



**WOLKITE UNIVERSITY  
COLLEGE OF BUSINESS AND ECONOMICS  
DEPARTMENT OF MANAGEMENT**

**EFFECT OF PERCEIVED ORGANIZATIONAL JUSTICE ON EMPLOYEES  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE CASE OF STAFFS OF  
COMMERCIAL BANKS IN GURAGHE ZONE, ETHIOPIA**

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**Effect of Perceived Organizational Justice on Employees Organizational Citizenship  
Behavior: The Case of Staffs of Commercial Banks in Guraghe Zone, Ethiopia**

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## **LIST OF ACRONYMS**

CB	Commercial Banks
DS	Distributive Justice
GZSA	Gurage Zone Statistical Authority
HRD	Human Resource Development
IJ	Interactional Justice
OJ	Organizational Justice
OCBs	Organizational Citizenship Behaviors
POS	Perceived Organizational Support
PS	Procedural Justice

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## ABSTRACT

*Multifaceted problems directly and indirectly hinder employee organizational citizenship behaviors (OCB) in the Ethiopian banking industry, further exacerbating the sector's challenges. The purpose of this study was to investigate the effect of perceived organizational justice and demographic factors on organizational citizenship behavior. The research utilized both descriptive and explanatory research designs. Also, both quantitative and qualitative approaches were used in this study. The population under study was employees of commercial banks of Guraghe Zone. Both primary and secondary data sources were used in this study. The required data were collected using semi structured questionnaires from a total of 186 respondents in Guraghe zone. The study employed descriptive statistics, correlation analysis, and econometrics model method of analysis. The study revealed that procedural justice was generally viewed positively (mean= 4.025), though employees felt that managers could improve in addressing staff issues before making decisions. Distributive justice also received positive ratings (mean =4.054), suggesting satisfaction with reward allocation. Interactional justice scored the lowest (mean =4.383), indicating potential issues in how employees perceive they are treated by management. Organizational citizenship behavior was evaluated through altruism, conscientiousness, civic virtue, and sportsmanship. Altruism and conscientiousness were strong, with employees showing willingness to help colleagues and maintain diligence. Civic virtue showed moderate engagement in organizational activities, while sportsmanship was evident in maintaining positive attitudes. The multiple liner regression model suggests that demographic factors like sex ( $p<0.035$ ) and marital status ( $p<0.1$ ), along with procedural justice ( $p<0.0001$ ) and distributive justice ( $p<0.0001$ ), play crucial roles in influencing organizational citizenship behavior. The output of the study gives valuable information for banks in the Guraghe Zone to enhance employee morale and organizational performance through targeted improvements in justice perceptions and organizational citizenship behavior.*

**Key Words:** *Organization Citizenship Behavior, Organizational Justice, Commercial Banks*

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. Background of the Study

The banking industry in Ethiopia is experiencing rapid growth, playing a crucial role in the country's economic development and improving the overall economic welfare. Banks are essential institutions that facilitate cash transactions and utilize various financial instruments. They offer a range of services, including borrowing, lending, allocation, and utilization of capital and finance, which are equally significant in Ethiopia. These financial services enable clients to conduct business transactions and encourage savings, making the entire economy and financial transactions heavily reliant on banks. The development of globalization has transformed the landscape of business activities worldwide. Cross-border financial dealings and international business transactions are increasingly being conducted through various banking channels. Financial services are not only in high demand but also face intense competition in the financial sector market. The sector has evolved into an indispensable necessity for the economy (Fortune, 2023).

According to the report by World Bank (2024), Ethiopia's banking industry has been growing at a strong pace, with an average growth rate of nearly 10% over the past 15 years. The country aims to reach lower-middle-income status by 2025, and the banking sector plays a crucial role in achieving this goal. The industry is characterized by the presence of both state-owned and private banks, with the state-owned Commercial Bank of Ethiopia commanding over a third of the market (Samuel, 2023). The private banking sector has also been contributing robustly to deposit mobilization and loan disbursements (Fortune, 2023).

However, the rapid growth of the banking industry also brings challenges, such as potential structural risks and the need for technological advancements. The concentration of risks in

certain sectors, such as agriculture, and the dominance of state-owned banks could potentially imperil the industry. Additionally, local banks may struggle to compete globally unless they find ways to stay competitive or merge (Fortune, 2023; Samuel, 2023). Despite these challenges, the banking industry in Ethiopia remains crucial for the country's economic growth and development. The increasing demand for digital banking services, especially among the unbanked and under banked populations, presents opportunities for banks to expand their reach and improve financial inclusion ((Ayenew, 2023; Ahmad et al., 2015).

Employees are crucial to the success of banks, as their satisfaction and performance are fundamental to organizational effectiveness. Recognized as the most valuable assets of any organization, satisfied employees tend to perform at higher levels, making employee satisfaction a top priority for managers. Managing employee performance presents ongoing challenges, as it is heavily influenced by individual perceptions, values, and attitudes. Achieving higher performance levels is a primary goal for all organizations, and a satisfied workforce is essential to this endeavor. To enhance job performance and boost organizational competitiveness, businesses must focus on effective strategies for motivating and satisfying their employees (Shahzadi et al.,2014).

Organizational justice is among the most important determinants of employee commitment in their organization and employees organizational citizenship behavior. For this reason, justice is a crucial concern for organizations, as it significantly shapes the organizational environment. Beyond formal laws and regulations, justice is also reflected in individuals' perceptions of specific situations (Assmar and Ferreira, 2005). Research in the organizational domain indicates that justice has a profound impact on employees' attitudes, perceptions, and behaviors (Carr and Maxwell, 2017). Studies have shown that organizational justice is positively correlated with various factors, including work advancement (Monteiro and Mourão, 2016), organizational citizenship behaviors (Zehir et al., 2016; Lim and Loosemore, 2017), performance (Wang et al., 2015), and employee commitment (Stromet al., 2014). Moreover, organizational justice plays a significant role in enhancing organizational commitment (López-Cabarcos et al., 2015).

Perceived organizational justice contributes to better employee satisfaction and it plays a pivotal role in the banking sector due to the unique nature of services provided, involving extensive

interaction with customers with diverse needs necessitating tailored solutions. It stands as a critical factor for success in today's competitive business landscape, directly impacting market share and customer loyalty. Satisfied customers tend to make repeat purchases, fostering a positive customer relationship that leads to customer delight and long-term loyalty (Kotler, 2022) and thereby improves banks performance. Prioritizing employee satisfaction is a fundamental goal for all businesses, as retaining existing employee is more cost-effective than acquiring new ones. The positive impact of experienced employee extends to the profitability of almost every business, with satisfied employee's often sharing their positive experiences with others, underscoring the importance of monitoring and managing customer satisfaction as a valuable asset (Getahun, 2019).

One significant factor influencing employee performance is their perception of organizational justice (OJ) within the workplace. This perception affects not only their willingness to perform their primary job duties effectively but also their inclination to engage in extra-role activities, known as organizational citizenship behavior (OCB). Numerous studies have explored the relationship between organizational justice and both employee performance and OCB (Mathis and Jackson, 2010; Duan et al., 2018; Tefera and Hunsaker, 2020).

Organizations that promote citizenship behaviors through a sense of justice tend to be more appealing to potential employees, enhancing their ability to attract and retain top talent. Moreover, it is argued that merely providing a safe working environment is insufficient; employees must also feel motivated to exhibit OCB. This motivation is often shaped by their perceptions of a just work environment and their capacity to influence their roles within the organization. Perceptions of justice not only encourage ethical behavior among employees but also foster gratitude, which can manifest as organizational citizenship behavior (Garg et al., 2013).

It is true that employee perceptions of justice play a crucial role in fostering a positive work environment, facilitating restoration, rebuilding, and repair, while simultaneously creating a virtuous cycle through Organizational Citizenship Behaviors (OCBs). Consequently, professional staffs at commercial banks, like all employees, require a sense of justice in their workplace to enhance banking activities like accepting deposits, lending loans & advances, issue

of notes/ drafts, credit deposits, and other function of banks to meet the goals of new reforms (Farid et al., 2019). Recognizing the significance of justice in the workplace, this study was proposed to examine the effect of perceived organizational justice on the organizational citizenship behavior of staff at Commercial Banks of Guraghe Zone.

## **1.2. Statement of the Problem**

Employees anticipate equitable treatment from their supervisors, organizational representatives, and peers, while managers also expect fairness from both their superiors and their subordinates. Fair treatment is essential for fostering effective collaboration in the workplace. In contrast, unfair practices such as favoritism or disrespectful communication can undermine work relationships and obstruct the satisfaction of psychological needs. This can result in negative behaviors, including withdrawal, absenteeism, or sabotage. The concept of fairness in the workplace is referred to as organizational justice, and terms such as justice and fairness, as well as injustice and unfairness, are frequently used interchangeably (Hillebrandt & Barclay, 2013).

Organizational justice, which refers to employees' perceptions of fairness in the workplace, can have a significant impact on their attitudes and behaviors. When employees feel they are treated fairly and equally, they are more likely to demonstrate organizational citizenship behaviors (OCBs) that go beyond their formal job duties (Sharon, 2022). Previous research has shown that perceptions of organizational justice are positively associated with OCBs (Susanna, 2006).

Employees who feel they are treated fairly are more likely to engage in discretionary behaviors that benefit the organization, such as helping coworkers, volunteering for extra assignments, and speaking positively about the organization. Conversely, declines in perceived organizational justice can lead to negative outcomes, such as increased turnover intentions, absenteeism, tardiness, and workplace conflicts. When employees feel they are being treated unfairly, they may be less motivated to go the extra mile and may even engage in counterproductive work behaviors that harm the organization (Susanna, 2006).

To foster organizational justice, organizations should strive to ensure that their decision-making processes are fair, transparent, and consistent (procedural justice), that resources and rewards are distributed equitably (distributive justice), and that employees are treated with dignity and respect (interactional justice) (Christie and Indy, 2022; Christine and Kate, 2023). By prioritizing

organizational justice, organizations can create a positive work environment that promotes employee engagement, job satisfaction, and organizational effectiveness (Sharon, 2022).

Numerous studies in the literature examine the connection between organizational justice and organizational citizenship behavior (OCB). These investigations indicate that employees are more likely to engage in extra-role behaviors when they perceive their organization's actions and practices as fair and transparent. For example, Ali (2016) explored how organizational justice influences OCB and discovered that factors such as procedural, distributive, and interactional justice have both direct and indirect effects on OCB.

Similarly, Chahar (2023) conducted research involving 491 employees in the service sector and identified five critical components of organizational justice namely distributive, procedural, interactional, interpersonal, and temporal justice; that significantly enhance OCB. The findings suggest that OCB contributes to employee retention, indicating that OCB serves as a mediator in the relationship between organizational justice and employee retention.

The Ethiopian banking sector, like many other industries, is experiencing significant competition aimed at enhancing service quality, business performance, and customer satisfaction. This competitive environment places considerable pressure on employees, who are crucial to driving these improvements. Such pressures manifest in various ways and intensities (Goodman et al., 2013). Research has established a strong correlation between organizational health and employee performance within the banking industry. Banks that foster a healthy work environment tend to report superior financial outcomes, attributable to heightened employee satisfaction, better customer relationships, and streamlined operations. Additionally, this positive atmosphere encourages employees to engage in organizational citizenship behaviours. However, these advancements hinge on employees perceiving organizational justice as fair and equitable.

