

Effect of organizational justice on organization citizenship behavior of female employees in Saudi Arabia



Hammad Alshammari *

Department of Management and Information Systems, University of Hail, Hail, Saudi Arabia

ARTICLE INFO

Article history:

Received 4 January 2023

Received in revised form

27 April 2023

Accepted 30 April 2023

Keywords:

Organizational justice

Procedural justice

Interactional justice

Distributive justice

Organization citizenship behavior

ABSTRACT

The aim of this study is to examine the association between organizational justice and organizational citizenship behavior (OCB) among female workers in Saudi Arabia. Organizational justice has been acknowledged as a significant predictor of employee attitudes and behavior; however, its impact on the OCB of female workers in Saudi Arabia remains underexplored. To address this research gap, a cross-sectional survey was conducted among female workers in various organizations in Saudi Arabia. The study assessed organizational justice by considering three dimensions: distributive fairness, procedural fairness, and interactional fairness. Additionally, OCB was measured using a scale adapted from previous research. The collected data were subjected to regression analysis. The study findings indicate a positive relationship between organizational justice and OCB among female workers in Saudi Arabia. Specifically, distributive fairness, procedural fairness, and interactional fairness exerted a significant positive influence on OCB. This research contributes to the existing literature by providing empirical evidence on the impact of organizational justice on OCB among female workers in Saudi Arabia. Furthermore, it extends prior research by investigating the specific dimensions of organizational justice that affect OCB. Nonetheless, there are certain limitations to this study. Firstly, its cross-sectional nature restricts the ability to draw causal inferences. Moreover, the absence of comparisons with other cultural and national contexts represents another limitation. In conclusion, this study holds important implications for organizations in Saudi Arabia and elsewhere that aim to foster OCB among female workers. The findings suggest that enhancing organizational justice can lead to positive work behaviors among female employees. Future research should explore the generalizability of these findings to other contexts and investigate the potential moderating effects of cultural factors.

© 2023 The Authors. Published by IASE. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

1. Introduction


Organizational citizenship behavior (OCB) refers to actions carried out by employees that are genuinely in the best interest of the organization where they are employed. In the context of female workers, it is important to shed light on the background regarding the participation of women in the labor force in the Kingdom of Saudi Arabia. Notably, in 2018, the unemployment rate among women with tertiary education qualifications in the Kingdom was found to be the highest on average

when compared to countries belonging to the Organization for Economic Cooperation and Development (Albahoith, 2018). Economies in the Arab region are opening up in recent years to foreign investments, which has created a need for skilled labor and transformed the composition of the workforce and the nature of women's employment in this region (Alhshedi et al., 2020). According to Alhshedi et al. (2020), the government of Saudi Arabia encourages the participation of women in the private sector through the Saudization program. The Saudi government has unlocked an economic transformation strategy that reveal the full potential of its competitive advantages in the last few years. Along with the (Saudi 2030 Vision), the government has implemented strategies and reform legislation to fulfill the desired goals and create a sustainable future for the country (Amirat and Zaidi, 2020). For example, the Ministry of Human Resource and Social Development has set up several programs to

* Corresponding Author.

Email Address: ham.alshammari@uoh.edu.sa

<https://doi.org/10.21833/ijaas.2023.06.019>

 Corresponding author's ORCID profile:

<https://orcid.org/0000-0001-6888-5456>

2313-626X/© 2023 The Authors. Published by IASE.

This is an open access article under the CC BY-NC-ND license

(<http://creativecommons.org/licenses/by-nc-nd/4.0/>)

empower female participation in the workforce and to increase their lower unemployment rate. Consequently, this has made a dramatic expansion of the numbers of Saudi female workforce in the private sector, in comparison with the public sector, which increased the percentage from 24 percent in 2018 to exceed 61% in 2022.

