



# The Role of Organizational Justice in Developing Organizational Citizenship Behavior for Omani Workers in Small and Medium Enterprises in Al Buraymi Governorate

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## Abstract

*The study aimed to identify the level of organizational justice and organizational citizenship behavior among Omani workers in small and medium enterprises in Al Buraymi Governorate and to investigate the impact of distributive, procedural and interactional justice on the organizational citizenship behavior among Omani workers. The study community consisted of Omani workers in small and medium enterprises in Al Buraymi Governorate in Oman and the study sample contained (363) Omani workers. The researcher used the descriptive approach as the study method and the questionnaire as the study tool. The study concluded that the level of organizational justice and the organizational citizenship behavior obtained a (medium) response degree for Omani workers in small and medium enterprises in Al Buraymi Governorate, and the existence of a statistically significant effect of distributive, procedural and interactional justice on the organizational citizenship behaviors of Omani workers in small and medium enterprises in Al Buraymi Governorate. The study recommended the need for officials and decision makers to make fair and impartial decisions among employees and the need for managers to pay attention to the distribution of wages, incentives, and workload according to merit and efficiency*

**Keywords:** organizational justice - organizational citizenship - small and medium enterprises

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## Introduction

Human resources are considered one of the most important elements within an organization, and managing them is one of the major tasks of institutions. The human element is crucial in production, and with the help of human resources qualified individuals are attracted and retained. We can also focus on their behavior related to the work environment, which contributes to performance improvement. According to Al Madou (2020, p.133), organizational justice plays a significant role in creating a positive work climate, as organizational justice is an important aspect of the quality of the work environment and encourages knowledge sharing as a social phenomenon that permeates organizational life in general.

Organizational justice is necessary for effective collaboration, creates a sense of job satisfaction, and improves productivity. On the other hand, unfair treatment leads to negative behaviors that are detrimental to the organization, such as withdrawal, absenteeism, or sabotage (Eib, 2015, p.1).

Several studies have indicated a correlation between organizational justice and organizational citizenship behavior. Such as Hajjaj (2012) study. The distributive, procedural, and interactional dimensions of organizational justice have a positive impact on organizational citizenship behavior, which includes dimensions such as altruism, conscientiousness, and courtesy (Al-Kharsha, 2015).

Moreover, there is a statistically significant positive relationship between organizational justice and its dimensions (procedural, distributive, and interactional justice) and organizational citizenship behavior dimensions, including altruism, conscientiousness, civic virtue, courtesy, and sportsmanship in institutions. Procedural, distributive, and interactional justice help predict organizational citizenship behavior dimensions such as altruism, conscientiousness, civic virtue, courtesy, and sportsmanship in organizations (Garg et al., 2013).

Organizational citizenship behavior refers to the set of actions performed by employees that go beyond the formal job requirements, without expecting any tangible or intangible rewards in return (Al-Maleehan, 2019, p. 546). Organizational citizenship behavior contributes to improving productivity, fostering a cooperative and positive organizational climate and attracting more competent individuals who are willing to work (Al-Qahtani, 2016, pp. 42-43).

In light of the discussed importance of organizational justice in the field of business administration and its evident impact on organizational citizenship behavior among employees, there is a growing need to examine the impact of organizational justice on Organizational citizenship behavior among Omani workers in small and medium-sized enterprises in the Al Buraymi Governorate.

### **Problem of the study:**

Organizational citizenship behavior is considered as voluntary emotional sentiments of employees towards the organizations they belong to, manifested through positive behaviors. However, studies have yielded varied results regarding the level of Organizational citizenship behavior, For example:

There was a decrease in employees' practice of Organizational citizenship behavior in Egyptian cement sector companies, which was evident in the workers' lack of willingness to help each other during work (Satouhi, 2020, pp. 86-87). Additionally,

there was a noticeable change and a decrease in the behaviors of belonging and loyalty among workers in industrial companies in Egypt towards the organization to which they belong, which negatively affected the overall performance (Abdulaziz, 2015, p. 588).

In Oman, there was a decrease in employees' practice of organizational citizenship behavior in an Islamic bank in Oman, where employees showed a moderate level of awareness regarding organizational citizenship behavior in Omani institutions (Al-Ismael, 2019, pp. 53-54).

It was also noted that the increasing number of resignations from Omani institutions which was attributed to the subpar interaction between institutions and employees, as well as the absence of necessary human resource management practices to promote organizational citizenship behavior (Baamir, 2019, p.10).

It was also noted the instability of employees and the high turnover rates for Omani workers. According to the annual report data of the Ministry of Manpower in 2016, the number of national Omani workers leaving their jobs in the private sector reached (56036) workers (Al Ibrahim, 2021, pp. 56-57) including (37683) workers with the percentage of (67.2%), have resigned from their jobs; Where the percentage of males among them was (70.4%), while the percentage of females was (29.6%). As for those whose services were terminated in private sector institutions in 2016, they numbered (18363) male and female national workers, with a percentage of (32.8%), of whom (80.5%) were males and (19.5%) of females (Oman Newspaper, 2022).

Many studies have examined the relationship between organizational justice and organizational citizenship behaviour, and all of them have indicated the existence of a relationship between them, although the strength of the relationship may vary.

On the other hand, Hajjaj's study (2012, p.127) on employees in the electricity distribution company in Gaza provinces indicated a weak direct effect relationship between organizational justice and organizational citizenship behaviour. Additionally, Hudhud and Zaid's study (2016, p.15) showed a significant positive direct relationship between employees' perception of organizational justice and their contextual performance. This emphasizes the need for managers to enhance employees' sense of justice due to its strong impact on desired behaviours and voluntary activities within the organization.