The Ethiopian banking sector faces significant challenges in service provision, organization, modernization, and capital capacity, despite predating many banks in Africa. These challenges are attributed to numerous internal and external problems, including issues related to employee governance, sustainable mission, responsibility, management style, disharmony between authority and responsibility, leader capability, organizational culture (such as government culture, centralized-power culture, and low motivation levels), and employee perceptions of

organizational justice. These problems can directly or indirectly impact employee organizational citizenship behaviour (OCB) in the banking industry (Girma, 2017; Tesfaye, 2013).

Like any other organization, commercial banks throughout the world are facing competition to meet the demand and massive pressures to perform. These pressures may be observed in different degrees and in different forms (Goodman et al, 2013). Specifically, Bikmoradi et al (2010) reveal that commercial banks face a number of complex challenges with three main issues. First, issue related to organization including staff governance, sustainable mission and responsibility, and problem in appointing managers. Second, issue related to managerial including management style, disharmony between authority and responsibility, and leader capability. Third, issue related to organizational culture such as government culture, centralized-power culture and low level of motivation. Characteristics of higher education industry is also different from other non- profit organization.

It is known that commercial banks are among higher institution which is operating with the aim of supplying the country with talented, well-educated and skillful graduate work force to aid the rapidly growing economy of Ethiopia. The existence of fairness is very crucial in facilitating learning and teaching process in the academic institution like colleges. Furthermore, academician like any employees needs fairness in their working place. The preliminary survey undertaken by the researcher through un structured interview, before beginning the actual study indicate that, academic staffs perception of justice in the work place indicated that they are disappointed the fairness of the way rewards are distributed and decision are made as well as interpersonal treatment they receive from the management. Moreover, they raised the following concern over the management: the existence of favoritism in approval of development opportunities', lack of concern by the management for their voice, lack of procedure for challenging and reversing ill- advised decisions as well as they forwarded their concern on the consistency of the way allocation of resources are made across person, situation and time.

Investigating the impact of this organizational justice perception on organizational citizenship behavior is required. Furthermore to the knowledge of the researcher, due to non-existence of research done on the effect of perception of organizational justice on organizational citizenship behavior especially in academic institutions context in Ethiopia, the researcher is keenly

interested in making its own contribution by making thorough study in commercial banks. Therefore, the researcher wants to empirically, investigate those problems stated above by conducting systematic study in commercial banks and possible measures is forwarded to curb those problems stated above. This study aimed to extend the literature by providing insights into the effect of perceived justice on employee OCB in the commercial banks of Guraghe Zone, where research on this topic is limited.

### **1.3. Research Objectives**

#### **1.3.1. General objective**

The general objective of the study was to explore the effect of perceived organizational justice on employee's organizational citizenship behavior of employees of Commercial Banks in Guraghe Zone, Ethiopia

#### **1.3.2. Specific objective**

1. To assess the level of staffs' justice perception of employee in commercial banks of Guraghe zone
2. To assess the level of organizational citizenship behavior of employee in commercial banks.
3. To determine the relationship between perceived organizational justice and organizational citizenship behavior
4. To measure the effects of procedural justice on organizational citizenship behavior
5. To investigate the effects of distributive justice on organizational citizenship behavior
6. To determine the effects of procedural justice on organizational citizenship behavior

### **1.4. Research Questions**

The study is designed to answer the following research questions:

1. What is the level of perceived organizational justice among employees of commercial banks of Guraghe Zone?
2. What is the level in exhibition of organizational citizenship behavior among employees of commercial banks?
3. What is the relationship between perceived organizational justice and organizational

citizenship behavior?

4. Does perceived organization justice affect employee's organizational citizenship behavior?

### **1.5. Scope of the Study**

The study investigates the effect of perceived organizational justice on organizational citizenship behavior (OCB) of employees in commercial banks in Guraghe Zone. It was focusing on the commercial banks in Wolkite, Gubrie, endiber and Agena. Commercial bank of Ethiopia, Aabsina, Dashen, Awash, Nib, and Zemzem bank were among the commercial banks included in this study. The research was on limited to a sample of commercial banks located in Guraghe Zone. Multiple liner regression model that considered organizational citizenship behavior as a dependent variable and distributive, procedural and interactional as independent variables to show the effect of independent variable on the dependent variables.

Demographic characteristics of employee's like gender, marital status, age, experience were also used as independent variables. It aims to determine how various dimensions of organizational justice distributive, procedural, and interactional justice affect Organizational Citizenship Behavior (OCB) among bank employees in the study area. The findings would provide basic information about the key factors that drive OCB in the banking sector and help identify strategies to promote fairness and citizenship behaviors for improved organizational performance.

### **1.6. Significance of the Study**

The findings from this study offer valuable contributions in several ways. Insights for Management: the study provides important insights for the management of commercial banks regarding staff's perceptions of justice within their organization, as well as their levels of civic engagement. Research Skill Development: the study presents an opportunity for researchers to deepen their understanding of how to effectively conduct research projects. Reference for Future Studies: the results of this study serve as a useful reference for individuals interested in pursuing further studies on similar or related topics in other organizations.

## **1.7. Limitations of the Study**

The banking industry is broad and complex, encompassing numerous branches and employees. Due to its expansive nature, it requires significant time, resources, and effort to thoroughly analyze the impacts of the sector. Furthermore, the study was based on a cross-sectional research design. Generalizations derived from cross-sectional data may not be entirely reliable or consistent. Despite these limitations and others not mentioned, the researcher hopes that the study would yield important findings and provide valuable suggestions to inform policy decisions for relevant stakeholders.

## **1.8. Operational definition of Variables**

**Organizational Justice:** Organizational justice is a personal evaluation about the ethical and moral standing of managerial conduct. It is a kind of perception that reflects the employees' feelings about decisions, decision makers and managers in organizational settings.

**Organizational citizenship behavior:** OCB is considered an altruistic behavior that is directly and intentionally aimed at assisting a specific individual. Initially, the understanding of OCB was confined to helping behaviors directed towards individuals within the organization.

**Procedural Justice:** refers to the fairness of the procedures that are used in decision making about results' allocation. In other words, procedural justice reflects the evaluation of organizational justice in relation to policies and processes.

**Distributive justice:** the fairness of outcomes or allocations that an individual receives. In other words, distributive justice refers to a person's judgment about the fairness or reasonableness of the allocation of the results.

**Interactional Justice:** perhaps the most important advance in organizational justice literature is consideration of the importance of interpersonal behaviors in the organization, which is called interactional justice. Interactional justice reflects the employees' evaluation of the fairness of administrators' behavior.

## **1.9. Organization of the study**

The research is organized into five distinct sections. The first chapter outlines the study's background, objectives, research problem statement, research questions, significance, as well as its scope and limitations. The second chapter delves into theoretical literature, empirical studies, and the conceptual framework. Chapter three focuses on the methodology employed in the research, including model specification, data collection methods, instruments used, study population, and sample size. The fourth chapter presents the findings and their discussion. Finally, the fifth chapter provides a summary of the study, conclusions drawn, and recommendations offered.

## **CHAPTER TWO**

### **2. LITERATURE REVIEW**

#### **2.1. Theoretical Review**

##### **2.1.1. Concept of organizational justice**

The concept of organizational justice originates from the intellectual contributions of philosophers, legal experts, and social thinkers, who explored the idea of justice long before it became a focus for management scientists. Building on these earlier traditions, management researchers adapted the notion to organizational settings, giving it distinct characteristics. While organizational justice incorporates elements from its philosophical and legal roots, its emphasis differs. Unlike philosophers or attorneys who are primarily concerned with defining what is objectively just, management researchers focus on understanding perceptions of justice—what individuals believe to be fair. Their approach is descriptive, aiming to explain why certain actions or events are perceived as fair and to analyze the outcomes of these perceptions (Greenberg, 1987).

Justice is inherently subjective and descriptive; reflecting individuals' beliefs about what is right rather than an objective reality or prescriptive moral code (Colquitt et al., 2001). Organizational justice, as defined by Greenberg (1996), refers to employees' perceptions of fairness in organizational practices and decisions, and how these perceptions impact organizational outcomes. The theory of organizational justice focuses on employees' views of fairness in work-related matters (Ambrose & Arnaud, 2005). Specifically, it encompasses employees' evaluations of management decisions and practices within the organization (Witt, 2006).

Organizational justice refers to an individual's assessment of the ethical and moral appropriateness of managerial behavior. This perspective emphasizes that achieving justice requires management to adopt the viewpoint of employees, understanding the types of actions and events that generate a sense of fairness. Employees should feel they are treated equitably, which involves not just outcomes but also the processes and interactions that lead to those outcomes. Unfortunately, many organizations fall short in developing this critical competency (Noruzi, Shateri, Rezazadeh, & Hatami-Shirkouhi, 2011).

### **2.1.2. Components of organizational justice**

Research indicates that employees assess workplace events through three distinct dimensions of justice: distributive justice (fairness of outcomes), procedural justice (fairness of processes used to allocate outcomes), and interactional justice (fairness in interpersonal interactions) (Ambrose & Arnaud, 2005; Ambrose & Schminke, 2007). These three dimensions collectively form the concept of overall fairness, but they can also be analyzed independently to better address workplace justice. Treating them separately is advantageous because each dimension arises from unique managerial actions and requires tailored strategies to foster fairness.

#### **2.1.2.1. Distributive justice**

Distributive justice involves the fair allocation of rewards based on individual contributions. In a work environment, these rewards can include compensation, promotions, benefits, recognition, job security, and career opportunities, while inputs might encompass education, training, experience, and effort. Ideally, rewards should be distributed based on principles of equality, need, and contribution. However, determining the appropriate level of reward for specific inputs can be challenging, leading individuals to assess fairness by comparing their own contribution-outcome ratio with that of their peers. This comparison influences perceptions of fairness, which in turn affect attitudes and predispose individuals to certain behaviors. Ultimately, these attitudes can lead to changes in behavior aligned with how fairly they feel they are treated.

#### **2.1.2.2. Procedural justice**

Procedural justice revolves around an individual's evaluation of the fairness of processes and methods used in decision-making that affect them or others (Greenberg *et al.*, 2000). This concept emphasizes the importance of equitable procedures, as employees who perceive procedural fairness are more likely to view the distribution of rewards and punishments as just (Greenberg, 1987; Folger and Konovsky, 1989). Procedural justice establishes principles that define and regulate the roles of participants within decision-making processes, fostering trust and fairness in organizational and interpersonal interactions.

### **2.1.2.3. Interactional justice**

Interactional justice involves how employees perceive the interpersonal treatment they receive from their supervisors during the implementation of procedural justice practices. Employees generally expect equal treatment from their supervisors, seeking fairness in their interactions with the organization. Supervisors who treat some employees with respect while disrespecting others are perceived as unfair. Thus, justice is fostered when supervisors treat their subordinates with respect, dignity, and share relevant information.

### **2.1.3. Organizational Citizenship Behavior**

The concept of "citizenship" in organizational contexts was introduced by Bateman and Organ in 1983. They described it as behaviors that facilitate the smooth operation of an organization, labeling employees who exhibit these behaviors as "good citizens." Although the term is relatively new, its roots can be traced back to Barnard (1938), who emphasized the importance of employee contributions to achieve organizational goals.

Katz (1964) identified three essential types of behaviors for organizational success. These include inducing employees to join and remain in the system, performing role assignments reliably, and engaging in innovative activities beyond job descriptions to achieve organizational objectives. Such spontaneous behaviors are crucial for adapting to unforeseen changes and maintaining effective operations. Katz noted that if organizations strictly followed job descriptions, they would soon become dysfunctional.

