Thus, the relationship between OCB, JS and the perceived fairness should be explored further. At this time, it is right to hypothesize that job satisfaction, and organizational justice is likely to be distinguishable from one another in their relationship to organizational citizenship behavior. Hence, job satisfaction is a mediator in the relationship between organizational citizenship behavior and organizational justice (Saifi & Shahzad, 2017).

## **CHAPTER 3: RESEARCH METHODOLOGY**

The current study adopts the model and hypothesis that was developed by Rauf, F.H.Abdul. (2015) in the article, “What Role Does Job Satisfaction Play on The Relationship Between Organizational Justice Perception And Organizational Citizenship Behavior? Empirical Evidence from Sri Lankan Employees” and implement it on employees working in Qatar from different levels, junior, middle and senior business levels, and from different sectors in Qatar, including government, Private, and semi-government organizations.

### **3.1 Research Model**

In this study, the model is adapted from the previous study that developed by Rauf, (2015), with the modification of implementing it on employees working in Qatar from different levels and from different sectors in Qatar. This model was designed to study the objectives of this research, which are to examine the effect of organizational justice perceptions as the independent variable on organizational citizenship behaviors as the dependent variable and Job Satisfaction as the mediator in the relationship between organizational justice and organizational citizenship behaviors. The research model is illustrated in Figure 1.



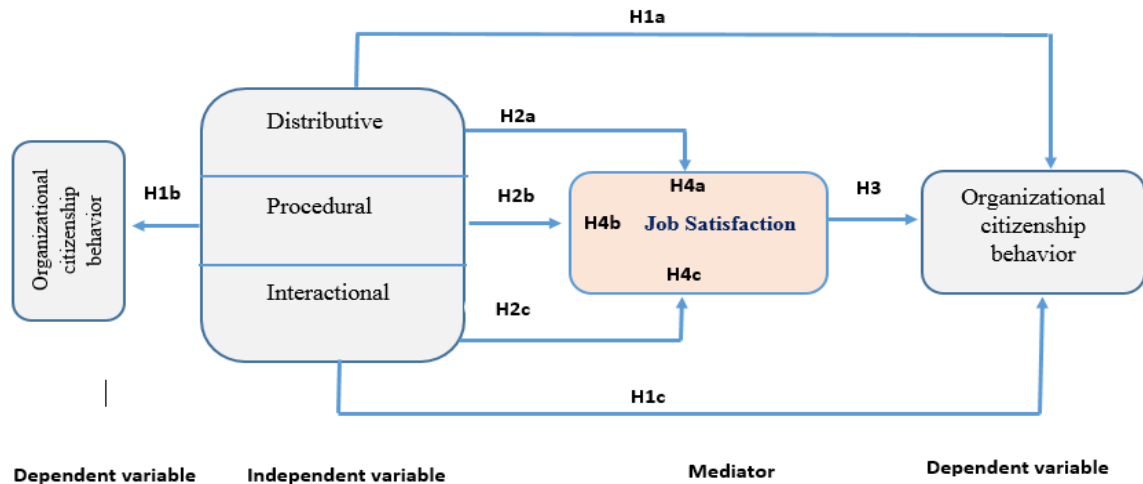


Figure 1: Research Model.

Source: Rauf (2015)

### 3.2 Research Hypothesis

Based on the research model above, and in order to achieve the objectives of this study, the following are four main hypotheses with a nine-sub hypothesis:

**Hypothesis 1:** Employee perceptions of organizational justice positively related to the organizational citizenship behaviors.

**Hypothesis 1a:** Employee perception of distributive justice is positively related to organizational citizenship behaviors.

**Hypothesis 1b:** Employee perception of procedural justice perception is positively related to organizational citizenship behaviors.

**Hypothesis 1c:** Employee perception of interactional justice perception is positively related to organizational citizenship behaviors.

**Hypothesis 2:** Employee perceptions of organizational justice positively related to job satisfaction

**Hypothesis 2a:** Employee perception of distributive justice is positively related to job satisfaction.

**Hypothesis 2b:** Employee perception of procedural justice is positively related to job satisfaction.

**Hypothesis 3c:** Employee perception of interactional justice is positively related to job satisfaction.

**Hypothesis 3:** Job satisfaction is positively related to organizational citizenship behaviors.

**Hypothesis 4:** Job satisfaction mediates the relationship between the perceptions of organizational justice and organizational citizenship behaviors.

**Hypothesis 4a:** Job satisfaction mediates the relationship between employee perception of distributive justice and organizational citizenship behaviors.

**Hypothesis 4b:** Job satisfaction mediates the relationship between employee perception of procedural justice and organizational citizenship behaviors.

**Hypothesis 4c:** Job satisfaction mediates the relationship between employee perception of interactional justice and organizational citizenship behaviors.

### **3.3 Research design**

In order to examine the impact of organizational justice perceptions on organizational citizenship behaviors, and examining the mediating role of job satisfaction between these two variables, a quantitative approach using an online survey was carried out to collect data and test the research model (Appendix B). The main data

collection method that used in this study was snowball sampling; in this method, participants of the research recruit other participants. The Survey questionnaire was available in both Arabic and English languages. The questionnaire survey consisted of 64 close-ended questions, organized into four parts as follows:

- **First part:** this part measured employees' perceptions of organizational justice.
- **Second part:** this part measured Employees job satisfaction.
- **Third part:** this part measured Employees Organizational citizenship behavior.
- **Fourth part: (Demographic):** this part requested various items of demographic information to understand the characteristics of the sample, including, Gender, age, educational level, employment sector, length of service, job level, nationality, and whether the participant is satisfied with his/her salary.

### **3.4 Research Measures**

All measures used in this study were adopted from previous researchers.

Measurement of all constructs was based on 5-point Likert scale. Participants in the study asked to specify the extent of their agreement or disagreement with each item by choosing from (1) strongly disagree to (5) strongly agree.

- **Organizational justice scale (OJ):** the scale consisting of 20 items that were developed by Neihoff and Moorman (1993) to measure dimensions of organizational justice, namely, distributive justice, procedural justice, and interactional justice. Five items measuring Distributive Justice, a sample item is "My work schedule is fair", six items measuring Procedural Justice, a sample item is " Job decisions are made by my manager in an unbiased

manner” , and nine items measuring Interactional Justice, a sample item is “When decisions are made about my job, the manager treats me with kindness and consideration”. The Cronbach alpha for each component was as following, 0.860 for distributive justice, 0.943 for procedural justice, and 0.976 for interpersonal justice

- **Job satisfaction scale (JS) :** A standard Job satisfaction questionnaire that was developed by Fernand and Awamleh (2006) was used to measure the level of job satisfaction among employees. It consists of 7-items. Example of items is “In general, I am satisfied with this job.” The Cronbach’s Alpha for this scale was 0.923
- **Organizational citizenship behavior scale (OCB):** the scale consisting of 24 items, it was adopted from Podsakoff and colleagues (1990) based on Organ’s (1988). High scores indicated that participants engaged in more citizenship behaviors and low scores indicated that participants engaged in fewer citizenship behaviors. Example of items “I help others who have heavy workloads.” The Cronbach alpha for this scale was .951

### **3.5 Sample and data collection**

Most of the previous research in this area used samples from either a single organization or a particular occupation. Meanwhile, in this study, the target participants were not limited to any particular occupations or any single organization. Potential participants were employees from different levels, junior, middle and senior business levels, and from different sectors in Qatar, including government, Private, and semi-government organizations. The survey link was sent mainly through

multimedia applications such as Snapchat and WhatsApp to a scattered sample from the society in the state of Qatar. In addition, the link was sent through announcement email to some staff at Qatar University; emails were used due to its low cost and its efficiency. Since the main data collection method in this study was snowball sampling, the total sample that refers to all persons who were presumably contacted could not be determined. A total of 253 questionnaires was received, but only 211 of them were completed.

### **3.6 Statistical procedure**

Statistical Package of Social Science (SPSS 24) package was used to analyze the data. It computed frequencies, means, standard deviation, reliability coefficients, principal component analysis and ANOVA. Moreover, correlation and multiple regression models were used to test research model and hypothesis. Lastly, PROCESS macro was used to test mediation effect. Following is a summary of the steps followed in the statistical analysis:

1. The collected data were downloaded as an excel sheet from the survey website, Qualtrics.
2. The raw data was scrutinized with a view to identifying any problems such as missing values, outliers, and input errors. Responses that had a lot of missing data were eliminated.
3. The raw data was imported from MS Excel and entered in the SPSS.
4. The data were coded. For example, strongly agree (5) and strongly disagree (1)

5. Descriptive statistics were carried out for all scale-items, such as maximum, minimum, range, mean, standard deviation, and frequencies.
6. The reliability and validity of the collected data were tested by means of Cronbach's Alpha, corrected item-total correlation., and explorations factor analysis. The recommended value of Cronbach's Alpha is 0.70 or above as suggested by Nunnaly (1978).
7. All measurement items were finalized, and the average of the items for each construct was calculated. Pearson correlation was carried out to determine the relationship between the variables. Three multiple regression tests were performed. The first regression model was run between the dependent variable organizational citizenship behavior (AVR\_OCB) and independent variables distributive justice (AVR\_DJ) and procedural interactional justice (AVR\_PIJ). The second regression model was run between the dependent variable job satisfaction (AVR\_JS) and independent variables distributive justice (AVR\_DJ) and procedural interactional justice (AVR\_PIJ). The last regression model was run between the dependent variable organizational citizenship behavior (AVR\_OCB) and independent variable job satisfaction (AVR\_JS).
8. PROCESS macro was used to test mediating effect of the job satisfaction factor in the relationship between organizational justice and organizational citizenship behaviors. Following this, one-way ANOVA was used to

determine if there is a statistically significant difference in means between groups of demographic variables.