Furthermore, Bahri and Kharmoush (2017, p.101) pointed out a strong positive correlation between organizational justice and behaviours such as altruism, courtesy, conscientiousness, sportsmanship, civic virtue, and moral consciousness among employees in local administration in Algeria. In other words, the more employees believe in organizational justice, the more they engage in these behaviours in the workplace.

A code of occupational conduct for employees was issued in Oman, which stated that the worker must abide by the rules of conduct when dealing with his colleagues at work, refrain from any behaviour that offends them, and work in a team spirit and cooperate in order to support and develop work (civil service commission resolution no. 7/2019, p.62).

Oman has made efforts to study the problems of small and medium enterprises and develop strategies and plans that enhance the role of civil society institutions in the national economy (Official website of Vision Oman 2040, 2022, p.32).

Based on the previous review, a research gap was identified regarding the lack of studies examining the impact of organizational justice on organizational citizenship behaviour among Omani employees in small and medium-sized enterprises in the in Al Buraymi Governorate. The researcher noticed deficiencies in the application of organizational justice within in small and medium-sized enterprises in in Al Buraymi, which directly affected the employees' organizational behaviour in these institutions. Therefore, the researcher presented findings and recommendations that contribute to providing solutions to address these deficiencies.

#### **The study questions:**

In light of the findings of several studies regarding the impact of organizational justice on organizational citizenship behavior among employees, the researcher addressed the role of organizational justice in developing organizational citizenship behavior among Omani employees in small and medium enterprises in Al Buraymi Governorate. The study's questions are as follows:

1. What is the level of organizational justice among Omani employees in small and medium enterprises in Al Buraymi Governorate?
2. What is the level of organizational citizenship behavior among Omani employees in small and medium enterprises in Al Buraymi Governorate?
3. What is the impact of organizational justice on organizational citizenship behavior among Omani employees in small and medium enterprises in Al Buraymi Governorate?

#### **The study hypotheses:**

The study aims to verify the validity of the following main hypothesis:

- H1: There is a statistically significant impact of organizational justice and its dimensions on organizational citizenship behavior among Omani employees in small and medium enterprises in Al Buraymi Governorate. From this main hypothesis, the following sub-hypotheses are derived:
- H1(1): There is an impact of distributive justice on organizational citizenship behaviors among Omani employees in small and medium enterprises in Al Buraymi Governorate.
- H1(2): There is an impact of procedural justice on organizational citizenship behaviors among Omani employees in small and medium enterprises in Al Buraymi Governorate.
- H1(3): There is an impact of interactional justice on organizational citizenship behavior among Omani employees in small and medium enterprises in Al Buraymi Governorate.

#### **The study importance:**

The importance of the study can be highlighted in two main aspects:

1. **Practical Importance:** The significance of the study lies in the seriousness of the topic investigated by the researcher. Studies and researches have focused on examining the impact of organizational

justice on organizational citizenship behaviour. The study derives its theoretical importance from the significance of its topic. It is worth noting that the topic of organizational justice has gained considerable attention from researchers. Additionally, addressing an important aspect of individuals' behaviour in organizations, namely organizational citizenship behaviour, is crucial as it represents a type of organizational behaviour that can be predicted and managed to achieve the success and progress of the organization. Moreover, the study contributes to enriching the theoretical literature and the Arabic library, particularly the Omani library, with more information and knowledge about important topics in the field of human resources.

2. **Theoretical Importance:** The practical importance of the study lies in examining the impact of organizational justice on organizational citizenship behavior among Omani employees in small and medium-sized enterprises in Al Buraymi Governorate. The researcher hopes that the study will attract the attention of decision-makers and organizational leaders to the importance of adopting the principles of organizational justice and implementing plans and procedures that contribute to enhancing the perception of organizational justice among employees. The researcher also hopes that the findings of the current study will increase support from management to guide employees' organizational citizenship behaviors and align all policies to motivate and link them to their personal traits. This study provides research recommendations and proposals that open up avenues for researchers and individuals interested in this important field.

#### **The study objectives:**

The study aims to:

1. Identify the level of organizational justice among Omani employees in small and medium-sized enterprises in Al Buraymi Governorate.
2. Determine the level of organizational citizenship behavior among Omani employees in small and medium-sized enterprises in Al Buraymi Governorate.
3. Measure the role of organizational justice in developing organizational citizenship behavior among Omani employees in small and medium-sized enterprises in Al Buraymi Governorate.

#### **The study Terminology:**

##### **Organizational Justice:**

Organizational justice is defined as "an organizational phenomenon characterized by employees' perception and awareness of fairness and objectivity in rewards and compensation, decision-making processes and their implementation, and personal interactions, which positively impacts individual outcomes and subsequently organizational outcomes" (Qahiri, 2020, p. 98).

It is can also be operationally defined as employees' perceptions of fairness within the organization and the methods and procedures used to enforce social rules,

allocate resources, and manage relationships, encompassing dimensions such as distributive justice, procedural justice, and interactional justice.

**Organizational Citizenship Behavior:**

Organizational citizenship behavior is defined as "optional voluntary actions and roles that go beyond the system of official rewards and incentives, and are practiced by employees with the aim of satisfying their needs and helping others, and are beneficial to the organization as a whole, and contribute to increasing the cohesion of the organization and achieving its goals and effectiveness." (Al-Qahtani, 2016, p. 25).