Smith and colleagues (1983) focused on the innovative and spontaneous activities described by Katz. They defined these behaviors as actions not specified by job roles but that facilitate organizational goal achievement. These behaviors are discretionary, not formally recognized by the reward system, and promote the organization's overall effectiveness.

More recently, Borman (2004) defined organizational citizenship as participating in activities not formally part of the job description but benefiting the organization. Hoffman et al. (2007) conducted a meta-analysis and identified three key characteristics of OCB: it is discretionary, not formally recognized by the reward system, and collectively enhances organizational functioning.

#### **2.1.4. Dimensions of organizational citizenship behavior**

Despite increasing interest in organizational citizenship behavior (OCB), there is still no consensus on its specific dimensions. Podsakoff et al. (2000) identified 30 distinct forms of citizenship behaviors, building upon Organ's (1988) foundational framework for conceptualizing OCB. Organ's work introduced five key dimensions: altruism, courtesy, conscientiousness, sportsmanship, and civic virtue, which remain widely adopted due to their enduring legacy and practical applicability in research.

LePine et al. (2002) emphasized two main reasons for the widespread use of Organ's dimensions. First, Organ's contributions have had a significant impact through numerous articles and book chapters. Second, Podsakoff et al. (1990) operationalized these dimensions into OCB scales, facilitating empirical investigations by researchers such as Haigh and Pfau (2006), Torlak and Koc (2007), Comeau and Griffith (2005), and Hui, Lee, and Rousseau (2004). Consequently, Organ's dimensions continue to serve as a foundational framework for understanding OCB across academic studies.

##### **Altruism**

Altruism is defined as voluntary behavior aimed at helping others in the context of organizational tasks or problems (Organ, 1988). Todd (2003) interprets altruism as the willingness of employees to assist coworkers, reflecting their selflessness towards the organization. Redman and Snape (2005) describe altruism as exceeding job requirements to support others encountered in the workplace. It is considered a critical antecedent of Organizational Citizenship Behaviors (OCB), as Pare and Tremblay (2000) explain. Examples include aiding colleagues who are absent, assisting those with heavy workloads, being mindful of one's impact on others' tasks, and supporting new employees—actions that demonstrate an employee's commitment to their work environment. Moreover, altruistic behavior enhances organizational efficiency by enabling workers to utilize their available time to help others address urgent tasks, as noted by Neihoff and Yen (2004).

##### **Conscientiousness**

Conscientiousness involves role behaviors exhibited by employees that surpass expected standards. It reflects genuine dedication to the organization and adherence to its rules beyond what is formally

required (Organ, 1988). Conscientiousness encompasses discretionary behaviors that exceed the minimum expectations for attendance, punctuality, maintaining order, conserving resources, and other internal maintenance tasks (Redman & Snape, 2005). In essence, conscientiousness means diligently following organizational rules and procedures, even when unobserved. It embodies the awareness that one is always a representative of the organization.

### **Sportsmanship**

Sportsmanship can be defined as the willingness to endure the inevitable challenges and hardships associated with professional activities without complaint (Organ, 1990). It involves refraining from unnecessary grievances and maintaining a positive and tolerant attitude towards workplace difficulties. Another example of this concept is the positive mindset and efforts of academics who strive to enhance their students' academic achievements, despite the financial constraints faced by their institution, particularly in state colleges.

### **Courtesy**

Courtesy involves actions that help prevent interpersonal issues by showing consideration for others. This includes providing advance notice of work schedules to those who need it or consulting with colleagues before taking actions that might affect them. The core principle of courtesy is to avoid creating unnecessary burdens for colleagues and ensure they have sufficient time to prepare when additional tasks are assigned. For instance, maintaining office equipment like copiers and printers in good working order for others to use is a practical example of courtesy in the workplace.

Courtesy is closely linked to fulfilling cooperative obligations with others. It involves making gestures aimed at preventing problems for coworkers. An employee who demonstrates courtesy by avoiding actions that create issues for others can reduce intergroup conflicts, thereby helping managers avoid crisis management situations. For example, a supervisor who voluntarily shares information with teachers, even if it's not directly relevant to them or required, exemplifies this kind of courteous behavior.

### **Civic virtue**

Civic virtue involves active and constructive participation in an organization's political and social processes. It includes actions like expressing opinions, attending meetings, discussing organizational issues with colleagues, and staying informed through organizational communications, all aimed at promoting the organization's well-being (Organ, 1988). This behavior reflects a sense of responsibility and concern for the organization's image and welfare (Redman & Snape, 2005).

Borman et al. (2001) describe civic virtue as an employee's engagement in and commitment to the broader life of the organization. For instance, an academic professional attending events or meetings that enhance the institution's reputation, even when not obligatory, exemplifies civic virtue (Podsakoff et al., 1993). Similarly, when academics address institutional or educational challenges and work toward solutions, such actions are also seen as manifestations of civic virtue.

## **2.2. Organizational citizenship behavior as a dependent variable**

Although there is plentiful research conducted using the five dimensional models, there have been questions on the construct validity of OCB. LePine and associates (2002) conducted a Meta-analysis to evaluate the nature and dimensionality of OCB. The results of Lepine et al.'s (2002) meta- analysis suggested OCB as a latent construct because of strong relations between its dimensions, and no differences in relationships with attitudinal measures. For this reason the authors recommended researchers not to focus on the specific dimensions of OCB.

However, according to Hoffman et al (2007), one limitation of LePine et al(2002) was that “they did not explicitly test a model in which OCB is represented as a single latent factor, nor did they examine the relation between an OCB latent factor and related attitudinal measures” (p. 556). Therefore, Hoffman and colleagues (2007) extended LePine et al.'s meta-analysis by explicitly testing competing models of OCB using 112 studies with a total sample size of 41,650. The results of the study supported a single factor model of OCB and supported the latent model of LePine et al. (2002). Based on this meta-analysis, recent research began to use OCB as a latent construct in their studies (e.g., Chen & Chiu, 2009; Chiu & Tsai, 2006; Huang, Jin, & Yang, 2004). Therefore, this study also treated OCB as a latent construct following the recommendations of Hoffman et al. (2007) and Le Pine et al. (2002).

### **2.3. Justice perception to determine organizational citizenship behavior**

There is much research supporting the most prominent reasons for engaging in OCB. There are major groups of antecedents of OCB that have been emphasized in studies of different researchers: employee characteristics (i.e., attitudes, justice perception and personality), task characteristics (task feedback, task routinization and intrinsically satisfying tasks), organizational characteristics (group cohesiveness) and leadership behaviors (Podsakoff, et al 2000). Although there are many antecedents of OCB, they will not be included in this study due to the fact that they are out of the scope of this research project. For this reason, this section provides a review on the effect of perceived justice perception on employee's organizational citizenship behavior.

The concepts of organizational citizenship behavior and organizational behavior have been discussed in organizational behavior studies since from the start of the term OCB by Organ in 1983. He posted that organization can be driven largely by justice perception. He suggested that people in organization assume, at the outset, social exchange relationship. This expectation continues, until unfairness is evidenced, at which time the relationship is reinterpreted as economic rather than social.

Organ and Konovsky (1989) examined the relative importance of subjective appraisal of the job and mood state in accounting for organizational citizenship behavior. They found that since fair behavior might affect employee's perception of their relationship with the organization, employee fairness interpretation might be important in nurturing organizational citizenship behavior. In addition, Organ and Ryan (1995) conducted a meta-analytic study designed to test some proposed predictors of OCB. Their analysis of 55 studies determined that job satisfaction and perceived organizational justice were positively correlated with OCB approximately the same degree. Job satisfaction and perceived organizational justice were the two best predictors of OCB.

Moreover, various researches have been conducted to explore the relationship between these two constructs accordingly, Masterson, et al (2000) found that dimension of organizational justice have strong positive effect on organizational citizenship behavior. Moreover, in their studies found that the strong link between procedural justice and organizational citizenship behavior than between distributive justice and organizational citizenship behavior. Razacian (2008) in his

study found that managers should develop a system based on justice and trust. He believes that we can develop an atmosphere of trust, vitality, and power and citizenship behavior with justice and equity. Razacian and rahim(2008) showed that when employees perceive that the organizational procedures are true, suitable and fair, they will show more organizational citizenship behavior.

Erturk, (2007) indicated a significant relationship between Organizational justice and citizenship behaviors among Turkish academicians. Fassina, et.al, (2007) indicated variance in OCBs when justice types were perceived within organizations. Chen, et.al, (2008) found that ingratiation and perception of Organizational justice were positively associated with individuals' OCB toward their supervisors. Goundazland and Chegin (2009) in attempt to find the relationship between organizational justice and organizational citizenship behavior found that there is a significant relationship between dimensions of organizational justice and organizational citizenship behavior. Result of Naimi and Scherkerkan (2006) showed that organizational justice and its three components have positive relationship with organizational citizenship behavior and its dimensions and the three types of organizational justice have significant correlation with organizational citizenship behavior.

Hence, several studies have found that justly treated employees are more likely to comply with workplace policies, show extra conscientiousness, and behave altruistically toward others (Cohen- Charash & Spector, 2001). Indeed, workers tend to tailor their citizenship behaviors carefully, doling them out to those groups or individuals who have treated them justly and withholding them from those who have not.

It has also been proposed that organizations that foster citizenship behaviors through justice are more attractive places to work and are able to hire and retain the best people (e.g. George and Bettenhausen, 1990). Further, the researchers contend that having a safe environment is not sufficient but employees must also be motivated to perform OCBs. This can be reflected through perceptions about their work environment as just and their ability to shape or influence their work roles. Perceptions of justice cannot only engage employees in ethical behaviors; but also has the potential to perform gratitude exercises in terms of OCBs. Hence, the researchers argue that perceptions of justice would carve a niche to restore, re-build, and repair work environment

while creating a virtuous cycle, through OCBs.

## **2.2. Empirical Review**

Individuals consistently respond to the actions and decisions made by organizations, shaping their attitudes and behaviors based on perceived fairness. When decisions are viewed as fair, they can foster positive attitudes and constructive behaviors, whereas perceptions of unfairness often lead to negative reactions. Organizations prioritize fairness as it significantly impacts employee job satisfaction and workplace behavior. Extensive research over recent decades has explored the effects of just and unjust treatment within work environments, highlighting the critical role fairness plays in organizational dynamics (Strom et al., 2014).

Many organizational justice researches found the effect of justice perception on outcome satisfaction, organizational commitment, and trust, evaluation of authority, withdrawal, negative reactions, performance, employee engagement and organizational citizenship behavior. Although there are many outcomes that justice perception affects, they will not be included in this study due to the fact that they are out of the scope of this research project. For this reason, this section provides a review on the effect of organizational justice perception on employee's organizational citizenship behavior (López et al., 2015; Zehiret al., 2016; Lim and Loosemore, 2017).

Extensive research highlights the primary reasons for engaging in Organizational Citizenship Behavior (OCB). Studies have identified four major categories of antecedents for OCB: employee characteristics (e.g., attitudes, justice perceptions, and personality), task characteristics (e.g., task feedback, task routinization, and intrinsically satisfying tasks), organizational characteristics (e.g., group cohesiveness), and leadership behaviors (Podsakoff et al., 2000). Despite the importance of these antecedents, this study excludes them as they fall outside its scope. Instead, the focus is on examining how perceived justice influences employees' OCB. This approach narrows the analysis to one specific factor, providing a targeted review of the relationship between justice perception and organizational citizenship behavior.

