

Procedural Justice as a Key to Organizational Citizenship Behavior: A Field Study at the Public Hospital Establishment Ben Omar Djilani, Oued Souf

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Abstract:

This study aims to examine the impact of procedural justice on organizational citizenship behavior among employees of the Public Hospital Establishment Ben Omar Djilani in Oued Souf, as well as to assess the level of both variables. A questionnaire was designed as the primary tool for the study, and 171 valid responses were obtained for analysis.

The study results revealed that the level of perceived procedural justice and organizational citizenship behavior at the institution under study was high. Additionally, a statistically significant positive correlation was found between procedural justice and organizational citizenship behavior in the institution under study.

Keywords: Procedural Justice, Organizational Citizenship Behavior, Decision-Making, Performance Evaluation.

JEL Classification: L29, D23, J24.

1. Introduction

In recent years, organizations have increasingly focused on human resources, recognizing that they are the primary asset for any effective institution. Human resources ensure success and sustainability, making it imperative to create a conducive environment that supports their development and continuously enhances their skills and abilities. By motivating and encouraging employees, organizations can unlock their full potential to achieve institutional excellence and progress.

One of the key modern management concepts related to human resources is *organizational justice*. Numerous studies have emphasized the critical role employees' perceptions of fairness—or lack thereof—play in shaping their attitudes and behaviors in the workplace. These perceptions directly influence organizational success and are closely tied to various organizational variables, such as employee satisfaction, loyalty, and a willingness to engage in behaviors that align with organizational goals.

Procedural justice, a crucial component of organizational justice, significantly contributes to fostering a sense of fairness within the workplace. It acts as a mechanism that mobilizes latent individual potential by influencing employee behavior, thereby helping the organization achieve its goals.

One such behavior that has drawn the attention of managers and is widely discussed in human resource management literature is *organizational citizenship behavior (OCB)*. This behavior is informal and voluntary, not directly linked to organizational rewards, yet it transforms employees into devoted "soldiers" who faithfully serve their institution.

Building on this foundation, the main research question can be framed as follows: "Can procedural justice serve as a key determinant of organizational citizenship behavior among the staff of the Public Hospital Establishment Ben Omar Djilani in Oued Souf?"

To address this overarching question, the following sub-questions were posed:

- I. What is the level of perceived procedural justice among the staff of the Public Hospital Establishment Ben Omar Djilani?
- II. To what extent are organizational citizenship behaviors ingrained among the hospital's staff?
- III. Is there a statistically significant relationship between the levels of perceived procedural justice (in its dimensions) and organizational citizenship behavior (in its five dimensions) among the hospital staff?

Research Hypothesis

To answer the main research question, the study adopts the following primary hypothesis: **Procedural justice, in its two dimensions, has a statistically significant positive impact on organizational citizenship behavior, in its five dimensions, at a 5% significance level.**

From this primary hypothesis, the following sub-hypotheses are derived:

- I. There is a statistically significant high level of perceived procedural justice (in its two dimensions) among employees at the institution under study, at a 5% significance level.
- II. There is a statistically significant high level of organizational citizenship behavior (in its five dimensions) among employees at the institution under study, at a 5% significance level.
- III. There is a statistically significant relationship between levels of perceived procedural justice (in its two dimensions) and organizational citizenship behavior (in its five dimensions) among the institution's staff, at a 5% significance level.

Study Objectives

This study seeks to verify whether the perception of procedural justice among the staff at the Public Hospital Establishment Ben Omar Djilani in Oued Souf can serve as a key mechanism for fostering organizational citizenship behavior. The primary goal is supported by the following preliminary objectives:

1. Diagnose the level of perceived procedural justice among the hospital staff.
2. Assess the extent to which organizational citizenship behaviors are embedded among the staff.

Significance of the Study

The study is significant as it aims to establish a mechanism to shape the profile of a dedicated employee in the sensitive healthcare sector by fostering organizational citizenship behaviors. Procedural justice serves as the key to achieving this objective. The healthcare sector plays a pivotal role in a country's development due to its profound economic and social implications. A physically healthy community translates to a mentally sound and economically productive society, which can only be realized through a robust and well-functioning healthcare system.

2. Conceptual Framework of Procedural Justice and Organizational Citizenship Behavior

1.2. Procedural Justice

1.2.1 Definition of Procedural Justice

The 1960s witnessed a surge of research on organizational justice, initially focusing on distributive justice as a fundamental component of this concept. However, in the 1970s, researchers began exploring another dimension: the processes and methods used in decision-making. Thibaut and Walker (1975) introduced this new dimension, which came to be known as *procedural justice*.

- **Folger & Cropanzano** define procedural justice as the fairness of the methods and processes used to determine outcomes or results. (Folger, 1998, p. 26)
- **Rego & Cunha** describe it as the extent to which individuals perceive the procedures and processes used to allocate rewards (e.g., wage determination and promotion mechanisms) as fair. (Al-Atwi, 2007, p. 150)
- **Elanain Abu** defines it as employees' perception of the fairness of the procedures used in making decisions about resource allocation within the organization. (Elanain, 2014, p. 1092)

The researchers in this study view procedural justice as the extent to which employees perceive the procedures used in decision-making—regarding outcomes such as salaries, rewards, and promotions—as fair.