It is can also be operationally defined as the voluntary extra-role behaviors of employees that assist them in effectively fulfilling their tasks for the development of the organization. It includes dimensions such as altruism, courtesy, sportsmanship, conscientiousness, and civic virtue.

**Study Limits:**

- **Objective Limits:** The objective limitations of the study include exploring the role of organizational justice (through its three dimensions: distributive, procedural, and interactional) on organizational citizenship behavior of Omani employees in small and medium-sized enterprises in Al Buraymi Governorate.
- **Spatial Limits:** The spatial limitations of the current study are represented in Omani employees in small and medium-sized enterprises in Al Buraymi Governorate.
- **Temporal Limits:** The study was conducted and data was collected during the months of June and July of the academic year of 2022.

**Theoretical Framework and Previous Studies:**

**The importance of organizational justice:**

There is no doubt that organizational justice plays a crucial role in organizations by providing a suitable work environment for creativity and innovation, and motivating employees to exert their utmost effort towards the development and growth of the organization, enabling it to gain a distinguished position among competing organizations.

The importance of organizational justice is evident in its ability to eliminate organizational conflict, as it encourages the development of employees' professional competence. It also clarifies the system of salary distribution. Organizational justice is considered a key indicator in enhancing individuals' capabilities, eliminating their frustration, reducing organizational conflict, and promoting homogeneity, equality, and solidarity between employees and management, organizational justice reveals the reality of the salary and wage distribution system within the organization. The role of justice prevents decision-makers from engaging in peripheral issues that could hinder the organization's path to achieving its goals. Organizational justice is one of the effective and significant topics in the field of organization studies. (Zouiti, 2015, p.386).

Furthermore, due to the increasing speed of organizational development in response to competitive markets and continuous expansion, the contribution of the workforce in the organization's development has become crucial. Organizations strive to



implement organizational justice to ensure that employees' perceptions of procedures, policies, and decisions occurring in the workplace are positive, resulting in the fulfillment of job duties and responsibilities required of them. (Kasemsap, 2017, p.323).

**Dimensions of organizational justice:**

**Distributive justice:**

It includes the justice of outcomes received by employees, it the justice of wage and reward distribution, as well as the justice in opportunities for promotion and advantages. Distributive justice is based on the principle of equality theory, as distributional justice means perceived justice on the distribution of resources by the organization, as it focuses on employees' awareness of the justice of outputs as they evaluate the final state of the resources distributing process in the organization, which is the justice of the outputs that the employee gets, that is, it is related to the justice of the distribution of rewards and related to the results or outputs that the individual obtains for his job, especially the outputs and distribution of wages and advantages or promotions, and the employees' sense of distribution fairness is achieved in the organization when the individual feels that the rewards he receives are commensurate with his effort compared to the efforts of his colleagues (Al-Zibari, 2020, p. 85).

**Procedural Justice:**

It refers to the avoidance of bias when making administrative decisions, ensuring accuracy in decision-making, and involving employees in the decision-making process. Weak procedural justice can lead employees to feel a reduced or non-existent sense of control, which may prevent them from taking action against sources of pressure or tension. Consequently, the absence of freedom and independence can result in feelings of helplessness, and individuals who experience a sense of helplessness may engage in destructive behaviors such as sabotage as a means to regain control (Bin Eddah & Karume, 2021, p. 656).

**Interactional Justice:**

Interactional justice is based on employees' perceptions of the quality of treatment received from their employer. Employees expect to be treated with respect, dignity, and honesty by the organization. Interactional justice can be defined as stated by Srivastava (2015, p.669) the personal treatment individuals receive when managers implement their procedures, considering sensitivity, empathy, respect, providing accurate explanations of the logical basis for decisions, offering appropriate justifications for different decisions, maintaining honesty, and avoiding deception. Interactional justice is also linked to individuals' sense of effective informational communication and receiving recognition in the organization.

**Dimensions of Organizational Citizenship:**

The following dimensions of organizational citizenship will be presented in detail:

- **Altruism:** This involves helping others and abstaining from selfish or self-centred actions. This component is described as voluntarily assisting others or avoiding workplace issues (Shanker, 2014, p. 26).
- **Courtesy:** is the practise of showing appreciation and respect to co-workers in an effort to prevent conflicts and win their respect and

love. It also includes a variety of appreciative behaviours that are intended to avoid conflict at work, such as informing co-workers in advance of any changes that may have an impact on them (Thiruvankadam & Durairaj, 2017, P.50).

- **Sportsmanship:** It involves enduring annoyances, avoiding continuous complaints, and the ability to accomplish tasks. It represents a form of organizational citizenship behaviour where employees tolerate annoyances and work assumptions without complaining (Rauf, 2015, p. 51).
- **Civic Virtue:** It involves participation in building the organizational process, such as reading emails, attending meetings, and keeping up with organizational issues. It refers to behaviours exhibited by individuals that demonstrate a sense of responsibility towards the organization and help them manage organizational affairs rationally. It is an important factor in ensuring that every employee feels a sense of ownership and active membership in the team (Edros, Samsudin, & Yusof, 2020, p. 673).

#### **The relationship between organizational justice and organizational citizenship behaviour:**

The concept of organisational citizenship behaviour is crucial to understanding organisational behaviour. As a result of its influence on meeting personal wants and expectations, organisational justice is a major theory in the study of individual behaviour inside an organisation. It also acts as an essential incentive for people to reach their goals, feel satisfied, and keep their stability. Organisational justice ultimately affects individual's orientation towards accomplishing organisational goals (Abu Semaan, 2015, p. 2).