Organ and Ryan (1995) conducted a meta-analysis to evaluate predictors of organizational citizenship behavior (OCB). Their study, which analyzed 55 research papers, found that both job satisfaction and perceived organizational justice were significantly and equally correlated with OCB. These two factors emerged as the strongest predictors of OCB.

Numerous studies have examined the relationship between organizational justice and organizational citizenship behavior (OCB). Masterson et al. (2000) found that dimensions of organizational justice significantly and positively influence OCB. Their research highlighted a stronger connection between procedural justice and OCB compared to distributive justice. Similarly, Razacian (2008) emphasized that managers should establish systems rooted in justice and trust, fostering an environment of trust, vitality, and fairness that encourages OCB. Further, Razacian and Rahim (2008) demonstrated that employees are more likely to exhibit OCB when they perceive organizational procedures as fair, appropriate, and equitable.

Erturk, (2007) indicated a significant relationship between Organizational justice and citizenship behaviors among Turkish academicians. Fassina, et.al, (2007) indicated variance in OCBs when justice types were perceived within organizations. Chen, et.al, (2008) found that ingratiation and perception of Organizational justice were positively associated with individuals' OCB toward their supervisors. Goundazland and Chegin (2009) in attempt to find the relationship between organizational justice and organizational citizenship behavior found that there is a significant relationship between dimensions of organizational justice and organizational citizenship behavior. Result of Naimi and Scherkerkan (2006) showed that organizational justice and its three components have positive relationship with organizational citizenship behavior and its dimensions and the three types of organizational justice have significant correlation with organizational citizenship behavior.

Research has consistently shown that employees who feel they are treated fairly are more inclined to adhere to company policies, exhibit additional diligence, and demonstrate kindness towards others (Cohen-Charash & Spector, 2001). In fact, employees often carefully choose where to direct their positive behaviors, offering them to groups or individuals who have treated them with fairness, while withholding them from those who have not.

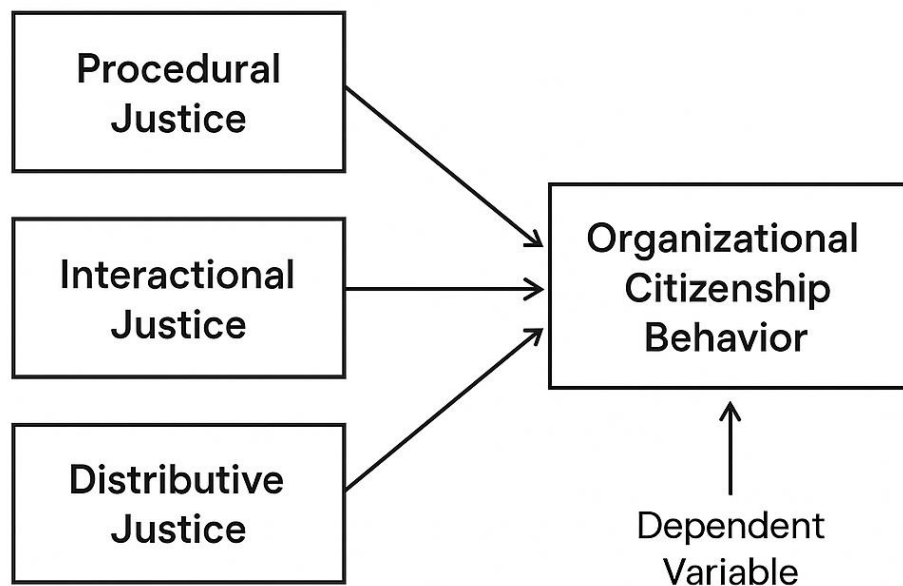
It has been suggested that organizations promoting fairness and justice in the workplace are more appealing to employees, enabling them to attract and retain top talent (e.g., George and Bettenhausen, 1990). Furthermore, researchers argue that simply providing a safe work environment is insufficient; employees must also feel motivated to engage in organizational citizenship behaviors (OCBs). This motivation is influenced by their perception of the workplace as fair and their ability to influence their roles. A sense of justice not only encourages ethical

behavior but also fosters gratitude, reflected in OCBs. Consequently, researchers propose that perceptions of fairness can help rebuild and enhance the work environment, creating a positive cycle driven by OCBs.

## 2.4. Conceptual Framework

In this study, organizational justice is the independent variable; organizational citizenship behavior is the dependent one. Altruism, consciousness, sportsmanship, courtesy and civic virtue will be latent variables. Organizational justice variables will be measured by Factor Analysis technique and as observed variables by questionnaire.

### Effect of Perceived Organizational Justice on Employees' Citizenship Behavior



Source: own design based on literatures  
Figure 1: Conceptual framework of the study

## **2.5. Hypothesis of the study variables**

Based on the study variables the following hypothesis was hypothesized:-

Hypothesis 1: Procedural justice has effect on employee citizenship behavior of commercial banks in Guraghe Zone

Hypothesis 2: Distributive justice has effect on employee citizenship behavior of commercial banks in Guraghe Zone

Hypothesis 3: Interactional Justice has effect on employee citizenship behavior of commercial banks in Guraghe Zone

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **3.1. Description of the study area**

Gurage Zone is located in the central region of Ethiopia and the Zone capital (Wolkite) is located 158 km South West of Addis Ababa. Topographically the zone lies within an elevation ranging from 1000 to 3600 meters above sea level. It has a land size of about 5932 square kilometers. The zone has three agro- ecological zones Dega (35%), wenadega (62%) and kolla (3%). The annual average temperature of the zone ranges from 13 to 30°C and the mean annual rainfall ranges from 600-1600 mm. Considering the land utilization, 52% of the total area is a cultivated land, 13.4% is a grazing land, 9.9% is a natural and man-made forest land, 7.3% unproductive land and the remaining 17.6% is covered by others; Gurage zone statistical authority (GZSA, 2023).

The Zone is one of the most densely populated zone in the region and the total population of the zone in 2016 was estimated about 1.7 million (Gurage zone Finance and economy office, 2023). From those about 17 are semi urban areas and about 15,212 households live in those kebeles.

#### **3.2. Research Design**

The research utilized both descriptive and explanatory research designs to examine the effect of perceived organizational justice on the organizational citizenship behavior of employee's in commercial banks. Specifically, this study aimed to detail how perceived organizational support influences the organizational citizenship behavior among employees in commercial banks located in the Guraghe Zone. Additionally, a cross-sectional research design was employed, allowing for the collection of all relevant data at a single point in time. This method is preferred due to the extensive scope of the study and the constraints of time.

#### **3.3. Research Approach**

The study used both qualitative and quantitative research approach. The quantitative research approach is preferable due to the required data and tool of analysis for the stated research objectives. Moreover, this study is designed to evaluate the relation between an independent

variable and a dependent variable; to clarify causal relationships to promote generalization and forecast the future and this makes quantitative research is preferable.

### 3.3. Target Population

The target population of the study was current employees of Commercial Bank of Ethiopia found in Guraghe Zone. The list of employee in commercial banks of Guraghe zone was considered as a sample frame for this study.

### 3.4. Sampling Technique and Sample size determination

The study employed a multistage stratified random sampling technique. In the first stage, commercial banks in Guraghe Zone were selected based on convenient to the researcher. In this regard, the list of commercial banks in Guraghe Zone was considered in this study. In the second stage, commercial banks of Ethiopia in Wolkite town, Gubrie sub town, Endibrr and Agena were selected purposively. In this regard, sample branches were randomly and proportionately selected from each town. In the third stage from the total of 350 employees of sample branches, 186 samples of employees were selected randomly and proportionately.

For this purpose, the researcher will employ Yamane, (1967) sample size determination formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where, n is sample size, N is the population size and e is the level of precision, 95% confidence level and e = 0.05, is assumed for the purpose of determining sample size for the study.

Table 1: Distribution of respondents by study site

s/n	Name of district	Total employee (N)	Sample n
1	Wolkite Town	148	78
2	Gubrie	73	39
3	Endibrr	67	36
4	Agena	62	33
<b>Total</b>		<b>350</b>	<b>186</b>

Own computation survey, (2024)

### **3.5. Source of Data**

The study primarily relies on data collected from both primary sources. Primary data consists of all information gathered directly for the purposes of the research project. To collect primary data, the researcher used a semi-structured questionnaire containing a mix of closed-ended questions. The questionnaires were distributed to bank employees to assess their perceptions and address the research objectives. Secondary data were collected from various relevant documents related to the bank's training and development practices. These sources include published and unpublished annual reports as well as the bank's website.

### **3.6. Method of Data Collection**

For the purpose of data collection, the researcher was used closed-ended questionnaires with the selected respondents. Thus, closed ended questionnaires are helps to avoid pressure up on the respondents in any direction and better be able to obtain the required data in the study area.

The questionnaire is divided into two sections. The first section contained the demographic characteristics of the respondents are requested to provide information about their gender, age, year of service or experience and education level. The second section of the questionnaire was designed to enable the researcher to gather information about factors affecting organizational citizenship behavior. For all questionnaire included in section two, the respondents are requested to indicate their feeling on a five-point Likert scale type to measure weighted as follows: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5= strongly agree. Besides, secondary data were collected through interview and reviewing literatures.

### **3.7. Method of data analysis**

The primary data collected through questionnaires and interviews were analyzed, compared, and interpreted using STATA version-14 to code and analyze the responses from the questionnaires. The study employed both descriptive and econometric analysis to analyze the data collected from professional staff of Wolkite University.

### 3.6.1. Descriptive Statistics

Descriptive statistics like frequency, percentages, Likert scale mean, and standard deviation were employed to examine employee justice perception, organizational citizenship behavior, the relationship between perceived organizational justice and organizational citizenship behavior. The analyses were involving several statistical methods like Correlation Coefficient was used to explore the relationships between various dimensions of organizational justice and OCB. Also, paired samples T-tests were conducted to compare perceptions of organizational justice and OCB across different dimensions.

### 3.6.2. Econometric analysis

To determine the important factors that affect employee organizational behavior multiple linear regression model was employed with the help of STATA version 14. Multiple Linear Regressions was employed to identify which dimensions of organizational justice serve as predictors for OCB. This comprehensive approach would provide insights into the connections between organizational justice and employee behaviors. Yet, the econometric model specification of the supply function in matrix notation is given below.

$$\text{Equation: } OCB = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \varepsilon$$

Where: "OCB": dependent variable organizational citizenship behavior;

$\beta_0$  : - Y-intercept

$\beta_{1-7}$ : Coefficient of explanatory variables

X1= sex

X2= marital status

X3= age group

X4= educational qualification

X5= Experience

X6= procedural justice

X6= distributive justice

X7= interactional justice

$\varepsilon$  =Error term

However, when some of the assumptions of the Classical Linear Regression (CLR) model are violated, the parameter estimates of the above model may not be Best Linear Unbiased Estimator (BLUE). Important tests such as, multicollinearity, heteroscedasticity and omitted variable test were checked before fitting important variables in the regression models for analysis.

### **3.8. Definition of variables**

Organizational citizenship behaviors are the dependent variables; the independent variables are gender, marital status, age group, educational qualification and experience, fairness of treatment (procedural justice), distributive justice, and interactional justice. Measuring citizenship behavior of staffs of commercial banks in Guraghe Zone is done using overall rating measure of variables.