1.2.2. Dimensions of Procedural Justice

According to Greenberg, procedural justice comprises two main aspects:

- Structural Aspect:** This refers to the formal procedures within the organization, such as performance evaluations, wage determination, promotions, and transfers.
- Social Aspect:** This pertains to the respect decision-makers show toward employees, including keeping them informed about how decisions are made.

The structural aspect emphasizes the importance of establishing a set of rules to guide decision-making, particularly in the distribution of outcomes. Researchers have sought to identify objective criteria that describe this aspect, highlighting the procedural components that shape individuals' perceptions of fairness.

1.2.3. Principles of Procedural Justice
In his 1980 study, Leventhal identified six principles of procedural justice that organizations can implement (Leventhal, 1980, pp. 27-30):

- **Appeal** **Principle:**
This refers to the existence of opportunities to revise or amend decisions if justified. For example, wage structures or specific elements of them may be adjusted in response to rising prices or increased inflation rates in the country.
- **Ethical** **Principle:**
Resources should be distributed in accordance with prevailing ethical standards.
- **Representation** **Principle:**
The decision-making process should consider the perspectives of stakeholders. This principle emphasizes the importance of employee participation in drafting regulations or discussing organizational decisions that may affect them.
- **Impartiality** **Principle:**
Personal interests should not influence the decision-making process. Favoring the public good is a key pillar of organizational justice.
- **Accuracy** **Principle:**
Decisions must be based on correct, reliable, and accurate information. Transparency and disclosure are critical principles that organizations should activate to achieve a high degree of justice.
- **Consistency** **Principle:**
The procedures for distributing rewards and penalties must be applied consistently across all individuals.

It is worth noting that these principles do not carry equal weight in all situations. Individuals often selectively favor certain principles over others depending on the specific circumstances.

2.2 Organizational Citizenship Behavior (OCB)

2.2.1 Definition of Organizational Citizenship Behavior

The term "Organizational Citizenship Behavior" was first introduced in academic literature by **Bateman & Organ (1983)**, though its conceptual roots trace back to **Barnard (1938)**, who referred to it as the *willingness to cooperate* (Benounas, 2015/2016, p. 157). Over time, various definitions of OCB have emerged, including:

- **Organ (1988):** OCB is a voluntary and discretionary individual behavior that is not directly or explicitly recognized by the formal reward system but collectively enhances the organization's functional effectiveness. (Organ, 1988, p. 40)
- **Katz & Kahn:** OCB refers to behaviors not explicitly outlined in the job description but which facilitate the achievement of organizational goals. (Nadeem Ahmed et al., 2012, p. 100)
- **Abdel Fattah Al-Maghribi (2007):** OCB is voluntary and discretionary behavior exhibited by employees that is neither expected nor required, and therefore cannot be formally rewarded or punished by the organization. (Al-Maghribi, 2007, p. 316)
- **Chiu & Chen:** OCB refers to behaviors that go beyond specified job roles and are not explicitly acknowledged by formal reward systems but contribute to the organization's effective performance. (Abdul Wahab Pourgazl, 2014, p. 801)

Based on the above, **Organizational Citizenship Behavior** can be defined as a set of voluntary, discretionary, and non-obligatory behaviors exhibited by individuals that exceed formal role requirements and contribute to the enhancement of organizational performance, efficiency, and effectiveness.

2.2.2 Dimensions of Organizational Citizenship Behavior

The foundational studies by **Organ & Bateman** and **Smith et al.** were among the first to explore the dimensions of OCB (Smith, 1983). However, the most widely recognized framework is **Organ's Five-Dimension Model (1988)**, which has been referenced in numerous studies. The dimensions include:

- **Altruism:**
The extent to which employees assist others (colleagues, supervisors, or clients) with work-related tasks.
- **Courtesy:**
Employees' efforts to prevent work-related conflicts by anticipating issues, being aware of the impact of their actions on others, avoiding the exploitation of others' rights, and refraining from creating problems.
- **Sportsmanship:**
The ability to endure temporary or minor personal inconveniences without complaint, resistance, or negativity, while conserving energy to focus on completing work tasks.
- **Conscientiousness:**
Voluntary employee behavior that exceeds the minimum job requirements. This includes punctuality, adherence to rules and regulations, responsible use of breaks, and a strong commitment to performing tasks diligently.

- **Civic** **Virtue:**
Constructive participation in organizational affairs and a proactive interest in the organization's well-being. This includes attending informal yet important meetings, keeping abreast of organizational updates and internal communications, respecting organizational rules and regulations, maintaining the organization's reputation, and actively engaging in work-related events. (Podsakoff, 2009, p. 122)

3. Previous Studies

3.1 Foreign Studies

3.1.1 Study by Robert H. Moorman et al. (1993)

This study aimed to measure the relative contribution of perceived procedural justice in predicting organizational citizenship behavior (OCB) while controlling for the effects of job satisfaction and organizational commitment. The sample consisted of 460 employees and managers from the National Cable Television Company in the United States.

The study found a statistically significant positive relationship between procedural justice and OCB, as well as between procedural justice and both organizational commitment and job satisfaction. Furthermore, the study revealed that without the effect of procedural justice, neither organizational commitment nor job satisfaction predicted OCB.

3.1.2 Study by Enyia Charles Danie (2016)

This study examined the impact of procedural justice on altruism, conscientiousness, and sportsmanship in a group of banks in Rivers State, Nigeria. A questionnaire was distributed to a sample of 180 individuals, and the hypotheses were analyzed using Spearman's correlation coefficient and multiple regression.