In order for employees to understand and exhibit organizational citizenship behaviours and work efficiently and effectively, they need to perceive fairness among themselves. Organizational justice is one of the key determinants that explain the behaviour of employees in an organization. Its presence raises the level of satisfaction within the work environment and, consequently, contributes to achieving organizational goals (Aissawi, 2021, p. 548).

#### **Previous studies:**

**A study by Mustafa et al. (2021) titled "The Impact of Organizational Justice on Organizational Citizenship Behaviour: A Case Study of Algérie Télécom Using Structural Equation Modelling (SEM)"**

**The study aimed to:** identify the relationship between dimensions of organizational justice and organizational citizenship behaviour, and the main problem of the study was identifying the relationship between organisational justice and organisational citizenship behaviour. The study used a 5-point Likert scale to measure all variables. The study population consisted of employees of Algérie Télécom, and the study sample included (80) employees. The researchers used a descriptive approach as the study's method, and used a questionnaire as the study tool. **The study reached several results, including:** the existence of a statistically significant relationship between one dimension of organizational justice (interactional justice), and



dimensions of organizational citizenship behaviour (civic virtue, altruism, consciousness, courtesy, and sportsmanship), and there was no statistically significant relationship between the dimensions of organizational justice (distributive justice and procedural justice) and dimensions of organizational citizenship behaviour (civic virtue, altruism, consciousness, courtesy, and sportsmanship). There was a strong statistically significant correlation between interactional justice and dimensions of organizational citizenship behaviour (civic virtue, altruism, consciousness, courtesy, and sportsmanship). The study made several recommendations, including the importance of focusing on organizational justice in its different dimensions and developing and supporting organizational citizenship behaviour among employees in all its dimensions.

**Jnaneswar & Ranjit study (2021) titled: "Organizational Justice and Organizational Citizenship Behavior: The Mediating Role of Psychological Ownership"**

**The study aimed to:** examine the mediating role of psychological ownership in the relationship between organizational justice and organizational citizenship behavior among employees. The problem of the study focused on demystifying the understanding of the relationship between organizational justice and organizational citizenship behavior by highlighting psychological ownership as a mediator, which contributes significantly to the theoretical framework of organizational justice and addresses contradictions in the literature about the relationship between the two variables. It compensates the shortcomings in the literature about organizational citizenship behavior and organizational justice among workers in institutions. The organizational justice variable was measured by measuring distributive justice by the scale of (Price and Mueller, 1986) which consisted of (6) statements, and the scale of (Niehoff and Moorman, 1993) which consisted of (15) statements was used to measure procedural and interactive justice, the psychological ownership variable was measured using the scale of (Pierce et al., 2001) which consisted of (7) statements, and organizational citizenship behavior was measured using the scale of (Lee and Allen, 2002) which consisted of (8) statements. The study community consisted of workers in the Indian institutes of technology (IITs) and the study sample included (301) workers. The study used the quantitative approach as the study method and used the questionnaire as the study tool. **The study reached several results, including:** the existence of organizational justice and its dimensions (distributive, procedural and interactional) impact on organizational citizenship behavior and psychological ownership of workers. Psychological ownership affects organizational citizenship behavior among workers. Psychological ownership plays a partial mediating role in the relationship between organizational justice and organizational citizenship behavior among workers. Workers with high levels of positive perceptions of organizational justice showed high levels of organizational citizenship behavior, as distributive justice was associated with fair reward on experience and skills appreciation, while procedural and interactional justice were associated with impartiality in making job decisions and dealing with appreciative attitude by the supervisor. Organizational citizenship behavior was associated with saving time behaviors to help solve work problems. The study made several recommendations, including: the need to focus on enhancing organizational justice

in the organization to increase organizational citizenship behavior among employees, as well as the need to reveal the factors influencing organizational citizenship behavior within the institution.

**Khasawneh's study (2020) entitled "The Impact of Organizational Justice on the Practice of Organizational Citizenship Behaviour in Governmental Departments in Irbid Governorate"**

**The study aimed to:** identify the level of organizational justice and the organizational citizenship behaviour practice in governmental departments in Irbid governorate from the point of view of the study sample, and to reveal the existence of a statistically significant effect between the dimensions of organizational justice and the dimensions of organizational citizenship behaviour of workers in governmental departments in Irbid governorate. The study community consisted of managers, heads of departments, and administrative employees in Jordanian government entities, and the study sample included (201) employees. **The study reached several results, including:** the level of organizational justice practice in governmental departments in Irbid governorate was high according to the study sample point of view; Where in the first rank came the distributive justice dimension, followed by the procedural justice dimension, followed by the interactional justice dimension. The level of organizational citizenship behaviour practice in governmental departments in Irbid governorate was high according to the study sample point of view; where in the first rank came the altruism dimension, followed by the consciousness dimension, followed by the sportsmanship dimension, followed by the courtesy dimension, and finally the civic virtue dimension. The existence of a statistically significant effect at the level of significance(0.05) between the dimensions of organizational justice represented in (distributive justice dimension, procedural justice dimension, and interactional justice dimension), and between the dimensions of organizational citizenship behaviour represented in (the dimension of altruism, the dimension of sportsmanship, the dimension of courtesy, the dimension of civic virtue, and the dimension of conscientiousness) for workers in in governmental departments in Irbid governorate. The study made several recommendations, including: the need for management to seek accuracy and fairness in distributing job burdens on employees, and the need to clarify the tasks and responsibilities entrusted to each member and assigned to each employee administrator in order to make him aware of everything that is going on and take the direction of work in order not to collide with a different reality.