**Organizational Citizenship Behavior:** Organizational Citizenship Behaviors are crucial for an organization's success, as they go beyond the formal job requirements and contribute to the overall effectiveness of the organization. Employees who exhibit OCBs are often seen as "good citizens" who support their colleagues, go above and beyond their job duties, and adhere to organizational rules and procedures.

**Procedural justice (PJ):** Procedural Justice refers to the idea of fairness in the processes that resolve disputes and allocate resources. It is not a practice, but a philosophy and a movement which promotes positive organizational change, upholds police legitimacy in the community, and enhances officer safety. Fairness of the process used to make a decision. Procedural justice is a primary content of organizational justice and it implies fairness in the decision-making process.

**Distributive Justice (DJ):** Distributive justice is concerned with the fair allocation of resources among diverse members of a community. Fair allocation typically takes into account the total amount of goods to be distributed, the distributing procedure, and the pattern of distribution that result. In this study, distributive Justice in a workplace is about fair allocation of available resources to all the employees in a corporation, so that every employee has a fair share of resources to bring beneficial outcomes; this establishes a positive sense of competition among the employees.

**Interactional Justice (IJ):** Interactional justice is fostered when decision makers treat people with respect and sensitivity and explain the rationale for decisions thoroughly; it is a subset of

procedural justice and refined into interpersonal justice and informational justice that focuses on dissemination of information about why procedures. Factors of interactional justice include fair pricing and terms, treating others with dignity and care, and listening to concerns or issues. As external parties are treated with fairness and integrity, interactional justice is demonstrated, supporting a solid company image and reputation.

### **3.9 Validity, Reliability and Ethical consideration**

#### **3.9.1 Validity**

Kumar (2005) defines validity as the extent to which a difference is found with measuring instrument reflecting true differences among those being tested. To ensure the quality of the research design, content and construct validity of the research were checked. Construct validity establishing correct operational measures for the concepts being studied. It was checked by professionals in the field and reviewed by the researcher's advisor. All comments were incorporated to outlook the validity of the instrument.

To test the researcher's validity, the researcher conducted the pilot study and 15 respondents were used in this study. It promotes efficiency in testing and verifying the survey questionnaire before executing a large-scale survey. Respondents were participated in the pilot study prior to administer the questionnaire. I was conducted to check if the questionnaire is clear, easy to understand and straightforward to ensure that the respondents could answer the questions with no difficulty. Based on the feedback from the pilot survey study, necessary changes are carefully on the questionnaire.

#### **3.9.2 Reliability**

After coding and entry of data into SPSS version 20, the first analysis conducted was to check the reliabilities of the scales used in the data collection instrument. Reliability analysis is to test whether a group of items (i.e. items measuring a construct generated from factor analysis) consistently reflected the construct it is measuring (Field, 2005). The most common measure of reliability is internal consistency of the scale (Hair et al., 2006). According to Malhotra & Birks (2007), reliability is the extent to which a measurement reproduces consistent results if the process of measurement were to be repeated. The Cronbach's alpha coefficient is a statistical tool

that evaluates the confidentiality through the inner consistency of a questionnaire. It is commonly used as a measure to indicate that the item is considered to have a high internal consistency reliability, above 0.8 is considered good, 0.7 is considered acceptable and less than 0.6 is considered to be poor (Sekaran, 2003). The Cronbach's alpha values shown in table 3 were found to be above the lower limit. Thus, the reliability of each item is in the acceptable range.

### **3.9.3 Ethical Considerations**

The purpose of this study in general is to study on THE EFFECT OF PERCEIVED ORGANIZATIONAL JUSTICE OF EMPLOYEES' ORGANIZATIONAL CITIZENSHIP BEHAVIOR as a partial requirement for the Masters 'Degree in Business Administration. The sample respondents were told to give prior information regarding the purpose of the study and required time complete and return questionnaire before starting the research. Respondents are given the privilege of not writing their names and other identifications to assure that the information they provide will be kept as confidential and so no respondent are forced to fill the questionnaire unwillingly without his/her consent. The researcher pledges respondents 'data and information are kept confidential. The filled questionnaires and recorded interviews will not be used for any other purpose than the intended purpose.

## **CHAPTER FOUR**

### **4. DATA PRESENTATIONS, ANALYSIS AND INTERPRETATION**

In this chapter, an attempt was made to present and analyze the data collected from the study participants and documents so as to answer the basic questions and address the objectives of the study. The chapter is comprised of four parts. The characteristics of the respondents, justice perception of employee, organizational citizenship behavior of sample respondents, paired sample test of perceived organization justice, paired sample test of perceived organization citizenship behavior, the relationship between perceived organizational justice and organizational citizenship behavior were presented and their results were discussed.

#### **4.1. Characteristics of Sample Respondents**

The data provided gives information about the demographic and professional characteristics of respondents in Guraghe Zone. Male respondents constitute the majority, with 70.43% (131 individuals), while Female respondents account for 29.57% (55 individuals). This indicates a significant gender disproportion, with males being more dominant in the sample population. The majority of respondents are Married (59.14%, 110 individuals), followed by those who are Single (34.95%, 65 individuals). A smaller proportion are Divorced (3.23%, 6 individuals) and Widowed (2.69%, 5 individuals). The high percentage of married respondents suggests a stable family structure among the sample population, while the single group represents a substantial portion, likely younger individuals.

Regarding age group the largest age group falls between 20 and 30 years, accounting for 75.81% (166 individuals), followed by those between 31 and 40 years (12.9%, 24 individuals). Older age groups, such as 41 to 50 years (4.3%, 8 individuals) and above 50 years (6.99%, 13 individuals), are minimally represented. This distribution highlights that the sample is predominantly composed of younger individuals, which could influence the perspectives and experiences captured in the study. The descriptive analysis result also revealed that most respondents hold a Bachelor's degree (61.29%, 114 individuals), followed by those with a Diploma or Certificate (22.58%, 42 individuals) and a smaller proportion with a Master's degree (16.13%, 30 individuals). This indicates that the sample population is highly educated, with over three-quarters having at least a bachelor's degree or higher.

Table 2: Characteristics of Respondents

s/n	Variables	Frequency	Percent
	Gender		
	Male	131	70.43
	Female	55	29.57
	Marital status		
	Widowed	5	2.69
	Divorced	6	3.23
	Single	65	34.95
	Married	110	59.14
	Age group		
	above 50	13	6.99
	between 31 & 40	24	12.9
	between 41 & 50	8	4.3
	between 20 & 30	141	75.81
	Educational qualification		
	diploma or certificate	42	22.58
	Bachelor degree	114	61.29
	Masters degree	30	16.13
	Work status		
	full time	173	93.01
	part time	13	6.99
	Experience		
	between 1 & 24	76	40.86
	Between 5 & 9	110	59.14

Own survey (2024)

Moreover, a vast majority of respondents are employed on a full-time basis (93.01%, 173 individuals), while only a small fraction work part-time (6.99%, 13 individuals). Respondents with work experience between 5 and 9 years make up the majority (59.14%, 110 individuals), while those with experience ranging from 1 to 4 years account for 40.86% (76 individuals). This

shows that most participants have moderate professional experience, which may reflect their ability to provide informed responses.

The result provides valuable insights into the demographic composition and socio-economic characteristics of respondents in commercial bank of Guraghe Zone that the dominance of younger respondents (20–30 years) aligns with their high educational qualifications and full-time employment status, suggesting that they are actively engaged in their careers. The gender disparity may indicate either sampling bias or differences in participation rates between males and females. The prevalence of married respondents could point to cultural norms or societal expectations in Guraghe Zone. The high level of education among respondents shows accessibility to higher education in the region, potentially influencing their perspectives on various issues. The work experience distribution showed that most respondents are early to mid-career professionals, which might affect their outlook on job-related matters.

#### 4.2. Reliability Test Result

The research employed Cronbach’s Alpha coefficient to assess the reliability of the measurement instrument. Reliability stands as a cornerstone in evaluating any measurement tool, whether used for traditional knowledge, skill, attitude assessments, or surveys. Ensuring tests and questionnaires are both reliable and valid is crucial for improving the precision of their evaluations (Saunders, 2013). Notably, an instrument's reliability is intricately linked to its validity; without reliability, validity cannot be established (Pallant, 2011).

Table 3: Reliability of Measurement Scales

s/n	Scale	Number of Items	Cronbach's Alpha
1	Procedural justice practices	5	0.9027
2	Distributive justice practices	5	0.8971
3	Interactional justice practices	9	0.9285
4	Altruism	2	0.8968
5	Consciousness	5	0.9261
6	Civic Virtue	4	0.9106
<b>Overall Scale</b>		<b>30</b>	<b>0.9103</b>

Own computation, survey 2024

The data presented in Table 3 indicates that the Cronbach alpha values for the scale fell within the range of 0.8968 to 0.9285. These values were deemed acceptable as they exceeded the recommended thresholds. All of these Cronbach alpha values surpassed the commonly advised minimum Cronbach alpha coefficient of 0.5. This suggests that the measurement scales utilized were reliable and internally consistent, meeting the prescribed criteria for assessment.

### **4.3. Descriptive Statistics Results of the Study Variables**

#### **4.3.1. Perceptions towards Procedural Justice**

The findings from the 2024 survey on procedural justice perceptions among employees of commercial banks in Guraghe Zone reveal several insights. Six aspects of procedural justice were assessed, with employees rating their experiences on a scale. The overall mean score across all items was 4.025, indicating a generally positive perception of procedural justice. The average standard deviation was 1.136, suggesting moderate variability in responses.

The highest-rated aspect was "All job choices are consistently applied to all affected employees," with a mean score of 4.23 and a relatively low standard deviation of 1.0176. This suggests that employees strongly perceive fairness in the consistent application of decisions. The lowest-rated aspect was "My manager ensures that all staff issues are addressed before making job decisions," with a mean score of 3.795 and a standard deviation of 1.1395. This indicates some concerns about whether managers adequately consider staff issues before making decisions. Other aspects, such as unbiased decision-making (mean: 4.021), thorough information gathering (mean: 3.983), decision clarification (mean: 4.00), and the ability to appeal decisions (mean: 4.12), also received positive ratings, albeit with varying degrees of agreement.

The high scores for consistency in decision-making and the ability to appeal decisions reflect strong procedural justice practices in these areas, which can foster trust and employee satisfaction. This implies that managers should focus on addressing staff concerns more thoroughly before making decisions, as this aspect received the lowest rating. Enhanced communication and engagement could help improve perceptions in this area.

Positive perceptions of procedural justice are essential for employee morale, organizational commitment, and productivity. Addressing weaker areas could further strengthen these outcomes

and ensure equitable treatment within the workplace. These findings provide valuable insights for bank management in Guraghe Zone to refine their decision-making processes and enhance procedural justice practices to maintain employee trust and satisfaction.