The results indicated a positive relationship between procedural justice and the dimensions of altruism, conscientiousness, and sportsmanship. The study also demonstrated a positive relationship between procedural justice and OCB, although the organizational climate had a very weak effect on OCB.

3.2 Arab Studies

3.2.1 Study by Anis Ahmed Abdullah et al. (2008)

This study investigated the effect of procedural justice on OCB in a sample of employees at the University of Tikrit's headquarters. Fifty questionnaires were distributed to the study participants.

The results showed no significant correlation between procedural justice and OCB, nor between the structural and interactive dimensions of procedural justice and OCB. Similarly, no significant effect was found between procedural justice and OCB.

3.2.2 Study by Kamal Barbawi and Elias Slimani (2012)

This study aimed to determine the relationship between organizational justice and OCB. Questionnaires were distributed to a sample of 109 employees at Naftal Company in Béchar, and the data were analyzed using SPSS.

The findings indicated a statistically significant relationship between organizational justice and OCB. Moreover, a significant relationship was found between the three dimensions of justice (distributive, procedural, and interactional) and OCB.

3.2.3 Study by Salama Abdullah Khalaf Al-Tamasa and Abdelhafiz Ali Hasab Allah (2015)

This study analyzed the impact of procedural justice on OCB among employees in Qualified Industrial Zones (QIZ) companies. A simple random sample of 420 employees was surveyed.

The results showed that the application of procedural justice in QIZ companies was moderate, with an arithmetic mean of 3.46. Meanwhile, the level of OCB among employees was high, with an arithmetic mean of 3.85. Additionally, a

positive relationship was found between procedural justice and OCB, as well as between procedural justice and the five dimensions of OCB (altruism, courtesy, sportsmanship, civic virtue, and conscientiousness).

3.3 Position of the Current Study in Relation to Previous Research

The current study aligns with previous studies in some aspects while differing in others.

- **Similarities:** This study shares with previous research the focus on procedural justice as a type of organizational justice and its impact on OCB. Like prior studies, it examines the relationship between procedural justice and its influence on OCB.
- **Differences:** What sets this study apart is its attempt to assess the actual practice of voluntary behavior and the degree to which procedural justice influences it. It also seeks to evaluate the capacity of the Algerian healthcare sector to institutionalize OCB practices.

The current study diverges from some previous research in its analysis of the relationship between organizational justice and its effects on OCB, as well as in the samples, their sizes, and the contexts in which the studies were conducted.

This study benefited from the theoretical insights and findings of prior research, using these as a foundation to support its own results within a logical and methodical framework. Consequently, the present study aims to examine the level of procedural justice and OCB among employees at the Public Hospital Establishment Ben Omar Djilani in Oued Souf. It also seeks to statistically clarify the degree of influence between the two variables. The study is scoped to analyze the dimension of procedural justice and its impact on the five dimensions of OCB, aiming to provide original and novel findings.

4. Methodology and Tools

4.1 Research Approach and Tools

The descriptive method was employed to encompass all theoretical concepts necessary for understanding the research topic. Additionally, the analytical method was used to examine the primary data collected through a questionnaire designed and adapted based on previous studies, tailored to the Algerian healthcare sector. The questionnaire utilized a five-point Likert scale, which was validated by specialized professors.

The following table shows the categorization of response averages using a weighted arithmetic mean scale, along with their interpretive significance based on the ordinal scale of importance:

General Direction	Very Weak	Weak	Moderate	High	Very High
Arithmetic Mean	1 to 1.79	1.8 to 2.59	2.6 to 3.39	3.4 to 4.19	4.2 to 5

Source: Prepared by researchers based on outputs from Excel 16.

The above table categorizes the weighted arithmetic mean ranges by calculating the range (5-1=4), where the highest value is subtracted from the lowest value. The interval length is calculated as follows:

Interval Length=Range/Number of Categories=4/5=0.8

$$\text{Interval Length} = \frac{\text{Range}}{\text{Number of Categories}} = \frac{4}{5} = 0.8$$

This value is then added to the minimum value (1) to determine the lower limit for each category.

4.1.1 Statistical Methods Used

For statistical analysis, several tools were used to examine the relationship between variables. The primary analyses included:

- **Cronbach's Alpha Coefficient:** To estimate the reliability of the study.
- **Frequencies, Percentages, Standard Deviations, and Arithmetic Means:** To describe, diagnose, and rank variables.
- **Simple Linear Regression Analysis:** To measure the effect of the independent variable on the dependent variable.

4.2 Study Sample Description

The sample was randomly selected from the study population, consisting of all employees at the Public Hospital Establishment Ben Omar Djilani in Oued Souf. An electronic questionnaire was designed and distributed to the hospital staff. Ultimately, a sample of **85 employees** was obtained.

The employees included in the study are listed in the records as either permanent employees under fixed contracts or temporary employees under temporary contracts, distributed across various hospital departments. The total number of employees is estimated at **350**, according to the Human Resources Department's records for November 2020.

The following table summarizes the steps for selecting the study sample:

Step	Details
Population Size	350 employees
Sample Size (Stephen Thompson Equation, Significance Level 0.05)	183 respondents
Sample Size (Stephen Thompson Equation, Significance Level 0.1)	75 respondents
Actual Number of Respondents	85 respondents

Source: Prepared by researchers.