**The study of Jilani (2019) titled: "Does organizational justice influence organizational citizenship behaviour among health specialists and affect job satisfaction and turnover intention in a healthcare organization"?**

**The study aimed to:** examine the perceptions of workers in health care institutions regarding the impact of organizational justice on organizational citizenship behavior, job satisfaction, and turnover intention in health care institutions. The problem of the study focused the research gap in the understanding of organizational justice and organizational citizenship behavior in the healthcare sector. The organizational justice variable was measured by the (Niehoff and Moorman, 1993) scale which consisted of (20) statements, while the organizational citizenship behavior was

measured by (Podsakoff et al., 1990) which consisted of (12) statements, and job satisfaction was measured by (Cooper, Rout and Faragher, 1989) which consisted of 10 statements. The study community consisted of specialists in health care institutions and the study sample included (53) specialists in health care institutions. The study used the quantitative approach as the study method and used the questionnaire as the study tool. **The study reached several results, including:** The level of organizational justice was moderate, the level of organizational citizenship behavior was high, there was a positive correlation between procedural and interactional justice and organizational citizenship behavior with its dimensions of (altruism, courtesy, and sportsmanship), in addition there was a positive correlation between organizational justice and job satisfaction among employees and a negative correlation relationship between organizational justice and turnover intention among employees. The study also recommended several recommendations, the most important of which are: the need to disclose the factors affecting organizational justice in the institution, as well as the need to enhance organizational citizenship behavior among employees in institutions.

#### **Previous studies commentary:**

Some previous studies agreed with the current study in the objective that dealt with organizational justice and organizational citizenship behavior, such as: the study of Mustafa et al. (2021), And the study of Khasawneh (2020). Some previous studies agreed with the current study in the study tool which was the questionnaire, such as: the study of Mustafa et al. (2021). Some previous studies agreed with the current study regarding the sample that dealt with workers, such as: (Jnaneswar & Ranjit, 2021), and some previous studies differed with the current study in the survey approach, such as: (Jnaneswar & Ranjit, 2021) study.

The current study is distinguished in that it deals with the impact of organizational justice on the organizational citizenship behavior: for Omani workers in small and medium enterprises, and sheds light towards conducting more local and Arab studies on this subject; Due to the lack of targeting this important topic.

The researcher benefited from the previous studies in several matters, the most important of which are: the theoretical framework and the used references, the study methodology, the construction of the study tool, and the identification of the most suitable statistical methods for the study. The studies contributed to the development and submission of recommendations and proposed studies.

#### **Research methodology**

##### **Study community and sample:**

The study community consisted of Omani workers in small and medium enterprises in Al Buraymi Governorate, Oman, which numbered (240) enterprises, with (11) medium enterprises and (229) small enterprises. The total number of workers in small and medium enterprises reached (363) workers, with (313) workers in small enterprises, and (50) workers in medium enterprises.

##### **The study sample:**

Due to the small size of the study community, it was applied to the study community as a whole (Insoura (2015, p. 53); where the study sample included (363) Omani workers in small and medium enterprises Al Buraymi Governorate, Oman.

**Table (1) shows the distributed and retrieved questionnaires that are valid for statistical analysis**

Distributed questionnaires	Retrieved questionnaires that are valid for statistical analysis	Percentage
363	356	%98.07

It is clear from the previous table that the questionnaires distributed to Omani workers in small and medium enterprises in Al Buraymi Governorate, Oman reached (363) questionnaires, while the questionnaires retrieved and valid for statistical analysis reached (356) questionnaires, with a percentage of (98.07%).

**Table (2) Distribution of the study sample members according to the demographic characteristics of the study sample members.**

Variable	Characteristics	Frequencies	Percentages
Gender	Male	192	53.9%
	Female	164	46.1%
Age	Less than 30 years old	106	29.8%
	From 30 to 39 years old	149	41.9%
	From 40 to 49 years old	88	24.7%
	From 50 years and above	13	3.7%
Academic Qualification	Less than a general education diploma	92	25.8%
	General Education Diploma	99	27.8%
	diploma	81	22.8%
	Bachelor's	74	%20.8
	Master's	8	2.2%
	Ph.D	2	.6%
Job title	Employee	178	50.0%
	Head of the Department	97	27.2%
	Director of the Department	8	2.2%
	Executive Director or equivalent	73	20.5%
Years of Experience	Less than 5 years	129	36.2%
	From 5 years to 9 years	73	20.5%
	From 10 years to 14 years	78	21.9%
	15 years and above	76	21.3%
Total		356	100%

It appears from the previous table that the largest percentage obtained by the respondents according to gender was (53.9%) attributed to (male), and the largest percentage obtained by the respondents according to age was (41.9%) attributed to (30 to 39 years old), and the largest percentage obtained According to the academic qualification was (27.8%) attributed to (general education diploma), and the largest percentage obtained by the respondents according to job title was (50%) attributed to (employee).

#### **Study Methodology:**

The study used both the survey approach, which Insoura (2015, p. 53) defines as "the research method that aims to survey the phenomenon under study, to identify it, and to investigate its reality objectively. The researcher was able to draw scientific conclusions in order to know their causes and compare them, and he may go beyond that for evaluation according to his findings".

#### **Third: Data collection tools (study tool):**

In order to achieve the objectives of the study, the researcher built a tool to detect the impact of organizational justice on organizational citizenship behaviour: a field study on Omani workers in small and medium enterprises in Al Buraymi Governorate in Oman, after referring to literature and previous studies related to organizational justice and organizational citizenship behaviour, such as the Khasawneh study (2020) and the study of Abu Semaan (2015). The questionnaire was used in order to draw the basic ideas that contributed to the crystallization of some statements in an indirect way. The study tool included 43 statements.