9. The assumptions of all abovementioned tests were evaluated, and finally, all results were obtained.

## **CHAPTER 4: RESEARCH FINDINGS**

### **4.1 Data analysis**

#### **4.1.1 Characteristics of Respondents**

Based on the descriptive statistics data shown in Table 1, approximately 75% of the respondents were females, and 24% were males. 44% of the sample were Qatari while 55% were non-Qatari. regarding their educational level, about 6% of the participants have high school qualifications or below, 1% had Diploma, 2% have high Diploma, 61% have Bachelor Degree, and 28% have Master's degree or higher. In term of respondents age, Around 9% of the respondents were less than 25 years old, 63% were within the range 25 - 35, 29% were within the range 36 - 46, 2% were within the range 47 - 57, and less than 1% of the participants were aged 58 and above. Moreover, 73% of the participants indicated that they were working in the government sector; 17% were working in semi-government organizations, and only 9% of the participants were working in the private sector. In terms of job level, around 24% of participants held management level positions, while 75% were employees. about 9% of the respondents had completed one year or less in their current organization, 56% had work experience ranging from 2 to 7 years, around 23% had work experience ranging from 8 to 13 years, 13% had work experience ranging from 14 to 19 years, and 5% of the respondents had work experience of 20 years and above. Approximately, 58% of respondents indicated that they are satisfied with their salary, while 41% indicated that they are not satisfied with their salary in their current organization.



Table 1: *Frequency and Percentage for the Demographic Variables*

<b>Demographic</b>		<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>	Female	159	75.4%
	Male	52	24.6%
<b>Education</b>	High school	14	6.6%
	Diploma	3	1.4%
	High Diploma	6	2.8%
	Bachelor Degree	129	61.1%
	Master or above	59	28.0%
<b>Age</b>	Less than 25	8	3.8%
	25 - 35	134	63.5%
	36 - 46	62	29.4%
	47 - 57	6	2.8%
	58 or above	1	0.5%
<b>Job Sector</b>	Government	155	73.5%
	Private	19	9.0%
	Semi-Government	37	17.5%
<b>Work experience</b>	One year or less	6	2.8%
	2 - 7	118	55.9%
	8 - 13	48	22.7%
	14 - 19	28	13.4%
	20 years or above	11	5.2%
<b>Job Level</b>	Employee	159	75.4%
	Management level	52	24.6%
<b>Nationality</b>	Non-Qatari	117	55.5%
	Qatari	94	44.5%
<b>Satisfaction about salary</b>	Yes	88	41.7%
	No	123	58.3%

#### **4.1.2 psychometric properties of measures**

The Cronbach's Alpha for all constructs met the minimum value of Cronbach's Alpha (0.70) as suggested by Nunnally (1978). Both items OCB-2 and OCB-16 for Organizational citizenship construct dropped because the value of the Corrected Item-Total Correlation was low (.406 for OCB-2 and .483 for OCB-16) and by dropping these two items the reliability value improved by increasing the Cronbach's Alpha to 0.951 instead of 0.950. Another item (JS-5) for job satisfaction construct was dropped due to the low value of the Corrected Item-Total Correlation (.477) and to increase the reliability value by increasing the Cronbach's Alpha to 0.923 instead of 0.908.

Exploratory factor analysis using a rotated component matrix was used to investigate the consistency between the different grouped variables. Results of the factor analysis test were not as expected. As shown in Table 2, items of disruptive justice were loaded onto more than one factor, and all items of procedural justice and interactional justice were loaded on the same factor. Several tests were carried out to investigate this issue. First, correlation analysis was carried out to check the degree of correlation between these variables. Results of correlation analysis as shown in Table 3 reveal that the relationship between interactional justice and procedural justice is positive and very strong ( $r = .901$ ) and the p-value is significant at 0.000. Second, regression test was carried out. Results shown in Table 4 shows the negative sign of procedural justice. The negative sign is an indication of high correlation of procedural justice with interactional justices. These findings confirm results reported in the correlation matrix. Based on these results, we can confidently conclude that all items of procedural justice and interactional justice are measuring the same construct,

and for the validity of this study, items of both procedural justice and interactional justice will be combined to measure one construct, and this new construct will be called “procedural interactional justice (PIJ)”. Table 5 shows the results of the factor analysis after combining both procedural justice and interactional justice items in one construct called “procedural interactional justice (PIJ)”, results show that all items loaded onto their intended construct and only items with loadings of at least 0.50 were retained (Hair et al., 2006). The Cronbach's Alpha for the procedural interactional justice (PIJ) construct was .979

Table 2: *Reliability and Validity Evaluation – Before Modification*

	Component		
	1	2	3
OJ-1	.360	.801	.136
OJ-2	.111	.242	.893
OJ-3	.269	.813	.301
OJ-4	.273	.263	.825
OJ-5	.320	.741	.314
OJ-6	.778	.326	.005
OJ-7	.832	.318	.079
OJ-8	.834	.309	.053
OJ-9	.835	.277	.096
OJ-10	.685	.348	.181
OJ-11	.752	.300	.102
OJ-12	.877	.196	.158
OJ-13	.823	.160	.260
OJ-14	.826	.145	.237
OJ-15	.861	.230	.221
OJ-16	.861	.224	.212
OJ-17	.864	.241	.179
OJ-18	.837	.258	.207
OJ-19	.848	.300	.216
OJ-20	.888	.225	.136

Table 3: *Factor Analysis Test – Correlation Analysis*

		AVR-DJ	AVR-PJ	AVR-IJ
AVR-DJ	Pearson Correlation	1	.600**	.615**
	Sig. (2-tailed)		.000	.000
AVR-PJ	Pearson Correlation	.600**	1	<b>.901**</b>
	Sig. (2-tailed)	.000		.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4: *Factor Analysis Test - Regression Analysis*

Model No.	Dependent Variable	items	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
1	AVR_OCB	(Constant)	2.649	.156		16.936	.000
		AVR-DJ	.234	.060	.306	3.915	.000
		AVR-PJ	-.118	.088	-.192	-1.346	.180
		AVR-IJ	.241	.089	.392	2.712	.007
	R <sup>2</sup> =.226						
2	AVR-JS	(Constant)	.237	.115		2.051	.042
		AVR-DJ	.263	.044	.232	5.954	.000
		AVR-PJ	.107	.065	.117	1.651	.100
		AVR-IJ	.573	.066	.629	8.734	.000
	R <sup>2</sup> =.808						
3	AVR_OCB	(Constant)	2.779	.143		19.504	.000
		AVR-JS	.313	.041	.464	7.565	.000
	R <sup>2</sup> =215						

Table 5: *Reliability and Validity Evaluation – After Modification*

	Component		Corrected item – Total correlations
	Distributive justice (DJ)	Procedural interactiona l justice (PIJ)	
OJ-1	.635		.645
OJ-2	.823		.621
OJ-3	.766		.745
OJ-4	.784		.670
OJ-5	.726		.713
OJ-6		.804	.804
OJ-7		.852	.874
OJ-8		.855	.868
OJ-9		.849	.865
OJ-10		.701	.755
OJ-11		.768	.788
OJ-12		.877	.890
OJ-13		.813	.841
OJ-14		.815	.836
OJ-15		.860	.899
OJ-16		.860	.896
OJ-17		.868	.899
OJ-18		.840	.881
OJ-19		.855	.910
OJ-20		.893	.909
Cronbach's Alpha	.860	.979	

### 4.1.3 Modified Research Model

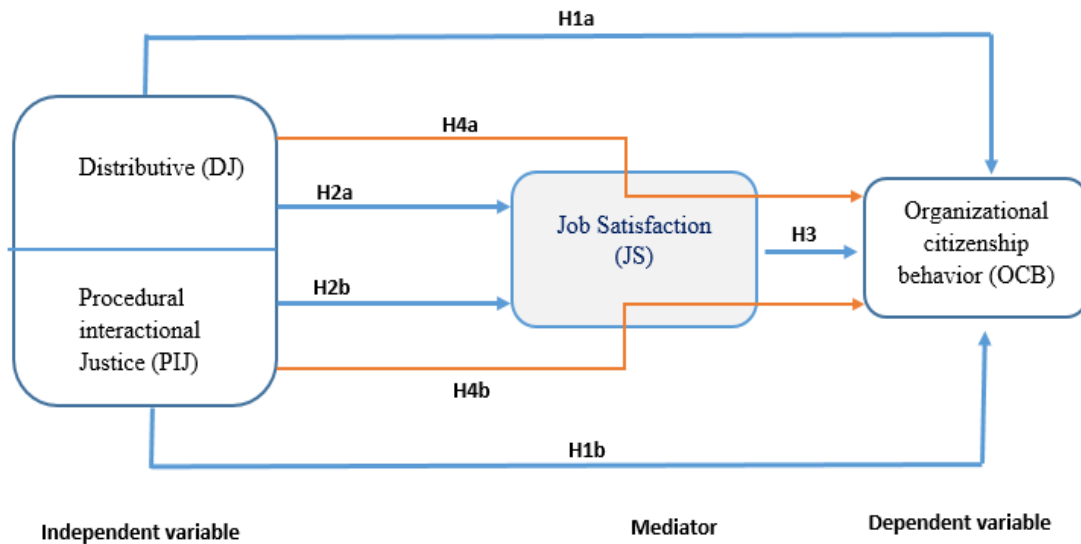


Figure 2: Modified Research Model.

Based on results of reliability and validity evaluation, the model of the study as shown in Figure 2 is modified from the original version to include two independent variables of organizational justice, which are distributive justice (DJ) and procedural interactional justice (PIJ). Noting that procedural interactional justice (PIJ) justice is a combination of two components of organizational justice which are interactional justice and procedural justice perceptions and in this study, both of these dimensions will be treated as one dimension of organizational justice called “procedural interactional justice (PIJ).”

#### **4.1.4 Modified Research hypothesis**

Based on the modified research model above, and in order to achieve the objectives of this study, the hypothesis of the study was modified to include four main hypotheses with a six-sub hypothesis as following:

**Hypothesis 1: Employee perceptions of organizational justice positively related to the organizational citizenship behaviors.**

**Hypothesis 1a:** Employee perception of distributive justice is positively related to organizational citizenship behaviors.