3.4 Introduction to the Public Hospital Establishment - Ben Omar Djilani - in Oued Souf

The Public Hospital Establishment (PHE) Ben Omar Djilani in Oued Souf is an administrative entity with legal personality and financial independence. The hospital was established under the old administrative division of the Algerian healthcare system pursuant to Executive Decree No. 79-644 dated December 2, 1997, which outlines the rules for creating and managing health sectors. It was classified as an administrative institution with legal personality and financial autonomy.

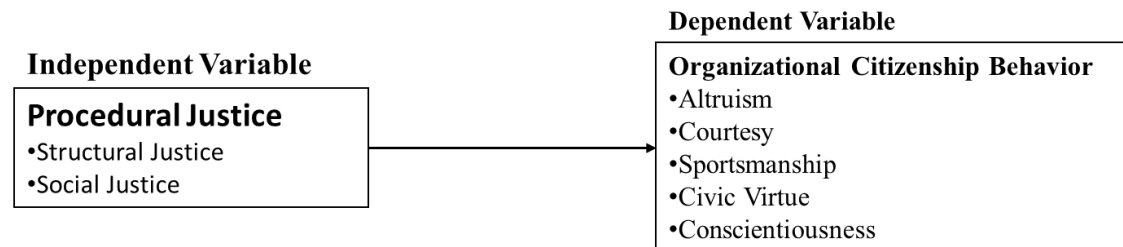
The hospital received its new designation as the Public Hospital Establishment in Oued Souf under Executive Decree No. 07-140 dated May 19, 2007, concerning the establishment, organization, and operation of public hospital institutions and community health institutions, as amended and supplemented.

It has been classified as one of the major healthcare institutions at the national level, ranked as Class (P), according to the joint ministerial decree dated 21 Safar 1433 AH (January 15, 2012). This healthcare structure was completed in 1984 and became operational in 1985. The institution employs approximately 350 staff members. It is located in the

Shatt district of Oued Souf municipality, adjacent to National Road No. 16, and spans an area of approximately 28,000 m².

4.4 Study Model

Figure 1: Illustration of Study Variables



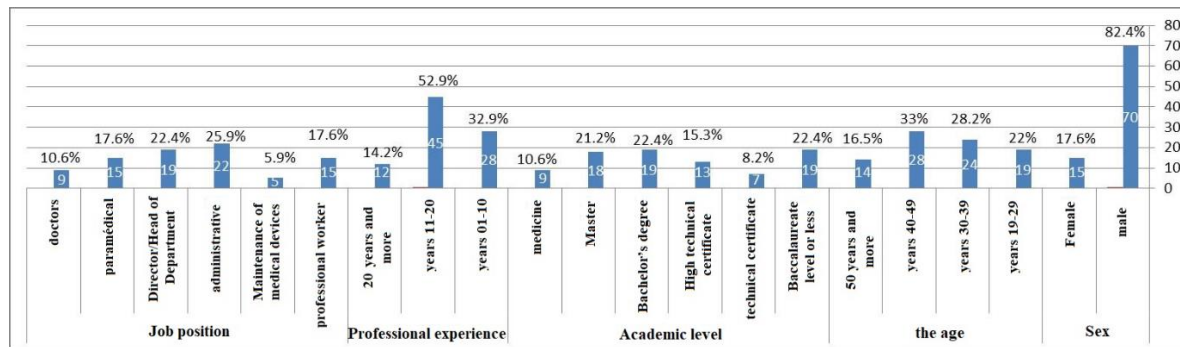
Source: Prepared by researchers based on previous studies.

To clarify the study variables and identify the relationships that define the nature of the study, a model was designed to show the relationship between the independent variable (*procedural justice*) and the dependent variable (*organizational citizenship behavior*).

5.4 Demographic Characteristics of the Study Sample

Below is a figure summarizing the demographic characteristics of the study sample:

Figure 2: Demographic Characteristics of Surveyed Employees



Source: Prepared by researchers based on outputs from Excel 16.

The figure above indicates that the majority of respondents were male, with 70 individuals (82.4%), compared to 15 females (17.6%) out of the total sample of 85 individuals. Notably, the institution granted exceptional leave to female employees due to the COVID-19 pandemic.

Regarding age distribution, most respondents fell within the 40–49 age group (28 individuals, 32.9%), followed by the 30–39 age group (24 individuals, 28.2%). The 19–29 age group ranked third with 19 individuals (22.4%), while the 50 and above age group included 14 individuals (16.5%).

As for educational qualifications, the majority of respondents had either a Bachelor's degree or high school level education or below (19 individuals, 22.4%), followed by those with a Master's degree (18 individuals, 21.2%). Respondents with a Higher Technical Certificate accounted for 13 individuals (15.3%), while Medical Degrees were

held by 9 individuals (10.6%). The lowest educational level, Technical Certificate, was reported by 7 individuals (8.2%).

When analyzing the job categories, the majority of respondents were administrative staff (22 individuals, 25.9%), followed by managers/department heads (19 individuals, 22.4%). Both professional workers and paramedics had equal representation (15 individuals each, 17.6%). Physicians constituted 9 individuals (10.6%), while the lowest category, medical device maintenance specialists, included 5 individuals (5.9%).