However, the researched data on women in management positions exclusively in the private sector is scarce, both globally and in the Middle East region in particular. The International Labor Organization (ILO) data is available on legislators, senior officials, and managers, combining the public and private sectors in a single occupational category. This statistical indicator reports clear progress over the years in favor of women in management in many countries including Saudi Arabia. However, the latest figures available show that Middle East countries are still the lowest in the world, mirroring their overall situation in the labor market. The top-ranking countries in the region registered 15 percent, according to this indicator (ILO). By contrast, more than half the countries globally, for which data is available, reported that women accounted for more than 30 percent of all managers.

As a result, this leads to what is called the “glass ceiling.” The glass ceiling and glass shelf are an upside-down phenomenon in the arena of female issues, where the glass ceiling affects women's career advancement through organizational injustice (Tlaiss and Al Waqfi, 2022). Providing fewer opportunities for women to be promoted into the next job cadre as their male counterparts, while the glass shelf affects women's intention to leave the job due to less favorable support from their peers, and they faced severe criticism about the job tasks assigned to them (Young, 2010).

Despite the global interest in OCB, knowledge about the careers of women in the Arab world is minimal (Tlaiss and Al Waqfi, 2022). Many scholars' research agenda targets understanding the careers of women in the USA and European countries, supplying little attention to women in the developing countries of the Arab region (Alshedi et al., 2020; Aaltio and Heilmann, 2006).

This paper investigates the effects of organizational justice on women organization citizenship behavior in the Saudi Arabian private sector.

2. Literature review

2.1. OCB

Organizational citizenship behavior could be described as a person's voluntary commitment to the organization that is not part of his or her contractual tasks (Alshedi et al., 2020). Similarly, OCB is defined as a discretionary behavior of individuals that is unrecognized by the direct or explicit formal reward system and promotes the effective functioning of the organization in aggregate (Organ, 1988; 2018). OCB comprised various factors, which

include altruism which involves helping co-workers and colleagues; generalized compliance which comprises more impersonal conscientious behaviors; and courtesy which entails gestures preventing problems for colleagues at work. The consequence of OCB enhances organizational efficiency through reduced need for supervision, training, and crisis management costs.

2.2. Distributive justice

Distributive Justice has to do with fairness regarding the rewards and benefits employees get from the organization. This is based on Adams' (1963) Equity theory which focused on effort-reward fairness. Distributive Justice was defined as fairness in the distribution of the set of rewards to a defined circle of recipients (Clay-warner et al., 2005). Similarly, Cropanzano et al. (2002) described Distributive Justice as “the fairness of outcome received.” Thus, these outcomes could include career advancement in the organization. While based on Clay-Warner et al. (2005) definition, the rewards or outcomes should be distributed fairly among the workers regardless of gender or any other subjective criteria.

2.3. Procedural justice

Procedural Justice has to do with the concerns of individual feelings with respect to the fairness of formal procedures governing decisions (Masterson et al., 2000). According to Cropanzano et al. (2002), noted that Procedural Justice could be seen in the amount of employee voice in decision-making. This is also evident from management theory which shows the importance of participative decision-making. Thus, Clay-Warner et al. (2005) supported that although distributive justice and procedural justice are fundamental determinants of employee job outcome, they respond more to procedural justice than they do to distributive justice (Clay-warner et al., 2005).

2.4. Interactional justice

Interactional Justice is an extension of Procedural Justice, and it refers to the quality of interpersonal relationships that occurs in distributing the output or input between the employees (Cohen-Charash and Spector, 2001; Cropanzano et al., 2002). Studies found that Interactional Justice shows superiors fairness, while procedural and distributive justices show organizational fairness (Cohen-Charash and Spector, 2001; Masterson et al., 2000). However, interactional injustice may occur because of any or a combination of the following: Unfriendly or impolite treatment; disregarding feelings; breaking agreements; reproach or accusation among others.