**Hypothesis 1b:** Employee perception of procedural interactional justice is positively related to organizational citizenship behaviors.

**Hypothesis 2: Employee perceptions of organizational justice positively related to job satisfaction**

**Hypothesis 2a:** Employee perception of distributive justice is positively related to job satisfaction.

**Hypothesis 2b:** Employee perception of procedural interactional justice is positively related to job satisfaction.

**Hypothesis 3: Job satisfaction is positively related to organizational citizenship behaviors.**

**Hypothesis 4: Job satisfaction mediates the relationship between the perceptions of organizational justice and organizational citizenship behaviors.**

**Hypothesis 4a:** Job satisfaction mediates the relationship between employee perception of distributive justice and organizational citizenship behaviors.

**Hypothesis 4b:** Job satisfaction mediates the relationship between employee perception of procedural interactional justice and organizational citizenship behaviors.

#### 4.2 Testing research hypothesis

Table 6: *Descriptive Statistics of All Variables*

	Mean	Std. Deviation	N
AVR-DJ	3.026	.9863	211
AVR_PIJ	3.210	1.196	211
AVR-JS	3.260	1.117	211
AVR_OCB	3.799	.753	211

*Note: AVR-DJ = Distributive Justice; AVR-PIJ= Procedural interactional Justice; AVR-JS= Job satisfaction; AVR-OCB = Organizational citizenship behavior*

Table 6 presents the mean and standard deviation of variables of this study. The results show that respondents have good organizational justice perceptions overall, since the means for all organizational Justice perceptions are above average. Among components of organizational justice, the highest mean score was found for procedural interactional justice (M= 3.32). The results also revealed that the level of organizational citizenship was high as well; the mean score was above the average (M=3.799), while the mean score of job satisfaction was found to be slightly high (M=3.26). The following paragraphs discuss the results related to each hypothesis in turn.



#### 4.2.1 Testing research hypothesis using Pearson's Correlation Coefficient

**Hypothesis 1: Employee perceptions of organizational justice positively related to the organizational citizenship behaviors.**

Table 7 shows the correlation between perceptions of organizational justice, and organizational citizenship behavior. The findings of the analysis reveal that the correlation between distribution justice and organizational citizenship behaviors is positive at 0.432. The p-value is significant at 0.000. The analysis also found the correlation between PIJ justice and OCB is also positive but weak ( $r = .392, p < .01$ ). Based on these results, we conclude that there is a positive association between the two perceptions of organizational justice and organizational citizenship behaviors. These findings support hypotheses H1a and H1b.

Table 7: Correlation Between Perceptions of Organizational Justice and Organizational Citizenship Behaviors

		AVR-DJ	AVR_PIJ	AVR_OCB
AVR-DJ	Pearson Correlation	1		
	Sig. (2-tailed)			
AVR_PIJ	Pearson Correlation	.624**	1	
	Sig. (2-tailed)	.000		
AVR_OCB	Pearson Correlation	.432**	.392**	1
	Sig. (2-tailed)	.000	.000	

\*\*Correlation is significant at the 0.01 level (2-tailed). *Note: AVR-DJ = Distributive Justice Perception; AVR-PIJ= Procedural interactional Justice Perception; AVR-OCB = Organizational citizenship behavior*

**Hypothesis 2: Employee perceptions of organizational justice positively related to job satisfaction**

Table 8 shows the correlation between perceptions of organizational justice, and Job satisfaction. The correlation between distribution justice and organizational citizenship behaviors is strong and positive at 0.689. The p-value is significant at 0.000. In addition, the findings of the analysis reveal that there is a strong significant positive relationship between PIJ and OCB ( $r = .877, p < .01$ ). Based on these results, we conclude that there is a positive association between the two perceptions of organizational justice and job satisfaction. These findings support hypotheses H2a and H2b.

Table 8: *Correlation Between Perceptions of Organizational Justice and Job Satisfaction*

		AVR-DJ	AVR_PIJ	AVR-JS
AVR-DJ	Pearson	1		
	Correlation			
	Sig. (2-tailed)			
AVR_PIJ	Pearson	.624**	1	
	Correlation			
	Sig. (2-tailed)	.000		
AVR-JS	Pearson	.689**	.877**	1
	Correlation			
	Sig. (2-tailed)	.000	.000	

\*\* Correlation is significant at the 0.01 level (2-tailed). *Note: AVR-DJ = Distributive Justice Perception; AVR-PIJ= Procedural interactional Justice Perception; AVR-JS= Job satisfaction*

**Hypothesis 3: Job satisfaction is positively related to organizational citizenship behaviors.**

Table 9 shows that the correlation between job satisfaction and organizational citizenship behaviors is positive and moderate at 0.464. The correlation is statically significant with a p-value equaling 0.000. These findings support H3 that there is a positive relationship between job satisfaction and organizational citizenship behaviors.

Table 9: *Correlation Between Job Satisfaction and Organizational Citizenship Behaviors*

		AVR_OCB	AVR-JS
AVR_OCB	Pearson Correlation	1	
	Sig. (2-tailed)		
AVR-JS	Pearson Correlation	.464**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed). *AVR-OCB = Organizational citizenship behavior; AVR-JS=Job Satisfaction*

#### 4.2.2 Testing research hypothesis using regression analysis

Three multiple regression tests were performed to answer the research questions that shown in Table 10. The first regression model, which was the relationship between perceptions of organizational justice and organizational citizenship behavior, was significant ( $p=0.000$ ) with  $R^2=0.212$ . The second regression model, which was the relationship between perceptions of organizational justice and job satisfaction, was significant ( $p=0.000$ ) with  $R^2= .801$ . The last regression model which was the relationship between job satisfaction and organizational citizenship behaviors, was significant ( $p=0.000$ ) with  $R^2= .215$

The first model was used to test H1a and H1b in which the dependent variable, organizational citizenship behaviors (OCB), was regressed against independent variables, perceptions of organizational justice, including, distributive justice (DJ) and procedural interactional justice (PIJ). The regression equation was significant and explained 21 percent of the variance in the organizational citizenship behaviors. The regression model test revealed that there was a significant relationship between the

distributive justice (DJ) and organizational citizenship behaviors (OCB) with a standardized coefficient (.308) and sig. (0.00). In addition, the relationship between procedural interactional justice (PIJ) and organizational citizenship behaviors (OCB) was significant as well with a standardized coefficient (.200) and sig (p<0.05). As indicated by the coefficient value of multiple regression between perceptions of organizational justice and organizational citizenship behaviors, It should be noted that among the perceptions of organizational justice, distributive Justice (IJ) was the most influential factor of all the organizational justice perceptions constructs. Based on these results both hypothesis, H1a and H1b were significant and therefore accepted.

Another multiple regression analysis was run to test hypothesis H2a and H2b. the dependent variable job satisfaction (JS) was regressed against independent variables, perceptions of organizational justice, including, distributive justice (DJ) and procedural interactional justice (PIJ). The regression equation was significant and explained 80 percent of the variance in the job satisfaction. The regression model test revealed that there was a significant relationship between the distributive justice (DJ) and Job Satisfaction (OCB) with a standardized coefficient (.233) and sig. (0.00). In addition, the relationship between procedural interactional justice (PIJ) and job satisfaction (JS) was significant as well with a standardized coefficient (.731) and sig (0.00). As indicated by the coefficient value of multiple regression between perceptions of organizational justice and organizational citizenship behaviors, procedural interactional justice (PIJ) was the most influential factor of all the organizational justice perceptions constructs. Based on these results, H2a and H2b were significant and therefore accepted.

Finally, to test hypothesis H3, a third regression model was run. The dependent variable organizational citizenship behavior was regressed against the independent variable job satisfaction. The results of the regression reveal that there was a significant relationship between organizational citizenship behavior and job satisfaction, and the regression equation explained 21.5 percent of the variance in the organizational citizenship behavior. Based on that, H3 is significant and therefore accepted.

Table 10: *Regression Results*

Model No.	Dependent Variable	items	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
1	AVR_OCB	(Constant)	2.683	.157		17.142	.000
		AVR-DJ	.235	.060	.308	3.905	.000
		AVR_PIJ	.126	.050	.200	2.541	.012
		R <sup>2</sup> =.212					
2	AVR-JS	(Constant)	.271	.116		2.325	.021
		AVR-DJ	.264	.045	.233	5.893	.000
		AVR_PIJ	.683	.037	.731	18.500	.000
		R <sup>2</sup> =.801					
3	AVR_OCB	(Constant)	2.779	.143		19.504	.000
		AVR-JS	.313	.041	.464	7.565	.000
		R <sup>2</sup> =215					

*Note. AVR-DJ = Distributive Justice; AVR-PIJ= Procedural interactional Justice; AVR-JS=Job Satisfaction; AVR-OCB = Organizational citizenship behavior*

### 4.2.3 Testing Mediation effect

**Hypothesis 4:** Job satisfaction mediates the relationship between the perceptions of organizational justice and organizational citizenship behaviors.

In order to test the mediation effect, the proposed steps of Baron and Kenny (1986) is followed to examine the mediating effect of the job satisfaction in the relationship between organizational justice and organizational citizenship behaviors. Bootstrapping method was used to measure the indirect effect. In recent years, bootstrapping method is strongly recommended for mediation tests as it has so many advantages compared with Sobel test (Sobel, 1982) which have low statistical power and is, therefore, working well only in large samples. Bootstrapping method is based on resampling and has high statistical power. As such, it is recommended for small sample sizes. Moreover, this method is a non-parametric test that does not require meeting the assumptions of normality. In addition, a Bootstrap method is used in validity generalization research. By using this method, it would generate precise estimations of the standard error of correlation coefficients (Preacher & Hayes, 2004).

To test this hypothesis, a PROCESS macro was used for mediation test in SPSS written by Dr. Andrew F. Hayes (2013) that measures the indirect effect of independent variable on the dependent variable through a single mediator by calculating the product of coefficients ( $ab$ ) and check if the mediation effect is statistically significant by determining whether a zero falls between the resulting confidence intervals.