Regarding years of professional experience, the largest group was within the 11–20 years category (45 individuals, 52.9%), followed by the 1–10 years category (28 individuals, 32.9%). The least represented group was those with 20+ years of experience (12 individuals, 14.2%).

5. Results and Discussion

5.1 Presentation of Results

5.1.1 Validity and Reliability Results

Table 3: Validity and Reliability Coefficients for Procedural Justice and Organizational Citizenship Behavior

No.	Dimension	Number of Items	Reliability (Cronbach's Alpha)	Validity
01	Altruism	04	0.901	0.942
02	Courtesy	04	0.821	0.906
03	Sportsmanship	04	0.858	0.926
04	Civic Virtue	04	0.838	0.915
05	Conscientiousness	04	0.790	0.888
Total OCB	20	0.904	0.950	
01	Structural Justice	04	0.904	0.950
02	Social Justice	04	0.914	0.956
Total Procedural Justice	08	0.940	0.959	

Source: Prepared by researchers based on outputs from SPSS 29.

It is evident from the table above that the **Cronbach-Alpha** coefficients for the study variables are high, ranging between **0.790 and 0.940**, while the validity values range between **0.888 and 0.959**. Overall, these reliability values are acceptable, especially since they exceed the standard benchmark value of **0.7** commonly referenced in statistical literature. Thus, the research instrument is characterized by high validity and reliability and can be used effectively in this study.

5.1.2. Presentation of Results on the Levels of Procedural Justice and Organizational Citizenship Behavior Among Employees of the Public Hospital Establishment Ben Omar Djilani in Oued Souf

Level of Perceived Procedural Justice Among Employees

First Hypothesis (H1):
There is a statistically significant high level of perceived procedural justice in its two dimensions among employees of the studied institution at a 5% significance level.

Table 4: Level of Perceived Procedural Justice in its Two Dimensions Among Employees of the Public Hospital Establishment Ben Omar Djilani

Dimension	Mean	Standard Deviation	Sig (T)	General Direction	Rank
Structural Justice	3.8559	0.87063	0.0000	High	1
Social Justice	3.3412	0.96505	0.0000	High	2
Procedural Justice	3.5985	0.86990	0.0000	High	-

Source: Prepared by researchers based on SPSS 29 outputs.

From the table above, it is evident that procedural justice in its dimensions is perceived at a high level among the employees of the studied institution. The overall mean for procedural justice was 3.5985, with a standard deviation of 0.86990. The structural justice dimension recorded the highest mean (3.8559) with a standard deviation of 0.87063, followed by social justice with a mean of 3.3412 and a standard deviation of 0.96505.

The results are statistically significant, as the Sig (T) values are below the 5% significance level. This leads to the rejection of the null hypothesis (H0) and the acceptance of the alternative hypothesis (H1), confirming a high level of perceived procedural justice in its two dimensions (structural and social justice).

Level of Perceived Organizational Citizenship Behavior Among Employees

Second Hypothesis (H2):
There is a statistically significant high level of perceived organizational citizenship behavior in its five dimensions among employees of the studied institution at a 5% significance level.

Table 5: Level of Perceived Organizational Citizenship Behavior in its Dimensions Among Employees of the Public Hospital Establishment Ben Omar Djilani

Dimension	Mean	Standard Deviation	Sig	General Direction	Rank
Altruism	3.8647	0.77397	0.0000	High	5
Courtesy	3.6324	0.72947	0.0000	High	4
Sportsmanship	3.9176	0.55150	0.0000	High	3
Civic Virtue	4.0618	0.62071	0.0000	High	2
Conscientiousness	4.1618	0.61927	0.0000	High	1

Dimension	Mean	Standard Deviation	Sig	General Direction	Rank
Overall OCB	3.9276	0.49884	0.0000	High	-

Source: Prepared by researchers based on SPSS 29 outputs.

The table above shows that the overall level of organizational citizenship behavior (OCB) among employees is high, with an overall mean of 3.9276 and a standard deviation of 0.49884. Among the dimensions, Conscientiousness recorded the highest mean (4.1618) with a standard deviation of 0.61927, while Courtesy ranked lowest, with a mean of 3.6324 and a standard deviation of 0.72947.

The statistical significance (Sig) for each dimension is below the 5% threshold, leading to the rejection of the null hypothesis (H0) and acceptance of the alternative hypothesis (H1). This indicates that there is a high level of organizational citizenship behavior across all five dimensions (Altruism, Courtesy, Sportsmanship, Civic Virtue, and Conscientiousness).

5.1.3. Results of the Hypothesis Testing the Relationship Between Procedural Justice and Organizational Citizenship Behavior

Third Hypothesis (H3):

There is a statistically significant relationship between the level of perceived procedural justice and organizational citizenship behavior among employees of the studied institution at a 5% significance level.

Table 6: Simple Linear Regression Test for the Relationship Between Procedural Justice and Organizational Citizenship Behavior

Correlation Coefficient (R)	Determination Coefficient (R ²)	F-Value Sig	Relationship (Beta β)	Direction Statistical Significance (Sig)
0.635	0.404	56.158	0.635	0.000

Source: Prepared by researchers based on SPSS 29 outputs.

The table above shows that the F-value is 56.158, with a statistical significance level of less than 0.05, indicating a statistically significant positive correlation between procedural justice and organizational citizenship behavior (OCB). The correlation coefficient (R) is 0.635, and the determination coefficient (R²) indicates that procedural justice explains 40.4% of the variance in OCB.