#### **The validity and reliability of the study (the validity of the tool):**

##### **The internal consistency validity for the dimensions of the first axis: organizational justice:**

It was found that the correlation coefficients of the dimensions of the first axis: (organizational justice) with the dimensions to which the statements belong were all statistically significant at the level of significance (0.01), as they ranged between (.647\*\*-.923\*\*). The general construct validity of the dimensions of the first axis was verified by finding correlation coefficients between the total score for each dimension. The correlation coefficients values between the total score for each dimension and the overall average for the first axis came with high values, as they ranged between (.932\*\*-.943\*\*), and they were all statistically significant at the level of significance (0.01), which indicates the availability of a high degree of construct validity for the dimensions of the first axis: (organizational justice).

Cronbach alpha reliability coefficient was used to ensure the reliability of the axis, as the value of the reliability coefficient for the dimensions of the first axis ranged between (.873-.925), and the value of the overall reliability coefficient for the dimensions of the first axis was (.924), which indicates the validity of the first axis for application and the reliability of its results.

##### **The internal consistency validity for the dimensions of the second axis, Organizational Citizenship Behaviour:**

The Pearson correlation coefficient was calculated between the statements and the dimensions they belong to in order to ensure the validity of the tool using the method of internal consistency of the statements with the dimensions of the second

axis (organizational citizenship behaviour) to which the statements belong. It was found that the correlation coefficients of the dimensions of the second axis: organizational citizenship behaviour with the dimensions to which the statements belong were all statistically significant at the level of significance (0.01), all the values of the correlation coefficients for the statements of the second axis were with significant values, as they ranged between (.659\*\*-.921\*\*). The general construct validity of the dimensions of the second axis: organizational citizenship behaviour was verified by finding correlation coefficients between the total degree of each dimension and the overall average of the first axis, and it was found that the values of the correlation coefficients between the total degree of each dimension and the general average of the second axis came with high values, as they ranged between (.838\*\*-.936\*\*), and they were all statistically significant at the level of significance (0.01), which indicates the availability of a high degree of construct validity for the dimensions of the second axis: organizational citizenship behaviour.

Furthermore, the Cronbach's Alpha reliability coefficient was calculated for the dimensions of the second axis, and it was found that the reliability coefficients for the dimensions of the second axis came with high values, ranging from (.912 to .945.) The overall Cronbach's Alpha reliability coefficient value for the dimensions of the second axis was (.938) indicating the validity of the second axis for application and the reliability of its results.

#### **Statistical Analysis:**

Based on the nature of the study and the objectives the researcher sought to achieve, the data was analysed using the Statistical Package for the Social Sciences (SPSS). The results were obtained using the following statistical methods: Pearson correlation coefficient, Cronbach's Alpha coefficient, frequencies, and percentages in order to identify the characteristics of the study sample, arithmetic Means, standard deviations and simple linear regression.

1. The Likert scale and the range equation: to describe the arithmetic mean for the responses on each statement as follows:

The response degree was determined as follows: Very low (1), Low (2), Moderate (3), High (4), and Very high (5). The verification level for each axis was defined as follows:

$$\text{Category length} = \frac{\text{highest limit} - \text{lowest limit}}{\text{level No.}} = \frac{5-1}{5} = 0.80$$

- From (1) to (1.79) represents a response degree (Very low).
- From (1.80) to (2.59) represents a response degree (Low).
- From (2.60) to (3.39) represents a response degree (Moderate).
- From (3.40) to (4.19) represents a response degree (High).
- From (4.20) to (5) represents a response degree (Very high).

#### **Results of the study's questions:**

**Results of the first question: What is the level of organizational justice among Omani employees in small and medium enterprises in Al Buraymi Governorate?**



**Table (3) Arithmetic means and standard deviations for the dimensions of the first axis: Organizational justice**

Dimensi on No.	Rank	Dimensions	Arithme tic mean	standard deviation	Degree
1	3	The first dimension: distributive justice	2.51	.665	Low
2	2	The second dimension: procedural justice	3.11	1.192	Moderate
3	1	The third dimension: interactional justice	3.49	1.055	high
Overall mean			3.04	.719	Moderate

It is clear from the previous table that the arithmetic means of the dimensions of organizational justice ranged from (2.51-3.49). The third dimension (procedural justice) obtained the highest arithmetic mean of (3.49) and a high response degree. On the other hand, the first dimension (distributive justice) obtained the lowest arithmetic mean of (2.51) and a low response degree. The overall mean for the dimension as a whole was (3.04), indicating that the level of organizational justice among employees in small and medium-sized enterprises is moderate.

The overall average of the first axis: Organizational justice obtained a (moderate) response degree and that indicates that despite the availability of organizational justice in general in small and medium enterprises in Al Buraymi Governorate these institutions suffer from deficiencies and deficits in some aspects of organizational justice from Omani employees point of view, where interactional justice is available to a large extent, but it is offset by the existence of shortcomings and deficits in both distributive and procedural justice to varying degrees, which reflects the relationship of employees with the organization and the degree of employees and groups awareness of fairness and justice provided by the institution.

The result of the current study partly agreed with the result of Jnaneswar & Ranjit study (2021), which dealt with workers who had high levels of positive perceptions about organizational justice

The result of the current study partly agreed with the result of Khasawneh's study (2020), which indicated that the level of organizational justice practice in government departments in Irbid governorate obtained a high response degree from the study sample point of view.