**Hypothesis 4a:** Job satisfaction mediates the relationship between employee perception of distributive justice and organizational citizenship behaviors.

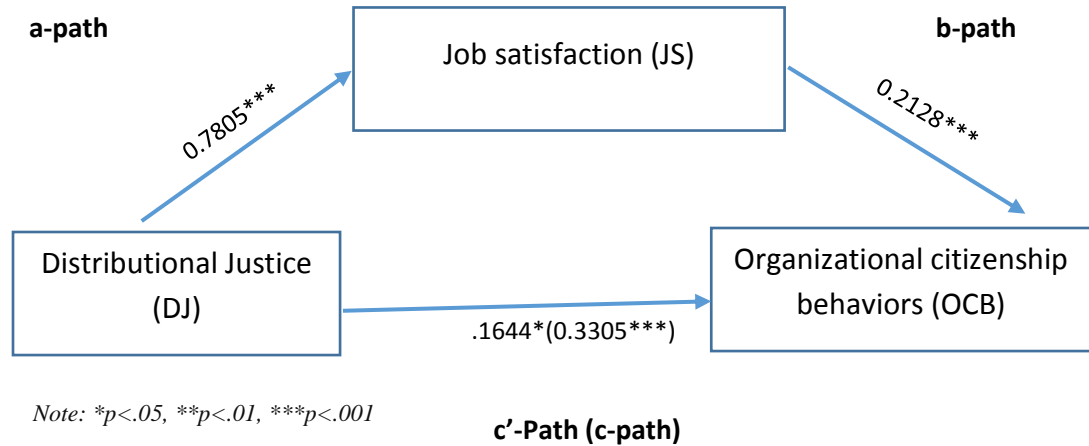


Figure 3: Mediating effect of the job satisfaction in the relationship between distributive justice and organizational citizenship behaviors.

Table 11 presents results of PROCESS macro using bootstrapping method to test hypothesis H4a. The independent variable X is distributive justice (DJ), the dependent variable Y is Organizational citizenship behavior (OCB), and the mediator M is job satisfaction (JS). As shown in Table 11, a-path which is the relation between DJ and JS is significant ( $P < 0.001$ ), the coefficient = .7805 which suggest that 1 unit increase in DJ results in 78 percent increase in JS. Data shows that for the b-path, which is the relation between JS and OCB is significant ( $P < 0.001$ ), the coefficient = .2128 which suggest that 1 unit increase in JS results in 21 percent increase in OCB. For c-path, which is the link between DJ and OCB, is significant as well ( $P < 0.001$ ), the coefficient = .3305 which suggest that 1 unit increase in DJ results in 33 percent increase in OCB. Results of c'-path shows that when adding the JS as a mediator to the relationship of DJ and OCB resulted in reducing the significance of c-path which indicates that this is a good mediator between DJ and OCB.



Finally, the indirect effect of the perception of distributive justice on organizational citizenship behaviors through job satisfaction is reported in the Table 11  $ab=0.1661$ , CI [0.0885, 0.2715], as zero does not fall within the confidence interval of the bootstrapping results, it is possible to conclude that this is a significant indirect effect, and therefore there is a significant mediation effect and job satisfaction partially mediates the relationship between distributive justice and organizational citizenship behavior. based on these results, H4a is supported. Figure 3 summarizes finding of H4a.

Table 11: *PROCESS macro Output Summary for the Mediating Effect of the Job Satisfaction in the Relationship Between Distributive Justice and Organizational Citizenship Behaviors*

Model 1						
Dependent variable	Y	Organizational citizenship behaviors (OCB)			Sample size	
Independent Variable	X	Distributive Justice (DJ)			211	
Mediator Variable	M	Job satisfaction (JS)				
	Coeff.	se	t	p	LLCI	ULCI
a-path	0.7805	0.0568	13.7467	0	0.6686	0.8924
b-path	0.2128	0.0563	3.7794	0.0002	0.1018	0.3238
c-path "Total effect"	0.3305	0.0477	6.9343	0	0.2366	0.4245
c'-path	0.1644	2.578	2.578	0.0106	0.0387	0.2902
	Effect	Boot SE	BootLLCI	BootULCI		
Indirect effect of X on Y	0.1661	0.0457	0.0885	0.2715		

**Hypothesis 4b:** Job satisfaction mediates the relationship between employee perception of procedural interactional justice (PIJ) and organizational citizenship behaviors.

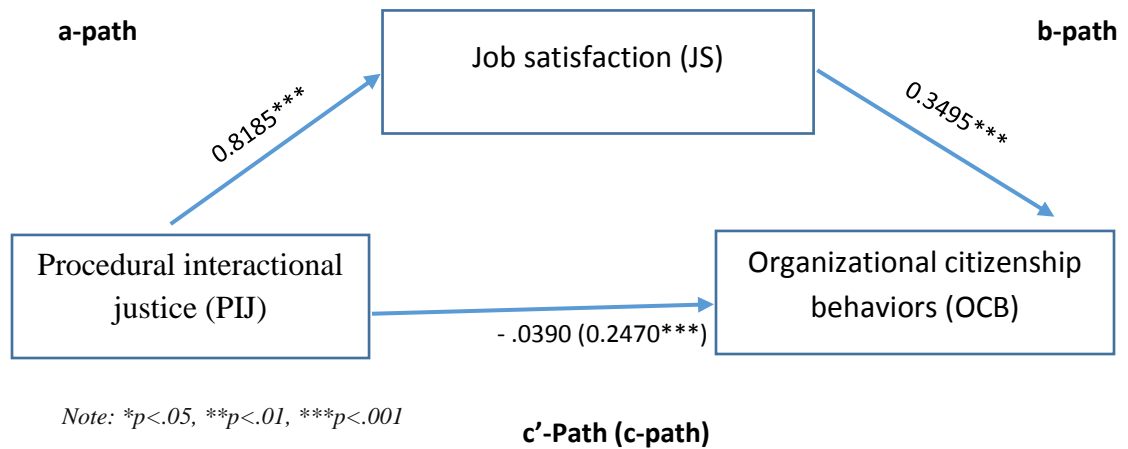


Figure 4: Mediating effect of the job satisfaction in the relationship between procedural interactional justice and organizational citizenship behaviors.

Table 12 presents results of PROCESS macro using bootstrapping method to test hypothesis H4b. The independent variable X is procedural interactional justice (PIJ), the dependent variable Y is Organizational citizenship behavior (OCB), and the mediator M is job satisfaction (JS). As shown in Table 12, a-path which is the relation between CJ and JS is significant ( $P < 0.001$ ), the coefficient = .8185 which suggest that 1 unit increase in CJ results in 81 percent increase in JS. Data shows that for the b-path, which is the relation between JS and OCB is significant ( $P < 0.001$ ), the

coefficient = .3495 which suggest that 1 unit increase in JS results in 35 percent increase in OCB. For c-path which is the link between CJ and OCB also is significant as well ( $P < 0.001$ ), the coefficient = .2470 which suggest that 1 unit increase in DJ results in 24 percent increase in OCB. Results of  $c'$ -path shows that when adding the JS as a mediator to the relationship of CJ and OCB, c-path is no longer significant, which indicates that this is a good mediator between CJ and OCB.

Finally, the indirect effect of the perception of procedural justice on organizational citizenship behaviors through job satisfaction is reported in Table 12,  $ab = 0.2861$ , CI [.1609, .4250]. As zero does not fall inside the confidence interval of the bootstrapping results, it is possible to conclude that this is a significant indirect effect, and therefore, there is a significant mediation effect, and job satisfaction partially mediates the relationship between procedural interactional justice and organizational citizenship behavior, based on these results, H4b is supported. Figure 4 summarizes finding of H4b.

Table 12: *PROCESS macro Output Summary for the Mediating Effect of the Job Satisfaction in the Relationship Between Procedural Interactional Justice and Organizational Citizenship Behaviors*

Model 2						
Dependent variable	Y	Organizational citizen ship behaviors (OCB)			Sample size	
Independent Variable	X	procedural interactional justice (PIJ)			211	
Mediator Variable	M	Job satisfaction (JS)				
	<b>Coeff.</b>	<b>se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
a-path	0.8185	0.0311	26.3287	0.000	0.7572	0.88
b-path	0.3495	0.0861	4.0605	0.000	0.1798	0.519
c-path	0.2470	0.247	6.161	0.000	0.168	0.326
c'-path	-0.039	0.0804	-0.486	0.6275	-0.198	0.119
	<b>Effect</b>	<b>Boot SE</b>	<b>BootLLCI</b>	<b>BootULCI</b>		
Indirect effect of X on Y	0.2861	0.0667	0.1609	0.425		

### 4.3 The effects of Demographic Variables

To answer the last research question that stated, “Do demographic variables such as gender, educational level, age, business sector, work experience, nationality, and job level, influence the participant’s responses? An ANOVA was used in order to determine if there are statistically significant differences in means between different groups.

Table 13 illustrate ANOVA results for Gender variable. The results revealed that male and females’ perception of distributive justice (DJ) and procedural interactional justice (PIJ) as well as job satisfaction (JS) and organizational citizenship behavior (OCB) are not significantly different.

Table 13: ANOVA Output Summary for Gender Variable

Variable	Gender		<i>F</i>	<i>p</i>
	Male (n=52)	Female (n=159)		
DJ	3.18 (0.77)	2.98 (1.04)	1.80	0.18
PIJ	3.40 (1.12)	3.11 (1.21)	2.33	0.13
JS	3.50 (0.92)	3.18 (1.17)	3.29	0.07
OCB	3.82 (0.64)	3.79 (0.79)	0.07	0.79

*Note:* \*  $p \leq 0.05$ , \*\*  $p \leq 0.01$ . Standard deviations appear in parentheses below means.

Table 14 show ANOVA results for educational level. The results reveal that undergraduate and post-graduate workers are not significantly different in terms of their perception of fair distribution of outcomes (i.e., DJ) and job satisfaction. However, their levels of PIJ, as well as OCB, are significantly different.