Empirical literature review shows that the independent variables, i.e., distributive justice, Interactional Justice, and extension of Procedural

Justice have been found to have positive outcomes for organizations across various countries and in various sectors. For instance, [Ismail et al. \(2015\)](#) discovered a positive relationship between career incentives and employee performance while distributive justice partially mediated the relationship. This study was conducted on the Nigerian working class. [Rahman and Karim \(2022\)](#) found that interactional justice, distributive justice, and procedural justice have significant relationships with organizational performance among university lecturers in Pakistan. Similarly, [Rahman and Karim \(2022\)](#) found a significant relationship between organizational justice and organizational citizenship

behavior (OCB) of Teachers in Malaysia. Based on [Fig. 1](#) the foregoing the following hypotheses are formulated:

H1: Distributive Justice significantly affects the Organization Citizenship Behavior of female workers in Saudi Arabian Organizations.

H2: Procedural Justice significantly affects the Organization Citizenship Behavior of female workers in Saudi Arabian Organizations.

H3: Interactional Justice significantly affects the Organization Citizenship Behavior of female workers in Saudi Arabian Organizations.

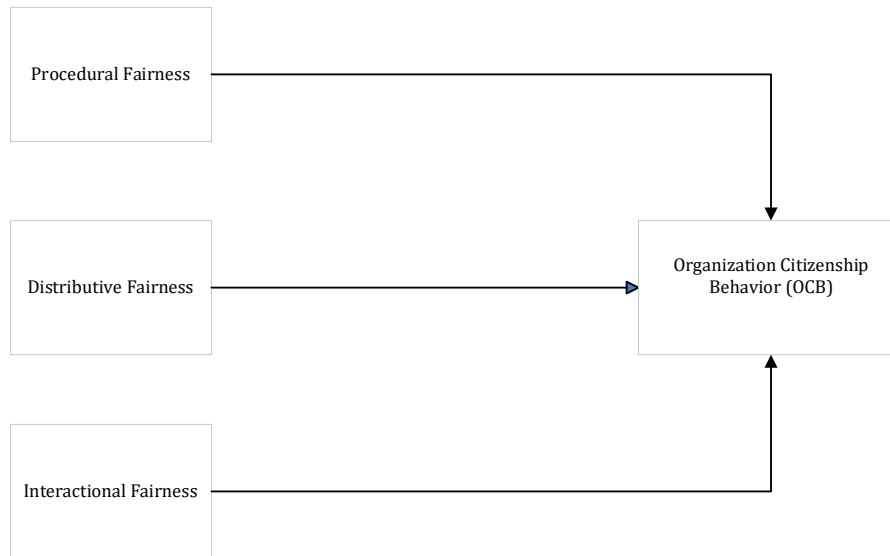


Fig. 1: Research framework

3. Measurements

3.1. Organizational justice

Organizational justice includes twelve items, which are based on a five-point Likert scale rated from “strongly disagree” to “strongly agree.” The items are borrowed from the work of [Sabharwal \(2014\)](#). These items are mainly based on three different forms of organizational equity, i.e., i) “procedural equity”, ii) “distributive equity,” and iii) “interactional equity.”

3.2. OCB

OCB was measured by adjusting the work of [Habeeb \(2019\)](#). A five-point Likert scale was also used in the questionnaire for all items had there, where 1=strongly disagree and 5=strongly agree.

4. Methodology

This study adopts a cross-sectional survey design. Thus, the unit of analysis of the research is individual women employees who work in managerial positions in private companies in the Hail region in the Kingdom of Saudi Arabia. Data was gathered using an electronic structured questionnaire based

on the Likert rating scale. A convenience sampling technique was adopted in selecting the respondents for the study. The study chooses the cross-sectional survey because it sought the opinion of a population about a specific subject matter within a short period of time. Both descriptive and inferential statistics were adopted in the analysis of the data collected.