The β value suggests that the effect of procedural justice on OCB is positive and direct, with a strength of 36.4%, indicating that a one-unit increase in procedural justice results in an equivalent change in OCB. Based on this, the null hypothesis is rejected, and the alternative hypothesis is accepted, confirming a statistically significant relationship between procedural justice and OCB among employees of the studied institution at a 5% significance level.

The regression equation expressing the relationship between the independent variable (procedural justice, x) and the dependent variable (OCB, y) is as follows:

$$y=2.617+0.364x$$

Fourth Hypothesis (H4):

There is a statistically significant relationship between structural justice and OCB among employees of the studied institution at a 5% significance level.

Table 7: Simple Linear Regression Test for the Relationship Between Structural Justice and OCB

Correlation Coefficient (R)	Determination Coefficient (R ²)	F-Value	Relationship (Beta β)	Direction Statistical Significance (Sig)
0.578	0.334	41.580	0.578	0.331

Source: Prepared by researchers based on SPSS 29 outputs.

The table shows that the F-value is 41.580, with a statistical significance level of less than 0.05, indicating a statistically significant positive correlation between structural justice and OCB. The correlation coefficient (R) is 0.578, and the determination coefficient (R²) reveals that structural justice explains 33.4% of the variance in OCB.

The β value indicates that the effect of structural justice on OCB is positive and direct, with a strength of 33.1%. Based on this, the null hypothesis is rejected, and the alternative hypothesis is accepted, confirming a statistically significant relationship between structural justice and OCB among employees of the studied institution at a 5% significance level.

The regression equation expressing the relationship between the independent variable (structural justice, x) and the dependent variable (OCB, y) is as follows:

$$y=2.651+0.331x$$

Fifth Hypothesis (H5):

There is a statistically significant relationship between social justice and organizational citizenship behavior (OCB) among employees of the studied institution at a 5% significance level.

Table 8: Simple Linear Regression Test for the Relationship Between Social Justice and OCB

Correlation Coefficient (R)	Determination Coefficient (R ²)	F-Value	Relationship (Beta β)	Direction Statistical Significance (Sig)
0.624	0.389	52.944	0.624	0.323

Source: Prepared by researchers based on SPSS 29 outputs.

From the table above, the F-value is 52.944 with a statistical significance level below 0.05, indicating a statistically significant positive correlation between social justice and OCB. The correlation coefficient (R) is 0.624, and the determination coefficient (R²) shows that social justice explains 38.9% of the variance in OCB.

The β value indicates a positive and direct effect of social justice on OCB, with a strength of 32.3%, meaning that a one-unit increase in social justice results in a corresponding increase in OCB. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, confirming a statistically significant relationship between social justice and OCB among employees at a 5% significance level.

The regression equation expressing the relationship between the independent variable (social justice, x) and the dependent variable (OCB, y) is as follows:

$$y=2.850+0.323x$$

Sixth Hypothesis (H6):

There is a statistically significant relationship between structural justice and the dimensions of OCB among employees of the studied institution at a 5% significance level.

Table 9: Simple Linear Regression Test for the Relationship Between Structural Justice and OCB Dimensions

Dimension	Correlation Coefficient (R)	Determination Coefficient (R ²)	F-Value	Relationship Direction (Beta β)	Statistical Significance (Sig)
Altruism	0.547	0.299	35.456	0.486	0.000
Courtesy	0.553	0.306	36.545	0.463	0.000
Sportsmanship	0.415	0.172	17.277	0.263	0.000
Civic Virtue	0.299	0.089	8.144	0.213	0.005
Conscientiousness	0.323	0.104	9.636	0.229	0.003

Source: Prepared by researchers based on SPSS 29 outputs.

The F-value ranges between 8.144 and 36.545, with a statistical significance level below 0.05, indicating statistically significant positive correlations between structural justice and the OCB dimensions. The correlation coefficients (R) range between 0.299 and 0.547, while the determination coefficient (R²) shows that structural justice explains 8.9% to 30.6% of the variance in the OCB dimensions.

The β values indicate that the effect of structural justice on OCB dimensions is positive and direct, with strengths ranging from 21.3% to 48.6%. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, confirming a statistically significant relationship between structural justice and OCB dimensions among employees at a 5% significance level.

Seventh Hypothesis (H7):

There is a statistically significant relationship between social justice and the dimensions of organizational citizenship behavior (OCB) among employees of the studied institution at a 5% significance level.

Table 10: Simple Linear Regression Test for the Relationship Between Social Justice and OCB Dimensions

Dimension	Correlation Coefficient (R)	Determination Coefficient (R ²)	F-Value	Relationship Direction (Beta β)	Statistical Significance (Sig)
Altruism	0.582	0.338	42.411	0.466	0.000
Courtesy	0.523	0.273	31.209	0.395	0.000
Sportsmanship	0.442	0.179	18.035	0.241	0.000
Civic Virtue	0.344	0.119	11.176	0.222	0.001
Conscientiousness	0.449	0.202	21.002	0.288	0.000

Source: Prepared by researchers based on SPSS 29 outputs.

The table above shows that the F-values range between 11.176 and 42.411, with statistical significance levels below 0.05, indicating statistically significant positive relationships between social justice and OCB dimensions. The

correlation coefficients (R) range between 0.344 and 0.582, while the determination coefficients (R²) indicate that social justice explains between 11.9% and 33.8% of the variance in OCB dimensions.