Table 14: ANOVA Output Summary for Educational Level Variable

Variable	Educational Level		<i>F</i>	<i>p</i>
	Undergraduate (n=152)	Post-graduate (n=59)		
DJ	2.99 (1.03)	3.13 (0.86)	0.84	0.36
PIJ	3.07 (1.22)	3.47 (1.09)	4.87*	0.03
JS	3.20 (1.14)	3.42 (1.05)	1.75	0.19
OCB	3.72 (0.79)	4.00 (0.61)	6.17**	0.01

*Note:* \*  $p \leq 0.05$ , \*\*  $p \leq 0.01$ . Standard deviations appear in parentheses below means.

As shown in Table 15, the distributive justice (DJ), procedural interactional justice (PIJ), job satisfaction (JS), and organizational citizenship behaviors (OCB) of workers in the government and those who are in semi-government and private companies are not significantly different.

Table 15: ANOVA Output Summary for Business Sector Variable.

Variable	Business Sector		<i>F</i>	<i>p</i>
	Government (n=155)	Semi-government & Private (n=56)		
DJ	2.99 (1.01)	3.13 (0.91)	0.83	0.36
PIJ	3.12 (1.21)	3.36 (1.13)	1.77	0.18
JS	3.24 (1.13)	3.32 (1.08)	0.20	0.65
OCB	3.82 (0.77)	3.74 (0.71)	0.46	0.50

*Note:* \*  $p \leq 0.05$ , \*\*  $p \leq 0.01$ . Standard deviations appear in parentheses below means.

Based on results shown in table 16, Distributive justice (DJ), procedural interactional justice (PIJ), and job satisfaction (JS) of workers below 36 and those who are 36 years and above are not significantly different as well. On the other hand, there was a significant difference in the mean of these two groups in term of organizational citizenship behaviors.

Table 16: ANOVA Output Summary for Age Variable

Variable	Age		F	p
	Under 36 (n=142)	36 years and above (n=69)		
DJ	3.07 (1.00)	2.93 (0.95)	0.90	0.35
PIJ	3.19 (1.21)	3.16 (1.16)	0.03	0.87
JS	3.21 (1.12)	3.36 (1.03)	0.85	0.36
OCB	3.90 (0.64)	3.60 (0.92)	7.18**	0.01

Note: \*  $p \leq 0.05$ , \*\*  $p \leq 0.01$ . Standard deviations appear in parentheses below means.

As shown in Table 17, Significant differences in distributive justice (DJ), procedural interactional justice (PIJ), and organizational citizenship behavior (OCB) were also identified between workers who were relatively new in service (i.e., less than 8 years) and those who have been working for 8 years and above. However, in terms of job satisfaction, no significant difference between the two groups was noted.



Table 17: ANOVA Output Summary for Work Experience Variable.

Variable	Work Experience		F	p
	Less than 8 years	8 years and above		
DJ	3.21 (0.97)	2.76 (0.95)	11.18**	0.001
PIJ	3.34 (1.18)	2.96 (1.19)	5.18*	0.02
JS	3.33 (1.12)	3.16 (1.11)	1.14	0.29
OCB	3.95 (0.62)	3.58 (0.87)	12.75**	0.0004

Note: \*  $p \leq 0.05$ , \*\*  $p \leq 0.01$ . Standard deviations appear in parentheses below means.

Based on results shown in Table 18, Distributive justice (DJ), procedural interactional justice (PIJ), and job satisfaction (JS) of Qatari and non-Qatari workers are not significantly different. However, in terms of organizational citizenship behaviors (OCB), a significant difference between the two groups was noted.

Table 18: ANOVA Output summary for Nationality variable

Variable	Nationality		<i>F</i>	<i>p</i>
	Qatari (n=94)	Non-Qatari (n=117)		
DJ	3.10 (1.01)	2.96 (0.97)	1.08	0.30
IJ & PJ	3.18 (1.23)	3.18 (1.17)	0.001	0.98
JS	3.32 (1.17)	3.32 (1.18)	0.55	0.46
OCB	3.54 (0.85)	4.01 (0.58)	22.53**	0.000004

*Note:* \*  $p \leq 0.05$ , \*\*  $p \leq 0.01$ . Standard deviations appear in parentheses below means.

As shown in Table 19, Significant differences in procedural interactional justice (PIJ), job satisfaction (JS), and organizational citizenship behaviors (OCB) were also identified between managers and employees. However, in terms of distributive justice, no significant difference between the two groups was noted

Table 19: ANOVA Output Summary for Job Level Variable

Variable	Job		<i>F</i>	<i>p</i>
	Manager (n=52)	Employee (n=159)		
DJ	3.19 (0.93)	2.97 (1.00)	1.89	0.17
PIJ	3.54 (1.16)	3.06 (1.19)	6.35**	0.01
JS	3.66 (0.92)	3.13 (1.15)	9.33**	0.003
OCB	3.96 (0.49)	3.75 (0.82)	3.23	0.07

*Note:* \*  $p \leq 0.05$ , \*\*  $p \leq 0.01$ . Standard deviations appear in parentheses below means.

## **CHAPTER 5: DISCUSSION AND IMPLICATION**

### **5.1 Relationship between organizational justice perceptions and organizational citizenship behavior**

The findings of this study reveal that employee perceptions of organizational justice are positively related to the organizational citizenship behaviors. Such results imply that employees with higher levels of distributive justice, interactional justice, and procedural justice perceptions are generally more likely to be engaged in additional extra-role behaviors. These results are consistent with findings of Mathur (2013) who stated that there is a linear relationship between organizational justice and organizational citizenship behaviors. Therefore, it is crucial for an organization to understand that employees will be more willing to engage in additional behaviors that exceed their formal responsibilities and duties as long as they are receiving outcomes that meet their expectations, their managers are treating them with kindness, dignity, and respect and are clear, honest, and providing adequate clarification when explaining decision procedures.

As indicated by the coefficient value of multiple regression between perceptions of organizational justice and organizational citizenship behaviors, it should be noted that distributive justice (IJ) has the most significant influence on organizational citizenship behaviors. This finding is in agreement with the findings of Nadiri and Tanova (2010) in which distributive justice was found to be a stronger predictor OCB. This finding implies that employees generally tend to be materialistic; they are more concerned about equality and justice in outcomes of decisions. According to such findings, it could be concluded that in order for an

organization to enhance its organizational citizenship behaviors, it should not only ensure that rewards are based on levels of contribution, but also pay more attention to improving distributive justice.

## **5.2 Relationship between organizational justice perceptions and job satisfaction**

The research findings show that there is a positive relationship between perceptions of organizational justice and job satisfaction. These findings suggest that an employee who has a higher level of distributive justice, interactional justice, and procedural justice is usually more satisfied with his/her job. These findings may also provide some evidence supporting the prior findings of Hao, Hao & Wang (2016) in which they claim that perceptions of organizational justices are powerful predictors of job satisfaction. In addition, these findings are also consistent with the findings of other researchers such as Rauf (2015) who have found that there is a relationship between fairness and job satisfaction. Accordingly, it is crucial for organizations to enact fair procedures, ensure equity and fair distribution of outcomes as well as make an intensive effort to treat all employees with dignity and respect while ensuring politeness at the same time. Such fair procedures and treatment may motivate employees to not only continue their employment with their current organizations but also show a higher level of job satisfaction.

The results of the regression test indicate that each of the organizational justice perceptions has a positive influence on job satisfaction. However, their levels of influence are varied with procedural interactional justice having the most significant influence on job satisfaction, the standardized coefficient (.731) and sig. (0.000). This finding is in agreement with the findings of Saifi, I., & Shahzad, K.

(2017) that an employee's perception of equity in distribution and fair treatment enhances his/her satisfaction towards the supervisor. The study findings clearly suggest that job satisfaction is strongly influenced by the perceived fairness of interpersonal treatment carried by an organization's management in addition to its sincere and adequate communication of both procedures and outcomes. According to the findings of this study, it may be necessary for managers to pay more attention to improve both procedural and interactional justice in order to improve job satisfaction. In addition, managers should also make a concerted effort to both enact fair procedures and treat employees with greater dignity and respect in order to enhance employee's job satisfaction.

### **5.3 Relationship between job satisfaction and organizational citizenship behavior**

The results also show that there is a significant positive relationship between job satisfaction and organizational citizenship behaviors, implying that satisfied employees tend to be more ready to exhibit organizational citizenship behaviors. This finding is in agreement with the findings of Hossein, Ehsan, & Aliyavar (2013) that job satisfaction and organizational citizenship are positively related. The findings are also aligned to those of Hojops and Sudi (2013) which state that OCB is the outcome of job satisfaction. In other words, there can be no endurance of OCB in the absence of employee job satisfaction. This is due to the fact that unsatisfied employees may be unlikely to make any extra efforts or even participate positively in any citizenship behaviors for their organization's best interest. The findings of this study indicate that having highly satisfied employees in an organization is the factor that increases employee's OCB endurance. Such findings of the positive relationship between OCB

and job satisfaction may have a significant implementation in the management of an organization; if an organization's management wishes to enhance the OCB of its employees, it needs to work on improving job satisfaction.

#### **5.4 Mediating effect of job satisfaction in the relationship between perceptions of organizational justice and organizational citizenship behaviors**

The research findings illustrate that job satisfaction partially mediates the relationship between organizational justice perceptions and organizational citizenship behaviors. Each of the organizational justice perceptions has a significant effect on organizational behavior in the first step. In the second step, the effect of each perception of organizational justice is significant on job satisfaction whereas the effect of justice on organizational behavior is significant in the third step through job satisfaction. Since the findings of the study met all the conditions for mediation as given by Baron and Kenny (1986), it can, therefore, be concluded that job satisfaction is a statistically significant mediating variable in explaining the relationship between perceptions of organizational justice and organizational citizenship behaviors. The findings of the study clearly infer that the discretionary organizational citizenship behavior that is not a part of a formal job description tends to be high whenever employees perceive organizational justice positively and feel satisfied with their jobs.