5. Results of the study

A total of 54 copies of questionnaires were retrieved and correctly filled by the respondents. Out of 54 respondents, 12 (22.2%) were married and 38 (70.4%) were not married, while the remaining 4 (7.4%) constitute others. With respect to the educational qualification of the respondents, the majority are holding Bachelor's or Postgraduate degrees representing over 90% of the total sample. While the remaining around 4% stand for the respondents with a high school certificate. This shows most of the respondents are reasonably educated. Regarding work experience, the majority amounting to 38 (70.4%) have between one to five years of job experience, followed by 10 (18.5%) with six to 10 years, and 6 (11.1%) respondents have between 11 and 15 years of experience. Finally, most of the respondents are in the health service industry standing for around 60%, followed by those in the

public service with 18.5% while retail services form 3.7% shown in Table 1.

Table 1: Frequency distribution of respondents by demographic characteristics

Item	Categories	Frequency	Percentage
Experience	1-5yrs	38	70.4
	6-10yrs	10	18.5
	11-15yrs	6	11.1
	Total	54	100
Educational qualification	High Sch	2	3.7
	Bachelor	26	48.1
	Postgraduate	26	48.1
	Total	54	100
Marital status	Married	12	22.2
	Not married	38	70.4
	Others	4	7.4
Industry	Total	54	100
	Health services public services	32	59.3
	Retail services	10	18.5
	Others	2	3.7
	Total	10	18.5

5.1. Constructs reliability

The Cronbach’s Alpha test for internal consistency was carried and all constructs have values of more than 70%, which means that they are all reliable and internally consistent (Table 2). The data screened for normality through Skewness and Kurtosis. Consequently, all items are within the acceptable range of <2 and <7. See the appendix. Similarly, Multicollinearity was checked through correlation matrix, Tolerance, and VIF, and it was discovered that there is no evidence of multicollinearity shown in Table 2.

Table 2: Constructs reliability

Construct	Cronbach’s alpha
Perceived justice	.915
Distributive justice	.967
Interactive justice	.829
Organizational citizenship Behavior	.714

5.2. Regression results and hypotheses testing

Multiple Regression was run, and the model was found to be significant explaining 54% of the change in the dependent variable. Research Hypothesis 1: Distributive Justice significantly affects the Organization Citizenship Behavior of female workers

in Saudi Arabian Organizations. The independent variable was regressed against the dependent variable. Regression analysis was conducted, and the results show that ($\beta=-.221, t=-1.889, P=.065$). Distributive justice does not significantly affect the Organization Citizenship Behavior of female workers in Saudi Arabian Organizations shown in Table 3. Research Hypothesis 2: According to Table 4 Procedural Justice significantly affects the Organization Citizenship Behavior of female workers in Saudi Arabian Organizations. The independent variable was regressed against the dependent variable and the results show that ($\beta=.547, t=3.533, P=.001$). This shows that procedural justice significantly affects the Organization Citizenship Behavior of female workers in Saudi Arabian Organizations shown in Table 3. Research Hypothesis 3: According to Table 4 Interactional justice significantly affects the Organization Citizenship Behavior of female workers in Saudi Arabian Organizations. The independent variable was regressed against the dependent variable and the results show that ($\beta=.355, t=2.447, P=.018$). This shows that interactional justice significantly affects the Organization Citizenship Behavior of female workers in Saudi Arabian Organizations shown in Table 3.

Table 3: Summary of findings

Hypotheses	Findings
H1: Distributive justice significantly affects the Organization Citizenship Behavior of female workers in Saudi Arabian Organizations	Not Supported
H2: Procedural justice significantly affects the Organization Citizenship Behavior of female workers in Saudi Arabian Organizations	Supported
H3: Interactional justice significantly affects the Organization Citizenship Behavior of female workers in Saudi Arabian Organizations	Supported

Table 4: Regression results

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.	Collinearity statistics		
	B	Standard error	Beta			Tolerance	VIF	
(Constant)	6.987	1.082		6.458	.000			
1	PJ	.382	.108	.547	3.533	.001	.381	2.628
	DJ	-.142	.075	-.221	-1.889	.065	.646	1.547
	IJ	.320	.131	.355	2.447	.018	.433	2.310

VIF: Variance inflation factor

6. Discussion of findings

This study examines the impact of organizational justice on OCB among female workers in Saudi Arabian organizations. The research involved data collection, analysis, and hypothesis testing. Out of the three hypotheses tested, two were found to be statistically significant, while one was deemed insignificant. Specifically, the findings indicate that interactional justice significantly influences the organizational citizenship behavior of female workers in Saudi Arabian organizations. This implies that factors such as concern, compassion, and honesty displayed by superiors play crucial roles in fostering organizational citizenship behavior among female workers in Saudi Arabian organizations. These results are consistent with the findings of previous studies conducted by [Rasheed et al. \(2013\)](#) and [Jafari and Bidarian \(2012\)](#).