The β values indicate that the effect of social justice on OCB dimensions is positive and direct, with strengths ranging from 22.2% to 46.6%. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, confirming a statistically significant relationship between social justice and OCB dimensions among employees at a 5% significance level.

Regression Equations Between Justice Dimensions and OCB Dimensions

Table 11: Simple Linear Regression Equations for Justice Dimensions and OCB Dimensions

Dependent Variable	Structural Justice (x3)	Social Justice (x2)	Procedural Justice (x1)
Altruism	$y1=1.989+0.486x3$	$y1=2.306+0.466x2$	$y1=3.237+0.466x1$
Courtesy	$y2=1.846+0.463x3$	$y2=2.312+0.395x2$	$y2=1.922+0.475x1$
Sportsmanship	$y3=2.904+0.263x3$	$y3=3.111+0.241x2$	$y3=2.909+0.280x1$
Civic Virtue	$y4=3.240+0.213x3$	$y4=3.321+0.222x2$	$y4=3.187+0.243x1$
Conscientiousness	$y5=3.277+0.229x3$	$y5=3.198+0.288x2$	$y5=3.110+0.292x1$
Overall OCB	$y6=2.651+0.331x3$	$y6=2.850+0.323x2$	$y6=2.617+0.364x1$

Source: Prepared by researchers based on SPSS 29 outputs.

General Observations on the Regression Equations

The general form of the linear regression equation is:

$$y=a+bx \quad y = a + bx$$

Where:

- y represents the dependent variable (OCB or its dimensions).
- x represents the independent variable (justice dimensions).

If $x = 0$, then y equals the constant term a, which represents the intercept. In the table, the smallest intercept value (a) is 1.846, depending on the different dimensions of the independent and dependent variables.

The change in the dependent variable for each unit increase in the independent variable is represented by the coefficient b. The smallest observed value of b is 0.213, reflecting the minimum impact of a one-unit increase in the independent variable on the dependent variable.

5.2. Discussion of Results

The following is a discussion and interpretation of the findings of the study:

5.2.1 Discussion of the Levels of Procedural Justice and Organizational Citizenship Behavior Among Employees of the Public Hospital Establishment Ben Omar Djilani in Oued Souf

Discussion of the First Hypothesis:

There is a statistically significant high level of perceived procedural justice in its two dimensions among employees of the studied institution at a 5% significance level.

The study results indicate that the level of perceived procedural justice in its two dimensions among employees of the Public Hospital Establishment Ben Omar Djilani in Oued Souf is generally high. Structural justice ranked first, followed by social justice.

This high level of perceived procedural justice among employees is a positive and strong indicator of the institution's organizational and administrative behavior, emphasizing fairness and equality in the procedures used and decisions made. These decisions are based on objective and fair standards, with rules applied to all without exception or favoritism. Given that the study examines the concept of justice in an advanced institution, known for its qualified staff and academic credentials, the findings align with expectations.

These results are consistent with the study by **Kamal Barbawi and Elias Slimani (2012)**, which examined the relationship between organizational justice and OCB at Naftal Company in Béchar. That study found a high level of perceived organizational justice across its dimensions. However, the findings differ from those of **Salama Abdullah Khalaf Al-Tamasa and Abdelhafiz Ali Hasab Allah (2015)**, which analyzed procedural justice in QIZ companies in Jordan and found that employees' perceptions of procedural justice were moderate.

Discussion of the Second Hypothesis:

There is a statistically significant high level of perceived organizational citizenship behavior (OCB) in its five dimensions among employees of the studied institution at a 5% significance level.

The results indicate that the level of OCB in its five dimensions among employees of the Public Hospital Establishment Ben Omar Djilani in Oued Souf is generally high. Conscientiousness ranked first, followed by civic virtue, sportsmanship, courtesy, and finally, altruism.

5.2.2. Discussion of the Hypothesis on the Impact of Procedural Justice on Organizational Citizenship Behavior

The study results demonstrate that procedural justice has a positive impact on OCB. This indicates that practices related to procedural justice among employees of the Public Hospital Establishment Ben Omar Djilani significantly enhance OCB.

The positive impact may be attributed to the fact that when employees perform their tasks thoroughly and feel that they have accomplished them to the best of their ability, they experience psychological satisfaction. This, in turn, increases their performance, motivation, and positive attitudes toward the organization and their work. Such positive attitudes lead to greater engagement in OCB. This relationship is reinforced by the presence of fairness in the rules, procedures, and systems of the organization.

This demonstrates that an employee's sense of procedural justice plays a fundamental role in fostering their inclination toward practicing organizational citizenship behavior (OCB). OCB may indeed be a direct result of the organizational justice applied within an organization. Employees who perceive that laws are applied uniformly without favoritism or discrimination, are allowed to express their opinions, and see decisions made based on accurate and comprehensive information are more likely to engage in behaviors that enhance OCB. These behaviors may include aspects like altruism, sportsmanship, and others.

Conversely, if relationships are characterized by injustice, employees are unlikely to engage in voluntary behaviors that benefit the organization. Feeling marginalized, unfairly treated, or subjected to injustice often leads employees to reject any voluntary actions that could contribute to the organization's development and effectiveness.