These results are in accordance with findings of Wan (2017) in the way that the relationship between organizational justice and organizational citizenship behavior is mediated by job satisfaction. This mediation is done in such a way that the relationship would be stronger once job satisfaction is added. However, this finding contradicts previous literature and findings asserting that rather than job satisfaction,

it is employee perception of fairness that is the key determinant of OCB in case both perceptions of fairness and job satisfaction were measured (Nadiri and Tanova, 2010). Furthermore, Saifi, I., & Shahzad, K. (2017) highlighted that although employees may be satisfied with their job, they will not demonstrate OCBs if they fail to perceive organizational justice as both factors are equally important. Such is the case because there is usually an escalation of tension in response to a perceived injustice, which consequently results in lower citizenship behaviors. In addition, employees who favor social exchange are more likely to have higher citizenship behavior if equity exists.

The results specifically suggest that employees with a high perception of organizational justice tend to be more satisfied with their job and are more likely willing to engage in discretionary behaviors. The study findings also propose that an organization needs to pay more attention to policies and programs that encourage job satisfaction if organizational citizenship behavior is considered a priority to its management. However, there is also a need for organizations to focus on overall justice with a view to enhancing job satisfaction and consequently improving organizational citizenship behavior. Since organizational justice has a significant effect on job satisfaction, it is necessary for organizations to manage fairness in order to enhance organizational citizenship behavior effectively. Since organizational citizenship behaviors are discretionary behaviors and therefore are personal choices, it can be only attained by an employee who is satisfied in his workplace. As such, an employee who feels fairly treated feels satisfied and most likely reciprocate to their employer or manager.



## **5.5 The effects of Demographic Variables**

The results revealed that male and females' perception of distributive justice (DJ) and procedural interactional justice (PIJ) as well as job satisfaction (JS) and organizational citizenship behavior (OCB) are not significantly different. This implies that men and women have the same perception on a fair distribution of rewards, working relationship, regulations, procedures and rules in their organization. They are also equally satisfied with their jobs which further leads to the same level of commitment in terms of helping out their co-workers and obeying the company's rules. Hence, it appears that workers do not experience gender discrimination; the working atmosphere is favorable for both men and women.

Similarly, the DJ, PIJ, JS, and OCB of workers in the government and those who are in semi-government and private companies are not significantly different. No group seems to be more favored than the other. This indicates that the workers in both business sectors are equally treated. It indicates that the Qatar government ensures that workers, whether in government or non-government, are provided with equal opportunities.

In addition, undergraduate and post-graduate workers are not significantly different in terms of their perception of fair distribution of outcomes (i.e., DJ) and job satisfaction. However, their levels of PIJ, as well as OCB, are significantly different. The result suggests that workers who only reached undergraduate level have a lower level of perceived fairness in procedures, rules, and regulations compared to those who have post-graduate education. They also have a low level of voluntary work

outside their responsibilities, i.e., willingness to help others and obey rules. Hence, companies can depend more on its highly-educated workers.

Distributive justice, procedural interactional justice, and job satisfaction of workers below 36 and those who are 36 years and above are not significantly different as well. It means that younger and older workers experience the same level of fairness and satisfaction in their jobs. Nonetheless, the result indicates that relatively younger workers (i.e., less than 36 years old) have a higher level of voluntary work with other workers compared to relatively older ones. This may be attributed to the fact that older ones are likely to have their own family, have more members of the family to attend to, and have more responsibilities. Hence, their time is limited to attend to work-related concerns outside of their own sphere of responsibility.

Significant differences in DJ, PIJ, and OCB were also identified among workers who were relatively new in service (i.e., less than 8 years) and those who have been working for 8 years and above. Results show that those who have been working for less than 8 years believe higher perceived fairness in the distribution of outcomes, rules and regulations, and positive behavior in obeying rules and in helping others beyond their assigned responsibilities. This implies that those who have been working for a longer period could have experienced situations that where they perceive to be not fair. This might also indicate that those who are older in service are no longer highly committed compared to younger ones. However, in terms of job satisfaction, no significant difference between the two groups was noted.

In terms of perceptions of Qatari and non-Qatari workers, it was found that their perceive fairness in rules and regulations, working relationship, and distribution of outcomes are not significantly different. Further, they are equally satisfied with their jobs. However, non-Qatari workers have significantly higher positive behavior towards obeying rules and helping other workers outside their job responsibilities. This implies that non-Qatari workers value their work more than the natives of Qatar. Non-Qatari workers highly value their work to think that most of them even had to leave their families to be able to provide for their needs. This may be attributed to the fact that there is a huge number of a qualified and talented competitor, accordingly Non-Qatari employee engage in extra responsibilities in order not to lose his/her job or to be replaced.

The results further revealed that employees have significantly lower perceived fairness in the areas of working relationship and job satisfaction compared to managers. Managers are more satisfied with their job than employees who might be due to the differences in their nature of work. However, their volunteer behavior and perception of fairness in the distribution of outcomes are not significantly different.

## **5.6 Research implications and contribution**

This study has derived important implications for both organizations and managers mostly because of the importance it plays in factors such as dimensions of organizational justice, organizational citizenship behaviors, and job satisfaction. These factors are paramount for managers because they get to use them as monitoring tools at a wide range of employee behaviors that can be harmful to the effectiveness of organizations. The most recent findings have been able to reveal openly which of

the factors of justice need to be focused on so as to enhance organizational citizenship behaviors as well as job satisfaction. Studies that have been conducted before have only offered one-dimensional analysis on the effects of organizational justice on OCB and job satisfaction on OCB whereas other studies have focused their attention on conducting research on OCBs and organizational research separately. It is therefore important to first know how each of the independent constructs affects the organizational citizen behaviors so that they can be able to diagnose the opportunities for improvements and interventions while at the same time enhancing OCB in the workplace.

There is a growing need for organizations to educate and train all of their managers regarding the impact of the supposed lack of justice in matters of OCB and job satisfaction. We are in the era of globalization, and therefore, organizations face more challenges because of the increase in diversity in the workplace. This is because the diverse workforce may influence the perception of justice of the employees and what used to be a norm in the past may no longer be acceptable in the current workplace. Additionally, the advancement in technology has also enabled the employees to communicate on a global scale, which increases the level of awareness of the many global opportunities present that may persuade employees to leave. Sharing the knowledge globally also ensures that awareness of the rights of employees is created and the apparent injustice may lead to employee dissatisfaction which in turn lowers OCB. Basically, the point that we are trying to put across is that appropriate training is paramount to the enhancement of managerial competencies

because it ensures that the managerial competencies are followed to achieve organizational justice thus improving organizational citizenship behaviors.

## **CHAPTER 6: CONCLUSION**

### **6.1 Research Conclusions and recommendations**

This study aims at examining the effects of organizational justice on organizational citizenship behavior. It also aims at clarifying how the job satisfaction factor can be used as a mediator in the relationship between organizational justice and organizational citizenship behaviors. The findings of this research conclude that there is a positive relationship between organizational justice and organizational citizenship behavior, both directly and indirectly, through job satisfaction. The findings of this study have presented empirical evidence to the argument that job satisfaction partially mediates the relationship between organizational justice and organizational citizenship behavior. Employees with higher levels of justice perception tend to have higher levels of job satisfaction which consequently increases the level of organizational citizenship behavior. This further brings about positive consequences not only for job satisfaction but also for organizational citizenship behavior for both organizations and employees.

Moreover, this research has also identified justice perception as a major source of job satisfaction and organizational citizenship behavior. This study has confirmed that job satisfaction and organizational justice are two fundamental predictors of OCB that are beneficial to organizations. Therefore, it is crucial for organizations to prioritize both job satisfaction and organizational justice. Organizations should do so with a view to encouraging employees to engage in additional behaviors that exceed their formal responsibilities and duties. Such practice would go a long way in helping in the achievement of an organization's goal. If the management of an organization understands and identifies particular factors

contributing to organizational justice as well as the factors that constrain job satisfaction, they can end up with increasing benefits such as job satisfaction within the organization and organizational citizenship behavior.

It is evident that justice plays a very crucial role in the motivation of employees and it engages in OCB as well. This means that organizations have the obligation of increasing the perception of justice among their employees. All of the various components of organizational justice are influenced by the different procedures and structures of an organization. If employees believe in the organizational ability to equitably distribute remunerations, they are more likely to exhibit positive OCBs such as extra contributions to the organizational development and performance. Additionally, when employees believe that their superiors are treating them equally, they would be able to do their jobs efficiently. Therefore, it is the duty of organizations' management to enhance OCBs and create a conducive working environment where there is fairness to all subordinates. It is strongly recommended that justice is upheld so as to enhance satisfaction and OCBs. In addition, organizations must also encourage the OCBs because this will enable them to create a better working environment while increasing work performance at the same time.

## **6.2 Limitations and Future Research**

Despite this study achieving its intended purpose, it has been faced with its own unique challenges and limitations. One of the major limitations this study faced is the small sample size given that only 211 responses were received and analyzed. The researcher attributed this to the fact that there was not a lot of time to conduct the

study, hence the small sample size. The research, therefore, recommends that in the future, larger sample size should be figured with respect to the actual population size so as to foster the external validity of the research findings. Also having larger sample size might help in getting more accurate data from respondents by having higher chances of participation of more people who can distinguish between the three components of organizational justice.

Furthermore, the participation of people from the private sector was significantly smaller, attributing to only 9 percent of the total responses. Future research could, therefore, be conducted to reassess the conceptual model of the study with bigger participation from members of the private sector. Additionally, since data were collected with the snowballing approach in this study, a similar study could be conducted in the future using another random sampling method that is more effective.

There are several points that can be adopted from this study to recommend future research opportunities. Given that we are in the globalization era where there is a lot of diversity in the workplace, the different cultural differences play a significant role in both the attitudes and behaviors of employees; therefore, it would be wise for organizations first to understand the different cultural variations in the different nations. Researchers could also consider investigating the moderating effect of Hofstede's cultural dimensions on the hypothesized relationship. The various differences in culture may affect some relationships' strengths in the proposed model which may assist in explaining some conflicting findings in the literature.