Second, procedural justice significantly affects the Organization Citizenship Behavior of female workers in Saudi Arabian Organizations. This means that the higher the procedural justice, the higher will be the rate of women's career advancement in the companies. Thus, factors forming procedural justice such as fair procedures about information gathering, opportunities, and feedback provided to employees about decisions are fundamental in enhancing the Organization Citizenship Behavior of female workers. These results align with the previous research by [Rasheed et al. \(2013\)](#) and [Jafari and Bidarian \(2012\)](#).

Finally, Distributive Justice was not found to have significant effects Organization Citizenship Behavior of female workers in Saudi Arabian Organizations. According to [Niehoff and Moorman \(1993\)](#), Distributive Justice stands for perceived fairness regarding distributing rewards among employees. This result is contrary to those from earlier studies ([Blakely et al., 2005](#); [Clay-warner et al., 2005](#); [Ilies et al., 2007](#); [Karriker and Williams, 2009](#); [Yilmaz and Taşdan, 2009](#); [Young, 2010](#)). This can be explained due the fact that the majority of participants (70 %) have less than five years of experience. Holding managerial responsibilities play a significant role in the interpretation of the high expectation of a fair amount of reward and job assignments. Consequently, researchers should be cautious in generalizing the findings of this study to other organizations.

7. Conclusion

The purpose of this study was to examine the influence of organizational justice on OCB among female workers in private organizations. A comprehensive review of existing literature was conducted, followed by data collection, leading to the following conclusion: Distributive justice was found to have no significant impact on the organizational citizenship behavior of female workers in organizations in Saudi Arabia, whereas both procedural justice and interactional justice were

found to have a significant influence on the organizational citizenship behavior of female workers in Saudi Arabian organizations.

8. Recommendations

According to the findings, organizations are advised to prioritize factors associated with organizational justice in order to foster organizational citizenship behavior. Additionally, organizations should consider implementing a competitive rewards policy specifically for less experienced employees who are hired for managerial positions. However, it is important to note that this study has certain limitations in terms of its data. Consequently, it is recommended that future researchers explore the impact of distributive justice on organizational citizenship behavior specifically among young managers.

Compliance with ethical standards

Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

References

- Aaltio I and Heilmann P (2006). ICT sector characteristics in Finland. In: Trauth EM (Ed.), *Encyclopedia of gender and information technology*: 780-785. IGI Global, Pennsylvania, USA. <https://doi.org/10.4018/978-1-59140-815-4.ch121>
- Adams JS (1963). Towards an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67(5): 422-436. <https://doi.org/10.1037/h0040968> PMID:14081885
- Albahoth W (2018). *Enhancing career choices and opportunities for Saudi women*. PhD Dissertation, Pepperdine University, London, UK.
- Alshedi A, Bardai B, and Al-Dubai M (2020). The effect of transformational leadership behavior on organizational performance in gold industry of Saudi Arabia. *Journal of Process Management and New Technologies*, 8(3): 62-81. <https://doi.org/10.5937/jouproman8-27033>
- Amirat A and Zaidi M (2020). Estimating GDP growth in Saudi Arabia under the government's vision 2030: A knowledge-based economy approach. *Journal of the Knowledge Economy*, 11: 1145-1170. <https://doi.org/10.1007/s13132-019-00596-2>
- Blakely GL, Andrews MC, and Moorman RH (2005). The moderating effects of equity sensitivity on the relationship between organizational justice and organizational citizenship behaviors. *Journal of Business and Psychology*, 20: 259-273. <https://doi.org/10.1007/s10869-005-8263-3>
- Clay-Warner J, Hegtvedt KA, and Roman P (2005). Procedural justice, distributive justice: How experiences with downsizing condition their impact on organizational commitment. *Social Psychology Quarterly*, 68(1): 89-102. <https://doi.org/10.1177/019027250506800107>
- Cohen-Charash Y and Spector PE (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86(2): 278-321. <https://doi.org/10.1006/obhd.2001.2958>
- Cropanzano R, Prehar CA, and Chen PY (2002). Using social exchange theory to distinguish procedural from interactional