Table 4: Perceptions towards Procedural Justice of employees of Commercial banks of Guraghe Zone

S/n	Procedural Justice	N	Mean	Std. dev
1	The manager makes job decisions in an unbiased manner	186	4.021	1.0952
2	My manager ensures that all staff issues are addressed before making job decisions	186	3.795	1.1395
3	My manager obtains accurate and thorough information before making job decisions	186	3.983	1.2057
4	My manager clarifies decisions and offers further information when staff wants it	186	4.00	1.2477
5	All job choices are consistently applied to all affected employees	186	4.23	1.0176
6	Employees can appeal job decisions made by their managers	186	4.12	1.1105
	<b>Total</b>		<b>4.024</b>	<b>1.136</b>

Own survey (2024)

#### 4.3.2. Perceptions towards Distributive Justice

The survey conducted in 2024 on employees of commercial banks in Guraghe Zone reveals significant awareness into their perceptions of distributive justice. The results indicate that employees generally have positive views regarding fairness in job schedules, salary, workload, job obligations, and overall rewards. Specifically, employees rated their job schedule as decent with a mean score of 3.892 and a standard deviation of 1.256. Perceptions of salary fairness were high, with a mean score of 4.188 and a standard deviation of 1.1304. The workload was considered reasonable, scoring the highest mean of 4.29 and a standard deviation of 1.1397. Employees found their job obligations fair, reflected by a mean score of 4.043 and a standard deviation of 1.1476. The overall fairness of rewards received was rated at a mean of 3.86 with a standard deviation of 1.1725. These findings suggest that employees perceive distributive justice positively in key areas related to their work environment.

Positive perceptions of distributive justice are likely to enhance employee satisfaction and reduce turnover intentions, fostering organizational stability. Management should maintain or improve fairness in rewards and workload distribution to sustain these positive perceptions. The results showed that the importance of distributive justice as a critical dimension for employee morale and productivity, emphasizing the need for transparent reward systems. Banks can use this information to refine human resource policies, ensuring equitable treatment align with employee expectations. The study result provides information that addressing and sustaining distributive justice perceptions can contribute to improved organizational outcomes and employee loyalty in Guraghe Zone's commercial banks.

Table 5: Perceptions towards distributive Justice of employees of Commercial banks of Guraghe Zone

S/N	Distributive Justice	N	Mean	Std. dev
1	My job schedule is decent	186	3.892	1.256
2	I believe that my salary is reasonable	186	4.188	1.1304
3	I consider my workload to be reasonable	186	4.29	1.1397
4	My job obligations seem fair to me	186	4.043	1.1476
5	Overall, the rewards I receive here are fairly reasonable	186	3.86	1.1725
<b>Total</b>			<b>4.054</b>	<b>1.1692</b>

Own survey (2024)

#### 4.3.3. Perceptions towards Interactional Justice

The survey conducted in 2024 among employees of commercial banks in Guraghe Zone assessed their perceptions of interactional justice. The findings, summarized in Table 2, reveal that the average mean score for interactional justice was 3.83, with a standard deviation of 1.2413, indicating moderate agreement among employees regarding the fairness and respectfulness of managerial interactions. The management deals with me truthfully," with a mean score of 4.365 and a relatively low standard deviation (1.1225), suggesting strong agreement and consistency in perceptions of honesty.

The management provides explanations that are clear to me" (mean = 4.048) and "The management provides enough justification for decisions made about my position" (mean =

4.000) also scored highly, reflecting positive perceptions of transparency and clarity in communication. Lower scores were observed for "The management discusses any decisions made about my employment in great detail" (mean = 3.354), indicating room for improvement in detailed communication regarding employment decisions.

These findings have significant implications for enhancing employee satisfaction and organizational effectiveness. The high scores for truthfulness and clarity indicate that employees place a high value on transparent communication. To foster trust, management should continue prioritizing honesty and providing clear explanations. The relatively lower score on discussing employment decisions in detail reveals an area for improvement. This gap can be addressed by offering more comprehensive discussions about decisions that affect employees.

Although courtesy and respect received moderately high scores, consistent efforts to demonstrate concern for employees' rights and specific needs could further enhance perceptions of interactional justice. Research indicates that positive perceptions of interactional justice are associated with higher employee engagement and trust, which can improve organizational performance. By addressing areas with lower scores and reinforcing strengths, commercial banks in the Guraghe Zone can improve perceptions of workplace fairness, leading to better employee morale and performance outcomes.

Table 6: Perceptions towards interactional Justice of employees of Commercial banks of Guraghe Zone

S/N	Interactional Justice	N	Mean	Std. deviation
1	Manager shows me warmth and consideration	186	3.758	1.2821
2	The management treats me with courtesy and respect	186	3.779	1.1944
3	The manager is attentive to my specific requirements	186	3.871	1.2921
4	The management deals with me truthfully	186	4.365	1.1225
5	The management shows concern for my rights as an employee	186	3.623	1.2726
6	The manager and I examine the implications of employment decisions	186	3.672	1.1832
7	The management provides enough justification for decisions made about my position	186	4	1.1854
8	The management provides explanations that are clear to me	186	4.048	1.2093
9	The management discusses any decisions made about my employment in great detail	186	3.354	1.4305
<b>Total</b>			<b>3.83</b>	<b>1.2413</b>

Own survey (2024)

#### 4.4. Employee Perception of Overall Organizational Justice

The research findings presented in Table 7 provide results into the organizational justice status within commercial banks of the Guraghe Zone. Procedural Justice assesses the fairness of organizational processes, such as decision-making and conflict resolution. A high mean score suggests that employees generally feel that these processes are fair and transparent, which can enhance trust and commitment. In this study, the mean score is 4.024 with a standard deviation of 1.136. This suggests that employees generally perceive the procedures within their organizations as fair, with a moderate level of variation in these perceptions

Distributive Justice focuses on the fairness of outcomes, such as pay and promotions. The slightly higher mean score compared to procedural justice may indicate that employees are more

satisfied with how rewards are allocated than with the processes themselves. In this study, the mean score is 4.054 with a standard deviation of 1.1692. This indicates that employees tend to view the distribution of rewards and resources as fair, with slightly more variability in perceptions compared to procedural justice.

Interactional Justice involves the fairness of interpersonal interactions, including respect and communication from supervisors. The lower mean score and higher standard deviation suggest more variability and potentially lower satisfaction with how employees are treated by management. For this study, the mean score is 3.83 with a standard deviation of 1.2413. This shows that employees perceive the fairness of interpersonal interactions and communication within the organization as somewhat lower than procedural and distributive justice, with more variability in these perceptions.

Table 7: the overall organizational justice status of commercial banks of Guraghe Zone

S/N	Organizational Justice Dimensions	Mean	Std. deviation
1	Procedural justice	4.024	1.136
2	Distributive justice	4.054	1.1692
3	Interactional justice	3.83	1.2413

Own Survey (2024)

#### 4.5. Organizational Citizenship Behavior of Sample Respondents

The study on organizational citizenship behavior (OCB) in commercial banks of Guraghe Zone provides valuable information into how employees engage in behaviors that contribute to the organization's success beyond their formal job requirements. The results, as presented in Table 6, highlight various dimensions of OCB, including altruism, conscientiousness, civic virtue, and sportsmanship.

Altruism is demonstrated by employees' willingness to help colleagues without being asked, with a mean score of 4.005, and supporting colleagues during difficult times, scoring 4.069. These high mean scores indicate a strong sense of teamwork and support among employees.

Conscientiousness reflects employees' diligence and responsibility. They willingly work extra hours (mean = 4.161), maintain good attendance and punctuality (mean = 4.048), and generally follow organizational rules (mean = 3.758). However, taking initiative to solve problems without instructions had a slightly lower mean score of 3.924, suggesting room for improvement in proactive problem-solving.

Civic Virtue involves active participation in organizational activities. Employees actively participate in team meetings (mean = 4.037) and provide constructive feedback (mean = 3.994), though suggesting new ideas for improvement had a lower mean score of 3.801. This indicates a moderate level of engagement in organizational improvement efforts. Sportsmanship is evident in employees' adaptability to changes, with a high mean score of 4.161. This suggests that employees are generally flexible and cooperative when faced with policy or procedural changes.

The study shows that employees in commercial banks of Guraghe Zone exhibit a moderate to high level of organizational citizenship behavior, particularly in areas like altruism and sportsmanship. However, there is scope for improvement in aspects such as proactive problem-solving and suggesting new ideas for organizational improvement

Table 8: the overall organizational citizenship behavior of commercial banks of Guraghe Zone

<b>OCB Dimension</b>	<b>Description</b>	<b>N</b>	<b>Mean</b>	<b>Std. deviation</b>
<b>Altruism</b>	I often help my colleagues with their tasks without being asked	186	4.005	1.2058
	I support my colleagues during difficult times	186	4.069	1.2127
<b>Conscientiousness</b>	I willingly work extra hours to ensure tasks are completed	186	4.161	1.2284
	I take initiative to solve problems without waiting for instructions	186	3.924	1.219
	I maintain good attendance and punctuality	186	4.048	1.2003
	I always follow organizational rules and policies	186	3.758	1.2479
	I take responsibility for my actions and their impact on the organization	186	3.833	1.2077
<b>Civic Virtue</b>	I actively participate in team meetings and contribute to discussions	186	4.037	1.1548
	I provide constructive feedback to improve processes and performance	186	3.994	1.1832
	I suggest new ideas to improve organizational performance	186	3.801	1.1937
	I cooperate with other departments to achieve organizational goals	186	3.758	1.2172
<b>Sportsmanship</b>	I adapt quickly to changes in policies or procedures	186	4.161	1.1511

Own survey (2024)

#### 4.6. Paired Samples Test of Organizational Justice Dimensions

The paired samples test in Table 9 evaluates differences among the dimensions of organizational justice: procedural justice (PJ), distributive justice (DJ), and interpersonal justice (IJ). The results provide information into the relationships between these dimensions and their statistical significance.

The mean difference between PJ and DJ is minimal (0.027), with a high p-value of 0.518, indicating no statistically significant difference between these two dimensions. This suggests that employees perceive procedural and distributive justice similarly in terms of fairness within the organization.

The mean difference between PJ and IJ (-0.196) is statistically significant ( $p < 0.001$ ), with a confidence interval ranging from -0.26846 to -0.12460. This indicates that employees perceive procedural justice more positively than interpersonal justice. The significant t-value (-5.390) highlights a notable disparity, suggesting that interpersonal interactions may be perceived as less fair compared to procedural fairness.

Similarly, the mean difference between DJ and IJ (-0.224) is statistically significant ( $p < 0.001$ ), with a confidence interval from -0.30354 to -0.1454 and a t-value of -5.602. This implies that distributive justice is perceived more favorably than interpersonal justice, highlighting potential concerns regarding interpersonal treatment within the organization.

The findings underscore differences in how employees perceive various dimensions of organizational justice in the study area, procedural and distributive justice are viewed similarly, reflecting consistent perceptions of fairness in processes and outcomes. However, interpersonal justice is perceived less positively compared to both procedural and distributive justice, indicating potential gaps in respectful or dignified treatment during interactions.

Table 9: paired samples test of organizational justice dimensions

S/ N	Pairs	Mean	Std. err.	Std Dev.	95% Confidence Interval		t	Df	Sig. (2-tailed)
					Lower	Upper			
1	Pair 1: PJ-DJ	0.027	0.0432	0.5900	-0.05739	0.11330	0.646	185	0.518
2	Pair 1: PJ-IJ	-0.196	0.0364	0.4972	-0.26846	-0.12460	-5.390	185	0.00***
3	Pair 1: DJ-IJ	-0.224	0.0401	0.5464	-0.30354	-0.1454	-5.602	185	0.000***

Own survey (2024)

#### **4.7. Paired Samples Test of Organizational Citizenship Behavior Dimensions**

The paired samples test in Table 8 provides insights into the relationships between different dimensions of Organizational Citizenship Behavior (OCB) among employees of commercial banks in Guraghe Zone. The mean difference between altruism and consciousness is 0.064, with a t-value of 1.56 and a p-value of 0.119. This indicates that the difference is not statistically significant, suggesting that these two dimensions are perceived similarly by employees in terms of their contribution to OCB. The mean difference of altruism and civic virtue is 0.139, and the test yields a significant result ( $t = 2.67$ ,  $p = 0.008$ ). This implies that employees perceive altruism and civic virtue differently, with altruism being slightly higher in importance or frequency. A negative mean difference of altruism and sportsmanship (-0.123) is observed, with statistical significance ( $t = -2.23$ ,  $p = 0.026$ ). This suggests that altruism is perceived as more prominent than sportsmanship among employees.