**Results of the second question: What is the level of organizational citizenship behavior among Omani employees in small and medium enterprises in Al Buraymi Governorate?**

In order to answer this question, the arithmetic means and standard deviations of the study sample responses were extracted on all dimensions of the second axis: organizational citizenship behavior.

**Table (4) The arithmetic means and standard deviations of the dimensions of the second axis: organizational citizenship behavior**

Dimension No.	Rank	Dimensions	Arithmetic means	Standard deviations	Degree
1	1	The first dimension: altruism	3.57	.700	High
2	4	The second dimension: civility / courtesy	2.89	.956	Moderate
3	3	The third dimension: sportsmanship	2.98	.962	Moderate
4	5	The fourth dimension: civic virtue	2.58	.819	Low
5	2	The fifth dimension: consciousness	3.54	.649	High
Overall mean			2.84	.553	Moderate

It is clear from the previous table that the arithmetic means of the dimensions of the second axis: organizational citizenship behavior ranged between (2.58-3.57), the highest was (the first dimension: altruism) with an arithmetic mean of (3.57) and with a high response degree, while (the fourth dimension: civilized behavior) came last with an arithmetic mean of (2.58) with a response degree. The arithmetic mean for the dimension as a whole was (2.84), which indicates that the degree of the second axis: organizational citizenship behavior was average among Omani workers in small and medium enterprises in Al Buraymi Governorate. The overall average of the second dimension, organizational citizenship behavior, obtained a (moderate) response degree and that indicates that despite employees possessing organizational citizenship behavior, which goes beyond the execution of their professional duties, there are some shortcomings in their organizational behaviors within the institution. These shortcomings manifest in the employees' limited cooperation with each other and their insufficient assistance to support the social and psychological environment within the institution, ensuring the achievement of organizational goals in a professional and highly competent manner. The findings partially align with a study by Khasawneh (2020), which found that the level of organizational citizenship behavior came as high in governmental departments in Irbid governorate according to the study sample point of view.

The findings of the current study partly agreed with the result of the study of (Jnaneswar & Ranjit, 2021), which dealt with workers who had high levels of positive perceptions about organizational citizenship behavior.

**The results of the study hypotheses**

**The main hypothesis: There is a statistically significant impact of organizational justice and its dimensions on organizational citizenship behavior among Omani employees in small and medium enterprises in Al Buraymi Governorate.**

- **Results of the first sub-hypothesis: "There is an impact of distributive justice on organizational citizenship behaviors among Omani employees in small and medium enterprises in Al Buraymi Governorate".**

To validate the hypothesis, simple linear regression analysis was used, and the following table shows a summary of the regression results to indicate the impact of distributive justice and the overall degree of organizational citizenship behaviors dimensions.

**Table (5) Summary of the results of the simple linear regression analysis to indicate the effect of distributive justice on organizational citizenship behaviors**

The independent variable	The dependent variable	(B) Unstandardized	(Beta) Standardized	T-value	Significance level	r	R2	Constant
Distributive justice	Organizational citizenship behaviors	.280	.336	6.721	.000	.336a	.111	2.141

Based on the previous table, it is evident that there was a statistically significant effect of distributive justice on organizational citizenship behavior of Omani employees in small and medium-sized enterprises in Al Buraymi Governorate, as the calculated "t" value is lower than the significance level of (0.05 =  $\alpha$ ). Therefore, we accept the previous hypothesis stating that "There is an impact of distributive justice on organizational citizenship behaviors among Omani employees in small and medium enterprises in Al Buraymi Governorate".

This can be attributed to the fact that the more distributive justice is applied in small and medium-sized enterprises, the higher the quality of organizational citizenship behavior exhibited by employees. This is achieved through fair salary alignment with job tasks, fair distribution of rewards, promotions, and job assignments, as well as equal training opportunities without any discrimination.

The findings of the current study differ from the results of Mustafa et al. (2021), which indicated that there was no statistically significant relationship between the dimension of distributive justice and the dimensions of organizational citizenship behavior, including civic virtue, altruism, consciousness, courtesy, and sportsmanship.

The current study aligns with the results of Khasawneh (2020), which revealed a statistically significant effect at the significance level of (0.05) between the dimension of distributive justice and the dimensions of organizational citizenship behavior, including (altruism, sportsmanship, civic virtue, courtesy, and consciousness), among employees in government departments in Irbid governorate.

- **The second sub-hypothesis states: "There is an impact of procedural justice on organizational citizenship behaviors among Omani employees in small and medium enterprises in Al Buraymi Governorate".**

To validate the hypothesis, simple linear regression analysis was used, and the following table shows a summary of the regression results to indicate the impact of procedural justice on the total score of organizational citizenship behavior dimensions:

**Table (6) Summary of the results of the Simple Linear Regression Analysis to indicate the impact of Procedural Justice on Organizational Citizenship Behavior Dimensions.**

The independent variable	The dependent variable	(B) Unstandardized	(B) Standardized	The calculated t-value	Significance level	R	R2	Constant
Procedural Justice	Organizational Citizenship Behaviors	.157	.338	6.767	.000	.338a	.115	2.355

Based on the previous table, it is evident that there was a statistically significant effect of procedural justice on organizational citizenship behavior of Omani employees in small and medium-sized enterprises in Al Buraymi Governorate. As the "t" value was lower than the significance level of (0.05 =  $\alpha$ ), thus supporting the previous hypothesis stating that "There is an impact of procedural justice on organizational citizenship behaviors among Omani employees in small and medium enterprises in Al Buraymi Governorate".