- justice. *Group and Organization Management*, 27(3): 324-351. <https://doi.org/10.1177/1059601102027003002>
- Habeeb S (2019). A proposed instrument for assessing organizational citizenship behavior in BFSI companies in India. *Cogent Business and Management*, 6(1): 1625702. <https://doi.org/10.1080/23311975.2019.1625702>
- Ilies R, Nahrgang JD, and Morgeson FP (2007). Leader-member exchange and citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 92(1): 269-277. <https://doi.org/10.1037/0021-9010.92.1.269> **PMid:17227168**
- Ismail AI, Abdul-Halim AM, and Joarder MHR (2015). Mediating role of distributive justice in the relationship between career incentives and employee performance. *Journal of Economics, Business and Management*, 3(10): 929-935. <https://doi.org/10.7763/JOEBM.2015.V3.311>
- Jafari P and Bidarian S (2012). The relationship between organizational justice and organizational citizenship behavior. *Procedia-Social and Behavioral Sciences*, 47: 1815-1820. <https://doi.org/10.1016/j.sbspro.2012.06.905>
- Karriker JH and Williams ML (2009). Organizational justice and organizational citizenship behavior: A mediated multifoci model. *Journal of Management*, 35(1): 112-135. <https://doi.org/10.1177/0149206307309265>
- Masterson SS, Lewis K, Goldman BM, and Taylor MS (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal*, 43(4): 738-748. <https://doi.org/10.2307/1556364>
- Niehoff BP and Moorman RH (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36(3): 527-556. <https://doi.org/10.5465/256591>
- Organ DW (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington books/DC heath and Company, Lexington, USA.
- Organ DW (2018). Organizational citizenship behavior: Recent trends and developments. *Annual Review of Organizational Psychology and Organizational Behavior*, 80: 295-306. <https://doi.org/10.1146/annurev-orgpsych-032117-104536>
- Rahman MHA and Karim DN (2022). Organizational justice and organizational citizenship behavior: The mediating role of work engagement. *Heliyon*, 8(5): e09450. <https://doi.org/10.1016/j.heliyon.2022.e09450> **PMid:35620633 PMCID:PMC9126923**
- Rasheed A, Jehanzeb K, Rasheed MF, and Fppsm UTM (2013). An investigation of the antecedents of organizational citizenship behaviour: Case of Saudi Arabia. *International Journal of Psychological Studies*, 5(1): 128-138. <https://doi.org/10.5539/ijps.v5n1p128>
- Sabharwal M (2014). Is diversity management sufficient? Organizational inclusion to further performance. *Public Personnel Management*, 43(2): 197-217. <https://doi.org/10.1177/0091026014522202>
- Tliss HA and Al Waqfi M (2022). Human resource managers advancing the careers of women in Saudi Arabia: Caught between a rock and a hard place. *The International Journal of Human Resource Management*, 33(9): 1812-1847. <https://doi.org/10.1080/09585192.2020.1783342>
- Yılmaz K and Taşdan M (2009). Organizational citizenship and organizational justice in Turkish primary schools. *Journal of Educational Administration*, 47(1): 108-126. <https://doi.org/10.1108/09578230910928106>
- Young LD (2010). Is organizational justice enough to promote citizenship behavior at work? A retest in Korea. *European Journal of Scientific Research*, 45(4): 637-648.