The mean difference between consciousness and civic virtue is 0.075, which is statistically significant ( $t = 2.21$ ,  $p = 0.028$ ). Employees view consciousness as slightly more prevalent or impactful than civic virtue in their OCB. Consciousness and sportsmanship showed a negative mean difference (-0.188) with high significance ( $t = -3.72$ ,  $p = 0.00$ ) indicates that consciousness is perceived as considerably more important than sportsmanship. Civic virtue and sportsmanship also showed negative mean difference (-0.263) is highly significant ( $t = -4.36$ ,  $p = 0.00$ ), showing that civic virtue is viewed as much more critical than sportsmanship in contributing to OCB. The paired samples test reveals significant differences between several dimensions of OCB that altruism is perceived as significantly more impactful compared to sportsmanship. Also, consciousness and civic virtue are valued higher than sportsmanship. Moreover, civic virtue consistently ranks above sportsmanship across comparisons.

These findings put forward those commercial banks in Guraghe Zone to focus on fostering altruism, consciousness, and civic virtue to enhance OCB effectively while addressing the relatively lower emphasis on sportsmanship behaviors among employees.

Table 10: paired samples test of organizational Citizenship Behavior dimensions

Pairs	Mean	Std. err.	Std Dev.	95% Confidence Interval		T	df	Sig. (2-tailed)
				Lower	Upper			
Pair 1: Altruism- Conscientiousness	0.064	0.0412	0.562	-0.0168	0.1458	1.56	185	0.119
Pair 2: Altruism- Civic Virtue	0.139	0.052	0.711	0.036	0.2427	2.67	185	0.008***
Pair 3 : Altruism- Sportsmanship	-0.123	0.055	0.755	-0.2329	-0.0143	-2.23	185	0.026**
Pair 4: Conscientiousness- Civic Virtue	0.075	0.0339	0.4632	0.0082	0.1422	2.21	185	0.028**
Pair 5: Conscientiousness- Sportsmanship	-0.188	0.0504	0.6883	-0.2877	-0.0885	-3.72	185	0.00***
Pair 6: Civic Virtue - Sportsmanship	-0.263	0.060	0.822	-0.3824	-0.1444	-4.36	185	0.00***

Own survey (2024)

#### 4.8. Perceived organizational justice and Organizational Citizenship Behavior

The result of the study shows the relationship between dimensions of perceived organizational justice (procedural, distributive, and interactional justice) and organizational citizenship behavior (OCB) dimensions (altruism, conscientiousness, civic virtue, sportsmanship, and overall OCB). Procedural Justice shows significant positive relationships with all OCB dimensions. The highest correlation is with conscientiousness ( $r = 0.892$ ) and overall OCB ( $r = 0.90$ ), suggesting that fair procedures in decision-making strongly motivate employees to exhibit behaviors like diligence and overall citizenship.

Distributive Justice, which concerns fairness in outcome allocation, also demonstrates strong correlations. It is most strongly linked with overall OCB ( $r = 0.91$ ) and altruism ( $r = 0.86$ ), indicating that employees who perceive equitable rewards are more likely to engage in helping behaviors and broader organizational citizenship.

Interactional Justice, reflecting the fairness of interpersonal treatment, shows slightly lower but still substantial correlations compared to procedural and distributive justice. Its strongest relationships are with conscientiousness ( $r = 0.84$ ) and civic virtue ( $r = 0.84$ ), suggesting that respectful and transparent communication fosters responsible and participatory workplace behaviors.

The composite measure of Perceived Organizational Justice (POJ) demonstrates the highest correlations across all OCB dimensions, particularly with overall OCB ( $r = 0.97$ ). This underscores the cumulative impact of all justice dimensions on fostering citizenship behaviors. The data emphasizes that all dimensions of organizational justice significantly influence OCBs, with distributive and procedural justice showing slightly stronger effects. This result submits that organizations prioritizing fairness in outcomes, processes, and interpersonal interactions can enhance employees' discretionary efforts to benefit the organization.

The result of this study is similar with a study by Bahrami *et al.*, (2014) that revealed Positive correlation between organizational justice and OCB; Azizollah *et al* (2014) who revealed the positive the correlation between justice and organizational citizenship behavior and organizational identity among Nurses, and a study by Bala Subramanian (2022) who revealed the positive influence of distributive justice on organizational citizenship behaviors.

Table 11: The relationship between perceived organizational justice and organizational Citizenship Behavior

<b>Organizational Citizenship behavior dimensions</b>	Altruism	Consciousness	Civic Virtue	Sportsmanship	OCB
<b>Organizational justice dimensions</b>					
Procedural Justice	0.83***	0.892***	0.866***	0.753***	0.90***
Distributive Justice	0.86***	0.85***	0.81***	0.793***	0.91***
Interactional Justice	0.79***	0.84***	0.84***	0.74***	0.87***
<b>POJ</b>	0.95***	0.92***	0.87***	0.82***	0.97***

Own survey (2024)

#### **4.9. Factors affecting organizational Citizenship behaviors**

Multiple linear regression model was employed to identify the significant factors that affect organizational citizenship behavior by using the OLS estimators in STATA software version 14. For the parameter estimates to be efficient, assumptions of Classical Linear Regression (CLR) model should hold true. Therefore, the hypothesized explanatory variables were checked for existence of heteroscedasticity, multicollinearity and specification errors (omitted variable bias) problem.

Heteroscedasticity tests were performed using Breusch-Pagan test for heteroskedasticity and there was heteroskedasticity problem in dataset (Appendix Table 2). The null hypothesis that says constant variance across observation or no heteroscedasticity problem is rejected ( $p=0.0005$ ). Remedial measures mainly robust command was used to overcome the problem. Correspondingly, detection of specification error for omitted variables test result was done using Ramsey RESET test and the result showed that there were no omitted variables and specification error (Appendix Table 2).

It is impossible to separate the effect of each parameter estimate in the dependent variables in the case of multicollinearity. So multicollinearity is checked as the mean VIF among independent variables is 3.88 and each continuous independent variable has VIF of less than 10. This indicates absence of serious multicollinearity problems among regressed variables (Appendix Table 2).

Table 12: Factors affecting organizational citizenship behavior (OLS estimation)

<b>Organizational citizenship behavior</b>	<b>Coef.</b>	<b>Robust Std. Err.</b>	<b>T</b>	<b>P&gt;t</b>
Sex	0.1447576**	0.0683009	2.12	0.035
Marital status				
Divorced	0.3464919****	0.177034	1.96	0.052
Single	0.1918727*	0.1126614	1.70	0.090
Married	0.1831089*	0.1094823	1.67	0.096
Age group				
between 31 & 40	0.1104334	0.1091092	1.01	0.313
between 41 & 50	0.1391397	0.1043634	1.33	0.184
between 20 & 30	0.190323**	0.0964221	1.97	0.050
Educational				
Bachelor degree	0.0144643	0.0477486	0.30	0.762
Master's degree	0.0082012	0.0634981	0.13	0.897
Experience	0.0354027	0.046327	0.76	0.446
Interactional Justice	0.06197	0.0652735	0.95	0.344
Distributive Justice	0.4906708****	0.0572794	8.57	0.000
Procedural Justice	0.4801866****	0.0713446	6.73	0.000
_cons	-0.6581881****	0.1635907	-4.02	0.000

Number of observation	186
F (13, 172)	208.95
Prob >F	0.000
R squared	92.36
Root Mean Square	0.2889
Multicollinearity test	Mean VIF=3.88
Heteroscedasticity test, $Pr > \chi^2$	0.0005
Test for omitted variable bias, $Pr > F$	0.1208

Own survey (2024)

The model output (OLS estimation) revealed, among the hypothesized 8 variables, five were found to significantly affect the organizational citizenship behavior of employee of commercial bank. Of the hypothesized variables; sex, marital status, age group, distributive justice dimension and procedural justice dimensions influenced positively the organizational citizenship behavior as expected.

As depicted in Table 10, the F-value for the model from the analysis is 208.95. This implies the fitness of the model to explain the effect of the hypothesized variables is good and statistically significant at 1% probability level. Coefficient of multiple determinations (R<sup>2</sup>) was used to check goodness of fit for the regression model and shows that 92.3% of the variation in employee organizational citizenship behavior was explained by the hypothesized explanatory variables

The multiple linear regression model provides perceptions into the factors influencing organizational citizenship behavior (OCB). The results indicate that several variables significantly impact OCB. Sex is a significant factor, with males (coded as 1) showing a positive coefficient of 0.1447576. This suggests that, on average, males exhibit higher levels of OCB compared to females. This finding could be due to various factors, such as differences in social roles or expectations within the organization. Among marital status categories, being divorced shows a marginally significant positive effect ( $p = 0.052$ ), while being single and married are significant at a slightly higher p-value ( $p = 0.090$  and  $p = 0.096$ , respectively). These results suggest that marital status might influence OCB, possibly due to differences in personal stability or family responsibilities.

In terms of age groups, individuals between 20 and 30 years old exhibit a significant positive effect on OCB ( $p = 0.050$ ). This could indicate that younger employees are more inclined to engage in citizenship behaviors, possibly due to higher energy levels or a desire to establish themselves within the organization. Educational qualification does not appear to significantly impact OCB, as neither bachelor's nor master's degrees show significant effects. This suggests that the level of education may not be a critical factor in determining citizenship behaviors. Experience also does not have a significant impact on OCB, indicating that the length of time an employee has been with the organization may not directly influence their willingness to engage in citizenship behaviors.

Distributive justice and procedural justice are highly significant factors, with coefficients of 0.4906708 and 0.4801866, respectively. These findings highlight the importance of fairness in distribution and procedures within the organization in promoting OCB. Employees who perceive fairness in these aspects are more likely to exhibit citizenship behaviors. The findings of this study align with research conducted by Tesfaye et al. (2022) at Madda Walabu University, which demonstrated that distributive organizational justice significantly predicts organizational citizenship behavior (OCB) at a significance level of 0.048, which is below the threshold of 0.05. This result highlights a positive relationship between distributive justice and OCB.

On the hand, Tesfaye et al. (2022) reported no significant relationship between procedural justice and organizational citizenship behavior (OCB), with a significance value of 0.053, slightly exceeding the conventional threshold of 0.05. This result contrasts with other findings in the field. Similarly, a study conducted in Pakistan's health sector by Jamil et al. (2019) did not identify a significant association between procedural justice and OCB.

The model indicates that demographic factors such as sex and marital status, combined with perceptions of organizational fairness, significantly impact organizational citizenship behavior. These findings can assist organizations in developing strategies to create a more supportive and equitable workplace environment that promotes citizenship behaviors among employees. This conclusion is supported by a study conducted by Akinbode (2011), which found that age, gender, and experience were key factors influencing various aspects of OCB, including altruism, sportsmanship, conscientiousness, civic virtue, and courtesy, among academicians in private colleges.