The results of this study were only used as a partial provision of job satisfaction. This means that the mediating variable was not able to fulfill the goals and show the relationship that exists between OCB and justice. What this means is that some of the effects of the perception of justice are facilitated by job satisfaction whereas other parts are affected by either mediated or direct variables that were not mentioned in the model. Therefore, in the future, it would be wise to study the other variables that were either directly or indirectly mediated. A path to be followed is one where other researchers can be able to examine various other factors that can possibly affect the relationship between the justice of the organization, OCB and job satisfaction. Finally, the study on the effects of other various variables such as trust, task performance, commitment, and involvement as well as any other relevant variables can all be included in the model so as to improve their legitimacy, and also be able to add on its ability to explain the different variances.

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## APPENDICES

### APPENDIX A: DESCRIPTIVE ANALYSIS

Const ruct	Item	Description	Mean	Std. Deviation	Varian ce
$\alpha = 0.860$	OJ-1	My work schedule is fair	3.5	1.156	1.337
	OJ-2	I think that my level of pay is fair	2.58	1.333	1.778
	OJ-3	I consider my work load to be quite fair	3.26	1.207	1.458
	OJ-4	Overall the rewards I receive here quite fair	2.4	1.27	1.612
	OJ-5	I feel that my job responsibilities are fair	3.39	1.188	1.411
$\alpha = 0.943$	OJ-6	Job decisions are made by my manager in an unbiased manner	3.26	1.408	1.982
	OJ-7	My manager makes sure that all employee concerns are heard before Job decisions are made	2.99	1.467	2.152
	OJ-8	To make job decisions, my manager collects accurate and complete information	3.04	1.373	1.884
	OJ-9	My manager clarifies decisions and provides additional information when requested by employees	3.16	1.428	2.041
	OJ-10	All jobs decisions are applied consistently to all affected employees	2.94	1.356	1.839
	OJ-11	Employees are allowed to challenge or appeal job decisions made by their managers	2.85	1.299	1.688
$\alpha = 0.976$	OJ-12	When decisions are made about my job, the manager treats me with kindness and consideration	3.43	1.348	1.818
	OJ-13	When decisions are made about my job, the manager	3.62	1.276	1.627

		treats me with respect and dignity			
	OJ-14	When decisions are made about my job, the manager considers personal needs with the greatest care	3.37	1.369	1.873
	OJ-15	When decisions are made about my job, the manager deals with me in a truthful manner	3.41	1.326	1.758
	OJ-16	When decisions are made about my job, the manager shows concern for my right as employee	3.25	1.358	1.844
	OJ-17	Concerning decisions made about my job, the manager discusses the expected impacts of the decisions with me	3.29	1.355	1.837
	OJ-18	The manager offers adequate justification for decisions made about my job	3.18	1.353	1.831
	OJ-19	When making decisions about my job, the manager offers explanations that make sense to me	3.14	1.348	1.818
	OJ-20	My manager explains very clearly any decision made about my job	3.22	1.331	1.771
job satisfaction	JS-1	In general, I am satisfied with this job	3.48	1.201	1.441
$\alpha= 0.923$	JS-2	I find that my opinions are respected at work	3.4	1.328	1.765
	JS-3	Most people on this job are very satisfied with it	3.01	1.231	1.514
	JS-4	I am satisfied with the recognition I get for the work I do	3.1	1.364	1.861
	JS-6	I am satisfied with the personal relationship between my boss and his/her employees	3.31	1.403	1.968
	JS-7	I am satisfied with the way my boss handles employees	3.27	1.351	1.824
Organizational citizenship behavior	OCB-1	I help others who have heavy workloads	3.99	1.03	1.062
$\alpha= 0.952$	OCB-3	I believe in giving an honest day's work for an honest day's pay	4.39	0.89	0.792

OCB-4	I consume a lot of time complaining about trivial matters	3.58	1.145	1.311
OCB-5	I try to avoid creating problems for co-workers	4.14	1.142	1.303
OCB-6	I keep abreast of changes in the organization	3.58	1.33	1.768
OCB-7	I tend to make “mountains out of molehills”	3.68	1.231	1.515
OCB-8	I consider the impact of my actions on co-workers	3.92	0.918	0.842
OCB-9	I attend meetings that are not mandatory, but are considered important	3.13	1.319	1.741
OCB-10	I am always ready to lend a helping hand to those around me	4.34	0.903	0.815
OCB-11	I attend functions that are not required, but help the company image	2.88	1.274	1.623
OCB-12	I read and keep up with organization announcements, memos, and so on	3.13	1.273	1.62
OCB-13	I help others who have been absent	3.96	0.927	0.86
OCB-14	I do not abuse the rights of others	4.34	0.969	0.939
OCB-15	I willingly help others who have work related problems	4.14	0.888	0.789
OCB-17	I take steps to prevent problems with other co-workers	4.15	0.911	0.831
OCB-18	My attendance at work is above the norm	3.49	1.311	1.718
OCB-19	I always find fault with what the organization is doing	3.18	0.974	0.948
OCB-20	I am mindful of how my behavior affects other people’s job	3.97	0.92	0.847
OCB-21	I do not take long or extra breaks	3.58	1.107	1.226
OCB-22	I obey company rules and regulations even when no one is watching	4.15	0.957	0.916
OCB-23	I help orient new people even though it is not required	4.11	0.917	0.84
OCB-24	I am one of the most conscientiousness people in this organization	3.76	0.926	0.858

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## APPENDIX B: QUESTIONARRE

QUESTIONNAIRE	استبيان
<p><b>Dear Participant</b></p> <p>We invite you to participate in our research study titled “<i>The impact of organizational justice on organizational citizenship behaviors: Mediating Role of Job Satisfaction</i>”</p> <p>The researcher assures you that the results of the analysis will be strictly used by the researcher for <u>study purposes only</u> and no individuals will be identified from their responses.</p> <p>Please note that there is no right or wrong answer, therefore, we seek your assistance to be as open, fair, honest as possible as you can in your responses.</p> <p>Your participation should take approximately 10 minutes. The information collected will be kept strictly confidential and there are no requests for disclosure of confidential information in the questionnaire. Your participation is completely voluntary and you may withdraw from this study at any time.</p> <p>The questionnaire comprises Four parts:</p> <ol style="list-style-type: none"><li>1. perceived organizational justice</li></ol>	<p>عزيزي المشارك</p> <p>ندعوك للمشاركة في هذه الدراسة البحثية بعنوان "تأثير العدالة التنظيمية في سلوك المواطنة التنظيمية للموظف بوساطة دور الرضا الوظيفي"</p> <p>يؤكد لكم الباحث بأنه سيتم استخدام نتائج التحليل لأغراض الدراسة فقط وبأنه لن يتم التعريف أو الإشارة إلى الأفراد من خلال الإجابات المقدمة.</p> <p>الرجاء الملاحظة بأنه لا توجد إجابة صحيحة أو خاطئة وعليه نطلب مساعدتكم في الإجابة على الأسئلة بكل وضوح وحرية وصدق وأمانة قدر المستطاع.</p> <p>تستغرق مشاركتك في الاستبيان حوالي 10 دقائق وسيتعامل مع المعلومات التي سيتم جمعها بسرية تامة ولن يكون هناك أية أسئلة تستوجب الإفصاح عن بيانات سرية في هذا الاستبيان. مشاركتكم طوعية تماما ويمكنكم الانسحاب من هذه الدراسة متى شئتم ذلك</p> <p>يتكون الاستبيان من اربعة أقسام:</p> <ol style="list-style-type: none"><li>١. تصور الموظف للعدالة التنظيمية في عمله</li><li>٢. سلوك المواطنة التنظيمية للموظف في عمله</li><li>٣. الرضا الوظيفي للموظف</li></ol>

<p>2. Employee Organizational citizenship behavior</p> <p>3. Employees job satisfaction.</p> <p>4. Demographics</p> <p>If you have any questions you may contact me at <a href="mailto:200659051@qu.edu.qa">200659051@qu.edu.qa</a></p> <p><b>Thank you for your valuable time</b></p> <p>Manal Kasem MBA student/ Qatar University</p> <p>Do you agree to participate in this survey?</p> <p><input type="radio"/> Yes <input type="radio"/> No</p>	<p>٤. الديموغرافيا</p> <p>إذا كان لديكم أي أسئلة يمكنكم التواصل معي عن طريق البريد الإلكتروني <a href="mailto:200659051@qu.edu.qa">200659051@qu.edu.qa</a></p> <p>شكرا لكم على وقتكم الثمين</p> <p>منال قاسم طالبة ماجستير إدارة أعمال/ جامعة قطر</p> <p>هل توافق على المشاركة في هذا الاستبيان؟</p> <p><input type="radio"/> نعم <input type="radio"/> لا</p>
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<b>First Section: perceived organizational justice</b>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Please tick (✓) one box for each question which best describes your opinion:		أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
1	My work schedule is fair. اشعر أن جدول عمالي عادلة					
2	I think that my level of pay is fair. أعتقد أن الحوافز المالية التي أحصل عليها مناسبة					

3	I consider my work load to be quite fair. أجد أن أعبائي الوظيفية عادلة.					
4	Overall the rewards I receive here quite fair. بشكل عام، المكافآت التي أتلقاها عادلة					
5	I feel that my job responsibilities are fair. أشعر أن واجباتي الوظيفية مناسبة جداً.					
6	Job decisions are made by my manager in an unbiased manner. يتخذ المسؤول قرارات العمل بأسلوب عادل وغير متحيز.					
7	My manager makes sure that all employee concerns are heard before Job decisions are made. يحرص المسؤول على أن يبدي كل عضو رأيه قبل اتخاذ القرارات الخاصة بالعمل					
8	To make job decisions, my manager collects accurate and complete information يجمع المسؤول المعلومات الدقيقة والكاملة قبل اتخاذ القرارات الخاصة بالعمل					
9	My manager clarifies decisions and provides additional information when requested by employees يشرح المسؤول القرارات ويزود الأعضاء بتفاصيل إضافية عند استفسارهم عنها.					
10	All jobs decisions are applied consistently to all affected employees. يتم تطبيق القرارات الإدارية على كل الأعضاء بلا استثناء.					
11	Employees are allowed to challenge or appeal job decisions made by their managers. يسمح للموظفين بالاعتراض على قرارات العمل التي اتخذها المسؤول.					