This can be attributed to the fact that higher levels of procedural justice increased, which lead to higher organizational citizenship behavior among Omani employees in small and medium-sized enterprises with an increase of (0.157). The level of organizational citizenship behavior can be determined using the equation by considering the level of procedural justice.

This can be attributed to the fact that when managers of small and medium-sized enterprises implement procedural justice, the organizational citizenship behavior of employees improves significantly. As managers apply decisions on employees without discrimination, gather information accurately before making decisions, and listen to the opinions of employees before making decisions that concern them.

The current study aligns with the results of the study conducted by Khasawneh (2020), which indicated a statistically significant effect at the significance level of (0.05) between procedural justice and organizational citizenship behavior dimensions, including (Altruism, sportsmanship, civic virtue, courtesy, and conscientiousness), among employees in government departments in Irbid governorate.

The current study differs from the findings of Mustafa et al. (2021), which reported no statistically significant relationship between procedural justice and organizational citizenship behavior dimensions, including (civic virtue, altruism, courtesy, empathy, and sportsmanship).

- **The third sub-hypothesis states: " There is an impact of interactional justice on organizational citizenship behavior among Omani employees in small and medium enterprises in Al Buraymi Governorate "**

To test the validity of this hypothesis, a Simple Linear Regression analysis was conducted. The following table summarizes the regression results to indicate the impact of interactional justice on the overall score of organizational citizenship behavior dimensions.

**Table (7) Summary of the results of the Simple Linear Regression Analysis to indicate the impact of interactional justice on Organizational Citizenship Behavior**

The independent variable	The dependent variable	(B Unstandardized)	(B Standardized)	The calculated t-value	Significance level	r	R2	Constant
Interactional Justice	Organizational Citizenship Behavior	.301	.574	13.179	.000	.574a	.329	1.792

From the previous table, it is evident that there was a statistically significant effect of interactional justice on organizational citizenship behavior of Omani employees in small and medium-sized enterprises. The "t" value was lower than the significance level of (0.05 =  $\alpha$ ), indicating support for the previous hypothesis stating that " There is an impact of interactional justice on organizational citizenship behavior among Omani employees in small and medium enterprises in Al Buraymi Governorate".

This can be attributed to the fact the increase in the level of interactional justice leads to an increase in organizational citizenship behavior by (0.301. The level of organizational citizenship behavior can be determined using the equation by considering the level of interactional justice.

This finding suggests that the implementation of interactional justice principles in organizations positively and effectively influences the organizational citizenship behavior of employees. Managers who prioritize employee interests when making job-related decisions, foster a spirit of collective cooperation among subordinates, and trust and respect employees by allowing them to make decisions without constant supervision contribute and fully respect those decisions.

The current study aligns with the results of the study conducted by Mustafa et al. (2021), which indicated a statistically significant relationship at the significance level of (0.05) between the dimension of interactional justice and dimensions of organizational citizenship behavior, including civic virtue, altruism, conscientiousness, courtesy, and sportsmanship.

**RECOMENDATIONS:**

1. The researcher encourages legislators to set up a system for monitoring judgements that are based on established principles and laws, and managers and decision-makers to make impartial decisions. This is done to guarantee that workers feel treated fairly in all activities and decisions involving them.
2. It is necessary for managers to ensure that job promotions are available to everyone fairly by implementing a system for job promotions with continuous monitoring and updating of its conditions and rules. This will guarantee that employees perceive the fairness of the promotions being made.
3. Officials should prioritize the interests and rights of employees when making decisions in Omani private institutions. They should show respect and appreciation to subordinates when implementing these decisions, ensuring the preservation of their dignity and human feelings, and a sense of fairness in their treatment.
4. It is essential to adopt a decentralized management approach and allow employees to participate and express their opinions in Omani

institutions. This can be achieved by activating meetings with employees to discuss orientations and goals, encouraging employees to share their opinions and suggestions, and using the suggestion box. The organization can also establish initiatives like "Coffee Meetings" where informal meetings are held to facilitate open discussions and dialogues, ensuring employees feel a sense of belonging and satisfaction.

5. Accurate and comprehensive information should be gathered before making decisions. This ensures the fairness of those decisions and their impact on the level of organizational citizenship behaviour in these institutions, through respecting those decisions and responsible participation in Omani institution management, thus ensuring a sense of fairness in the procedures.
6. Managers need to give reasonable and convincing arguments for decisions involving workers. To ensure decision-making is accepted and to foster a sense of fairness among employees, decision-makers should be made aware of the significance of having logical arguments that are as well supported by reports as feasible.
7. The manager should distribute workloads fairly among employees without any biases or personal relationships. This can be achieved by creating job descriptions for each position that serve as the basis for setting annual goals for employee achievements. Activating a monitoring system ensures the fair distribution of tasks.
8. Employees should respect one another's privacy and refrain from meddling in personal matters that could interfere with how their plans are carried out. Direct supervisors should educate staff members to encourage them to act in ways that reflect favourably on the company.
9. Employees should undergo self-training in self-control, resilience, and responsiveness to the training courses conducted by the management. This ensures smooth workflow without any problems that hinder its progress.
10. Employees should be encouraged to integrate with new colleagues at work and foster a spirit of participation and cooperation among them. This can be achieved by assisting new employees in their work and attempting to facilitate any difficulties they encounter in the initial stages. Awareness programs can be implemented to promote teamwork, as it guarantees the development of organizational behaviours that positively impact work performance.



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