This aligns with the findings of Salama Abdullah Khalaf Al-Tamasa and Abdelhafiz Ali Hasab Allah (2015) in their study titled *The Impact of Procedural Justice on Organizational Citizenship Behavior: An Analytical Study of Employees in QIZ Companies in Jordan*. The study concluded that there is a high level of OCB across all dimensions (altruism, courtesy, sportsmanship, civic virtue, and conscientiousness) in QIZ companies in Jordan.

Regarding the relationship between procedural justice dimensions and OCB dimensions, the results in Tables (10–09) showed a positive impact across all dimensions of procedural justice on the five dimensions of OCB. Procedural justice, in all its dimensions, enhances the practice of OCB. Thus, it can be said that justice in procedures plays a role in embedding OCB. This can be attributed to the fact that administrative decisions are applied uniformly to all employees, opinions are solicited, and decisions are made based on accurate and comprehensive information.

The awareness level of managers regarding administrative decisions and the procedures for applying them equally among employees positively contributes to reinforcing OCB. This drives employees to engage in voluntary behaviors that can enhance the organization's development and effectiveness.

This study aligns with the findings of Robert H. Moorman et al. (1993) in their study titled *Treating Employees Fairly and Organizational Citizenship Behavior: Sorting the Effects of Job Satisfaction, Organizational Commitment, and Procedural Justice*. That study concluded that there is a statistically significant positive relationship between procedural justice and OCB.

Similarly, the results agree with the findings of Enyia Charles Danie (2016) in the study titled *The Impact of Procedural Justice on Organizational Citizenship Behavior*. That study demonstrated a positive relationship between procedural justice and the dimensions of altruism, conscientiousness, and sportsmanship, as well as a positive overall relationship between procedural justice and OCB.

However, this study differs from the findings of Anis Ahmed Abdullah et al. (2008) in their study titled *Procedural Justice and Its Impact on Organizational Citizenship Behavior*. That study concluded that there is no significant correlation between procedural justice and OCB, nor between the dimensions of procedural justice and OCB.

6. Conclusion:

One of the key tools enabling any institution, regardless of its location, to achieve leadership and effectiveness is investment in human resources. Human resources are undeniably the sole source of an institution's success and distinction. Organizational justice serves as a fundamental criterion that facilitates the achievement of institutional goals by understanding, interpreting, and determining organizational behavior. This behavior reflects the institution's practices, which, in turn, influence employees' organizational citizenship behavior. When an institution respects general rules and adheres to fair internal procedures, positive behaviors are fostered, resulting in clear and tangible benefits. These are manifested through enhanced motivation for voluntary work, improving human performance, and incorporating fair and equitable management practices.

Study Findings:

i. Procedural Justice:

- The results indicated a high level of perceived procedural justice among employees at the Ben Omar Djilani Public Hospital in Oued Souf. All dimensions of procedural justice were rated highly, with structural justice ranking first, followed by social justice.

ii. **Organizational Citizenship Behavior (OCB):**

- The findings revealed a high level of perceived organizational citizenship behavior among employees. All dimensions of OCB were also rated highly, with conscientiousness ranked first, followed by civic behavior in second place, sportsmanship in third, courtesy in fourth, and altruism in fifth and last place.

iii. **Relationship Between Justice and OCB:**

- The study showed a statistically significant positive correlation between procedural justice and organizational citizenship behavior. Additionally, there was a positive and statistically significant relationship between structural and social justice and all dimensions of OCB (altruism, courtesy, sportsmanship, civic behavior, and conscientiousness). This indicates that higher levels of procedural justice among employees drive them to engage in voluntary, discretionary activities beyond their official duties, without being tied to the organization's incentive system, thereby improving efficiency and productivity.

Recommendations:

i. **Promote OCB Concepts:**

- Enhance the understanding and awareness of organizational citizenship behaviors by organizing training sessions, cultural seminars, and scientific workshops that foster a sense of justice within the institution and encourage employees to engage in extra-role behaviors.

ii. **Establish a Legal Framework:**

- Develop a legal framework that governs these behaviors, moving away from subjective evaluations and personal initiatives to objectively reward employees who exhibit such behaviors.

iii. **Encourage Voluntary Work:**

- Motivate institutions to support and activate voluntary work initiatives, creating a cultural environment that embraces OCB. This includes linking rewards specifically to voluntary actions.

iv. **Promote Employee Participation:**

- Foster employee maturity to participate in administrative decision-making processes, as this is a crucial step for institutional success. Employee participation enhances their ability to voice opinions and provide suggestions, which improves decision quality and increases acceptance, understanding, and enthusiasm for implementation. Participation also raises employees' perception of procedural justice.

v. **Establish Internal Systems:**

- Create an internal system that regulates authorities, procedures, rewards, penalties, promotions, and other organizational aspects.

vi. **Encourage a Justice-Based Environment:**

- Support an organizational climate that encourages voluntary behaviors by fostering an atmosphere of justice and continuously reviewing policies and practices to eliminate favoritism and bias in functional procedures.

Future Research Prospects:

- Conduct further field studies on procedural justice and organizational citizenship behavior to generalize the findings and identify methods to enhance positive behavior.
- Undertake similar studies while incorporating other variables such as gender, rank, and seniority.
- Explore studies that consider mediating variables, such as leadership and job satisfaction, and employ multi-dimensional measures for more comprehensive insights.

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