## CHAPTER FIVE

### 5. SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1. Summary

This research investigates perceptions of organizational justice and citizenship behavior among employees of commercial banks in the Guraghe Zone. The study, conducted in 2024, focuses on procedural, distributive, and interactional justice, as well as various dimensions of organizational citizenship behavior (OCB). The sample consisted of 186 respondents, predominantly male (70.43%) and married (59.14%), with the majority aged between 20 and 30 years (75.81%) and holding a Bachelor's degree (61.29%). Most respondents were employed full-time (93.01%) and had 5-9 years of work experience (59.14%).

Employees generally have a positive perception of procedural justice (mean score: 4.025), particularly regarding the consistent application of job choices. However, there were some concerns about managers addressing staff issues before making decisions (mean score: 3.795). Perceptions of distributive justice were also positive, with high ratings for fairness in job schedules, salary, workload, job obligations, and overall rewards. The workload was considered most reasonable (mean score: 4.29). The average mean score for interactional justice was 3.83, indicating moderate agreement regarding the fairness and respectfulness of managerial interactions. Employees strongly agreed that management deals with them truthfully (mean score: 4.365). However, there's room for improvement in detailed communication regarding employment decisions (mean score: 3.354). Employees perceived procedural and distributive justice similarly, while interactional justice was perceived less positively.

Employees exhibited a moderate to high level of OCB, particularly in altruism and sportsmanship. Areas for improvement include proactive problem-solving and suggesting new ideas. There was no significant difference between perceptions of procedural and distributive justice. However, both procedural and distributive justices were perceived more positively than interpersonal justice.

## **5.2. Conclusions**

The study assessed procedural, distributive, and interactional justice. Procedural justice, which concerns the fairness of organizational processes, was generally viewed positively, though employees felt that managers could improve in addressing staff issues before making decisions. Distributive justice, regarding the fairness of outcomes such as salary and workload, also received positive ratings, suggesting satisfaction with reward allocation. Interactional justice, focusing on interpersonal interactions, scored the lowest, indicating potential issues in how employees perceive they are treated by management.

OCB was evaluated through altruism, conscientiousness, civic virtue, and sportsmanship. Altruism and conscientiousness were strong, with employees showing willingness to help colleagues and maintain diligence. Civic virtue showed moderate engagement in organizational activities, while sportsmanship was evident in maintaining positive attitudes. The findings suggest that while employees exhibit strong OCB, there is room to improve proactive problem-solving and engagement in organizational improvement efforts. The output of the study gives valuable information for banks in the Guraghe Zone to enhance employee morale and organizational performance through targeted improvements in justice perceptions and OCB.

This research overviews the multifaceted nature of organizational citizenship behavior (OCB), revealing that both demographic factors and perceptions of organizational fairness play crucial roles. Notably, sex and marital status emerge as significant demographic influences, with males and certain marital statuses exhibiting higher levels of OCB. Additionally, age, particularly among younger employees, shows a positive effect. The study underscores the importance of distributive and procedural justice in fostering OCB, aligning with some previous findings while contrasting with others. These insights can guide organizations in crafting policies that enhance fairness and supportiveness, thereby encouraging citizenship behaviors among employees. By understanding these factors, organizations can develop targeted strategies to create a more equitable and motivating work environment.

## **5.3. Recommendations**

Bases on the result of the study the following recommendations are forwarded:-

- **Enhance Organizational Fairness Policies**

Banks should focus on implementing policies that emphasize distributive and procedural justice to promote organizational citizenship behavior (OCB). By establishing transparent and equitable reward systems and ensuring fair decision-making processes, banks can enhance employees' perceptions of fairness, which in turn encourages voluntary actions that benefit the organization.

- **Adapt Strategies to Demographic Influences**

Understand how demographic factors like sex, marital status, and age influence Organizational Citizenship Behavior (OCB). For instance, younger employees and those with specific marital statuses tend to exhibit higher OCB levels. To effectively engage these groups, banks can implement tailored initiatives, such as mentorship programs or flexible work arrangements.

- **Showcase Ethical Leadership**

Managers should demonstrate Organizational Citizenship Behavior (OCB) through actions such as politeness, teamwork, and community involvement. By exhibiting fairness and supportive behaviors, leaders can inspire employees to emulate these practices, fostering a culture of citizenship throughout the organization.

- **Integrate OCB into Organizational Culture**

The recruitment process should evaluate candidates based on traits that align with OCB, and ongoing employee recognition programs should acknowledge and celebrate voluntary workplace contributions. By doing so, OCB becomes an integral component of the organization's identity.

- Banks should invest in training programs to improve managers' communication skills, particularly in providing detailed explanations for decisions affecting employees. This can address the lower scores in interactional justice and foster greater trust.
- Encourage employees to take initiative in solving problems by providing them with the necessary resources and support. Recognize and reward employees who demonstrate proactive problem-solving skills.
- Create channels for employees to freely share their ideas and suggestions for organizational improvement. Implement a system for evaluating and acting upon these suggestions.

- Conduct regular surveys to monitor employee perceptions of organizational justice and citizenship behavior. Use the findings to identify areas for improvement and track the effectiveness of interventions.



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**APPENDIX 1: QUESTIONNAIRE**

***WOLKITE UNIVERSITY  
COLLEGE OF BUSINESS AND ECONOMICS  
DEPARTMENT OF MANAGEMENT  
MBA PROGRAM***

My name is **Tariku Kibru**, an MBA student in Wolkite University, School of Postgraduate Studies, College of Business and Economics. Now I am doing a master’s thesis research entitled **“Effect of Perceived Organizational Justice on Employees Organizational Citizenship Behavior: The Case of Staffs of Commercial Banks in Guraghe Zone, Ethiopia”** for the partial fulfillment of the Master of Business Administration (MBA) degree in the Department of Management.

**General Directions!**

- You are not required to write your name.
- Please make “X” to answer the questions accompanied by various choices.
- Questions related to your opinion please write is shortly and precisely on the space provided.

**Questionnaire 1: Demographic Information**

1. **Gender:** What is your gender? 1. Male 2. Female
2. **Marital Status:**  
1. Single 2. Married 3. Divorced 4. Widowed
3. **Education Level:** What is your highest level of education?  
1. Diploma 2. Degree 3. Master
4. **Age:** How old are you? \_\_\_\_\_ years  
1. Under 20 2. 21-34 3. 45-54 4. 55 and above
5. **Job Title:** What is your current job title? \_\_\_\_\_  
1. Clerical level 2. Officer level Executive level 4. Others
6. **Years of Experience:** How many years of experience do you have in bank? \_\_\_\_\_ Years  
1. 0-4 years 2. 5-9 years 3. 10-19 years 4. 20-29 years 5. 30 years and above

**Questionnaire 2: Questions directly related to Organizational Justice dimensions**

For the following statements put “X” sign for your level of agreement based on the scales below.  
*Key for Scales: 1 = Strongly Disagree; 2 = Disagree, 3 = Neutral; 4 = Agree 5 = Strongly Agree*

<b>Organizational Justice dimensions</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>S/n</b>	<b>Procedural Justice</b>					
1	The manager makes job decisions in an unbiased manner					
2	My manager ensures that all staff issues are addressed before making job decisions					
3	My manager obtains accurate and thorough information before making job					

	decisions					
4	My manager clarifies decisions and offers further information when staff wants it.					
5	All job choices are consistently applied to all affected employees					
6	Employees can appeal job decisions made by their managers					
	<b>Distributive Justice</b>					
1	My job schedule is decent					
2	I believe that my salary is reasonable					
3	I consider my workload to be reasonable					
4	My job obligations seem fair to me					
5	Overall, the rewards I receive here are fairly reasonable					
	<b>Interactional Justice</b>					
1	Manager shows me warmth and consideration					
2	The management treats me with courtesy and respect					
3	The manager is attentive to my specific requirements					
4	The management deals with me truthfully					
5	The management shows concern for my rights as an employee					
6	The manager and I examine the implications of employment decisions					
7	The management provides enough justification for decisions made about my position					
8	The management provides explanations that are clear to me					
9	The management discusses any decisions made about my employment in great detail					

**Questionnaire 3: Questions directly related to Organizational Citizenship dimensions**

*Key for Scales: 1 = Strongly Disagree; 2 = Disagree, 3 = Neutral; 4 = Agree 5 = Strongly Agree*

<b>OCB Dimension</b>	<b>Description</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Altruism</b>	I often help my colleagues with their tasks without being asked.					
	I support my colleagues during difficult times.					
<b>Conscientiousn</b>	I willingly work extra hours to ensure tasks are completed.					

<b>ess</b>	I take initiative to solve problems without waiting for instructions.					
	I maintain good attendance and punctuality					
	I always follow organizational rules and policies					
	I take responsibility for my actions and their impact on the organization.					
<b>Civic Virtue</b>	I actively participate in team meetings and contribute to discussions.					
	I provide constructive feedback to improve processes and performance.					
	I suggest new ideas to improve organizational performance.					
	I cooperate with other departments to achieve organizational goals.					
<b>Sportsmanship</b>	I adapt quickly to changes in policies or procedures.					

## APPENDIX 2: REGERESSION RESULT

```

Linear regression                               Number of obs   =       186
                                                F(13, 172)     =       208.95
                                                Prob > F       =       0.0000
                                                R-squared      =       0.9236
                                                Root MSE      =       .28898
    
```

citizenship_mean	Robust		t	P> t	[95% Conf. Interval]	
	Coef.	Std. Err.				
genderidentity	.1447576	.0683009	2.12	0.035	.0099418	.2795735
Martialstatus						
divorced	.3464919	.177034	1.96	0.052	-.002947	.6959308
single	.1918727	.1126614	1.70	0.090	-.0305042	.4142497
married	.1831089	.1094823	1.67	0.096	-.0329931	.3992108
Agegroup						
betewen 31 & 40	.1104334	.1091092	1.01	0.313	-.104932	.3257989
betewen 41 & 50	.1391397	.1043634	1.33	0.184	-.0668582	.3451376
betewen 20 & 30	.190323	.0964221	1.97	0.050	4.96e-08	.380646
Educational						
Bachloerdegree	.0144643	.0477486	0.30	0.762	-.0797844	.108713
Masters degree	.0082012	.0634981	0.13	0.897	-.1171346	.133537
Expiriance						
IJ	.0354027	.046327	0.76	0.446	-.05604	.1268453
DJ	.06197	.0652735	0.95	0.344	-.0668701	.1908101
PJ	.4906708	.0572794	8.57	0.000	.3776097	.6037318
PJ	.4801866	.0713446	6.73	0.000	.339363	.6210103
_cons	-.6581881	.1635907	-4.02	0.000	-.9810919	-.3352843

### heteroscedasticity test

```
. estat hettest
```

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity

Ho: Constant variance

Variables: fitted values of citizenship\_mean

```
chi2(1)      =    12.22
```

```
Prob > chi2  =    0.0005
```

### Omitted variable bias/Specification test

Ramsey RESET test using powers of the fitted values of citizenship\_mean  
 Ho: model has no omitted variables  
 F(3, 169) = 1.97  
 Prob > F = 0.1208

## Multicollinearity test

. vif

Variable	VIF	1/VIF
genderiden~y	1.38	0.722658
Martialsta~s		
2	2.41	0.415018
3	10.12	0.098806
4	10.21	0.097972
Agegroup		
2	2.69	0.372221
3	1.61	0.619545
4	3.18	0.314442
Educational		
2	1.51	0.660376
3	1.63	0.615118
Expiriance		
IJ	5.70	0.175399
DJ	4.17	0.239607
PJ	4.68	0.213740
Mean VIF	3.88	