12	When decisions are made about my job, the manager treats me with kindness and consideration يعاملني المسؤول بكل الاهتمام والود بخصوص القرارات المتعلقة بعملتي.					
13	When decisions are made about my job, the manager treats me with respect and dignity. يعاملني المسؤول بكل احترام وكرامة بخصوص القرارات المتعلقة بعملتي.					
14	When decisions are made about my job, the manager considers personal needs with the greatest care ينظر المسؤول لاحتياجاتي الشخصية مع أكبر قدر من الرعاية عندما يتم اتخاذ القرارات حول عملي.					
15	When decisions are made about my job, the manager deals with me in a truthful manner. يتعامل معي المسؤول بطريقة صادقة عندما يتم اتخاذ القرارات حول عملي.					
16	When decisions are made about my job, the manager shows concern for my right as employee. يظهر المسؤول اهتماماً بحقوقني الوظيفية عندما يتم اتخاذ القرارات حول عملي.					
17	Concerning decisions made about my job, the manager discusses the expected impacts of the decisions with me. يناقش المسؤول معي النتائج المترتبة على القرارات التي يمكن أن تؤثر في وظيفتي.					
18	The manager offers adequate justification for decisions made about my job يقدم المسؤول مبررات كافية للقرارات التي اتخذت بشأن وظيفتي					
19	When making decisions about my job, the manager offers explanations that make sense to me يقدم المسؤول تفسيرات منطقية للقرارات التي اتخذت بشأن وظيفتي					
20	My manager explains very clearly any decision made about my job. يشرح مسؤولي بوضوح أي قرار تم اتخاذه بشأن عملي.					

<b>second Section: Employee Organizational citizenship behavior</b>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Please tick (✓) one box for each question which best describes your opinion:						
<b>الجزء الثاني: سلوك المواطنة التنظيمية للموظف في عمله</b>		أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
يرجى وضع علامة (✓) في مربع الخيار الذي يمثل رأيك						
1	I help others who have heavy workloads إبادر بمساعدة الزميل الذي لديه أعباء عمل كبيرة بكل ود					
2	I always require frequent doses of motivation to get the work done احتاج دائما لجرعة من التحفيز لأتمكن من القيام بمهامي					
3	I believe in giving an honest day's work for an honest day's pay انا أؤمن بانه يجب على ان اقوم بعملي بكل امانه لاستحق الاجر مقابله.					
4	I consume a lot of time complaining about trivial matters انا أستهلك الكثير من الوقت للشكوى من مسائل تافهة					
5	I try to avoid creating problems for co-workers أحاول تجنب خلق مشاكل مع زملائي في العمل					
6	I keep abreast of changes in the organization أنا احرص على متابعه ومواكبة التغييرات التي تحدث في جهة عملي					
7	I tend to make "mountains out of molehills" اميل دائما الى تضخيم الامور					

8	I consider the impact of my actions on co-workers أخذ بعين الاعتبار تأثير أفعالي على زملائي في العمل					
9	I attend meetings that are not mandatory, but are considered important أحضر الاجتماعات التي ليست إلزامية، ولكنها تعتبر مهمة					
10	I am always ready to lend a helping hand to those around me أنا دائما على استعداد لتقديم يد العون لمن حولي					
11	I attend functions that are not required, but help the company image أحضر النشاطات الغير مطلوبة، ولكنها مهمة لصورة المؤسسة					
12	I read and keep up with organization announcements, memos, and so on اهتم بقراءة ومواكبة اخبار المؤسسة كالإعلانات والمذكرات					
13	I help others who have been absent اساعد زملائي ممن كانوا متغييبين عن العمل					
14	I do not abuse the rights of others أنا لا أسيء استخدام حقوق الآخرين					
15	I willingly help others who have work related problems أحرص على مساعدة زملائي ممن لديهم مشكلات مرتبطة بالعمل					
16	I usually focus on what is wrong rather than positive side of situation عادة ما أركز على ما هو خطأ بدلا من الجانب الإيجابي من الوضع					
17	I take steps to prevent problems with other co-workers اقوم باتخاذ الخطوات اللازمة لتفادي حدوث المشاكل مع زملاء العمل الآخرين					

18	<p>My attendance at work is above the norm, Ex: I do not mind staying at work for extra hours if necessary.</p> <p>سجل حضوري للمؤسسة يفوق المطلوب مثلا: لا أمانع في الاستمرار في العمل إلى ما بعد ساعات الدوام الرسمي عند الحاجة</p>					
19	<p>I always find fault with what the organization is doing</p> <p>دائما أجد ان المؤسسة مخطئة فيما تقوم به</p>					
20	<p>I am mindful of how my behaviour affects other people's job</p> <p>أنا أدرك كيف يؤثر سلوكي على وظيفة الآخرين</p>					
21	<p>I do not take long or extra breaks</p> <p>لا أقوم بأخذ استراحات طويلة او اضافية</p>					
22	<p>I obey company rules and regulations even when no one is watching</p> <p>أحرص على الالتزام والتقيد بالنظام الداخلي للمؤسسة حتى وان لم يكن أحد يراقبني</p>					
23	<p>I help orient new people even though it is not required</p> <p>أعمل على مساعدة وتسهيل مهمة زملائي الجدد حتى إذا لم يطلب مني ذلك.</p>					
24	<p>I am one of the most conscientiousness people in this organization</p> <p>أنا واحد من الاشخاص الأكثر يقظة في هذه المؤسسة</p>					

<b>Third Section Employees job satisfaction.</b> Please tick (✓) one box for each question which best describes your opinion:		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b>الجزء الثالث: الرضا الوظيفي للموظف</b> يرجى وضع علامة (✓) في مربع الخيار الذي يمثل رأيك		أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
1	In general, I am satisfied with this job. بشكل عام، انا راض عن عملي الحالي					
2	I find that my opinions are respected at work. أجد أن آرائي تحترم في العمل.					
3	Most people on this job are very satisfied with it. معظم الناس في هذا العمل راضون تماما عنه					
4	I am satisfied with the recognition I get for the work I do انا راض على التقدير الذي احصل عليه مقابل العمل الذي أقوم به					
5	I am satisfied with the way my pay compares with that for similar jobs in other firms. أنا راض عن اجر وظيفتي الذي احصل عليه في هذه المؤسسة مقارنة بأجور الوظائف المماثلة لوظيفتي في المؤسسات الاخرى.					
6	I am satisfied with the personal relationship between my boss and his/her employees. أنا راض عن العلاقة الشخصية بين رئيسي وموظفيه					
7	I am satisfied with the way my boss handles employees.					

أنا راض عن الطريقة التي يتعامل بها رئيسي مع الموظفين					
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<b>Forth Section: Demographics</b> <i>Please tick (✓) one box for each question:</i>	<b>الجزء الرابع: معلومات عامة (ديموغرافيا)</b> يرجى وضع علامة (✓) أمام الإجابة:	
<b>A. Gender</b>	<b>A. الجنس:</b>	
(1) Male ( )	( )	(1) ذكر
(2) Female ( )	( )	(2) أنثى
<b>B. Education:</b>	<b>B. المرحلة التعليمية:</b>	
(1) High school ( )	( )	(1) الشهادة الثانوية
(2) Diploma ( )	( )	(2) دبلوم
(3) Bachelor Degree ( )	( )	(3) بكالوريوس
(4) High Diploma ( )	( )	(4) الدبلوم العالي
(5) Masters or above ( )	( )	(5) الماجستير أو أعلى
<b>C. Age:</b>	<b>C. العمر:</b>	
(1) 18 - 24 ( )	( )	(1) 18 - 24
(2) 25 - 35 ( )	( )	(2) 25 - 35
(3) 36 - 46 ( )	( )	(3) 36 - 46
(4) 47 - 57 ( )	( )	(4) 47 - 57
(5) 58 or above ( )	( )	(5) 58 وأكثر
<b>D. Job Sector:</b>	<b>D. قطاع العمل</b>	
(1) Government ( )	( )	(1) حكومي
(2) Private ( )	( )	(2) خاص
(3) Semi-Government ( )	( )	(3) شبه حكومي
(4) Non-Government Organization (NGOs) ( )	( )	(4) غير حكومي
<b>E. No. of years worked in current organization:</b>	<b>E. عدد السنوات التي قضيتها في منطمتك الحالية:</b>	
(1) One year or less ( )	( )	(1) سنة أو أقل
(2) 2 - 7 ( )	( )	(2) 2 - 7
(3) 8 - 13 ( )	( )	(3) 8 - 13
(4) 14 - 19 ( )	( )	(4) 14 - 19
(5) 20 years or above ( )	( )	(5) 20 سنة أو أكثر
<b>F. Job Level:</b>	<b>F. المستوى الوظيفي:</b>	
(1) Management level ( )	( )	(1) مدير / مسؤول عن موظفين
(2) Employee/non managerial level ( )	( )	(2) موظف / غير مسؤول عن موظفين
<b>G. Nationality:</b>	<b>G. الجنسية</b>	
(1) Qatari National ( )	( )	(1) قطري
(2) Non-Qatari National ( )	( )	(2) غير قطري

<b>H. Are you satisfied with your salary</b>	( )	( )	<b>H. هل انت راضٍ عن الاجر الذي تتقاضاه</b>
(1) Yes	( )	( )	(١) نعم
(2) No			(٢) لا

**Thank you very much for your time to complete this survey**

شكرا جزيلاً على وقتكم في إكمال هذا الاستبيان