

ORGANIZATIONAL JUSTICE AS A PREDICTOR OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND EMPLOYEE ENGAGEMENT IN THE HEALTHCARE SECTOR: A CONCEPTUAL STUDY

G.Gayathri*, A.Savarimuthu

St. Joseph's Institute of Management, St. Joseph's College (Autonomous), Affiliated to Bharathidasan University, Tiruchirappalli, India

Correspondence: gay3research@gmail.com

ABSTRACT

The healthcare sector framework highlights the importance of organizational justice in shaping employee attitudes and behaviors within healthcare settings. It emphasizes that perceptions of fairness—encompassing distributive, procedural, and interactional justice—are crucial for fostering (OCB) and enhancing employee engagement, ultimately impacting the quality of patient care and organizational effectiveness. This research aims to examine the impact of organizational justice on organizational citizenship behavior (OCB) and employee engagement among healthcare professionals. The study emphasizes the critical role that perceptions of fairness play in enhancing employee morale and productivity within healthcare settings.

The study utilizes a comprehensive literature review to analyze existing theories and empirical findings related to organizational justice, OCB, and employee engagement. It synthesizes insights from various studies to develop a theoretical framework that illustrates the relationships between these constructs. Specifically, when healthcare employees feel that they are treated fairly with respect to resource distribution, decision-making processes, and interpersonal interactions, they are more likely to exhibit behaviors that support their organization and engage actively in their roles.

The research concludes that fostering a culture of organizational justice is essential for promoting OCB and enhancing employee engagement in healthcare environments. Its originality lies in its focus on the healthcare sector, providing a unique perspective on how justice perceptions can drive positive organizational outcomes. This study lays the groundwork for future empirical research to validate these proposed relationships in practical settings, especially within the healthcare sector, and the dedication and willingness of employees are vital for success.

KEYWORDS

Organizational Justice, Organizational Citizenship Behavior, Employee Engagement, Healthcare Sector, Fairness.

INTRODUCTION

In systems that are complex, specifically in professions that are basic necessities to society, the structure of an organization is sometimes deficient in consistency and transparency, which can result in perceived unfairness. Healthcare is a complex structure. It is challenging to address such complexities. Healthcare managers and professionals usually insist on

comprehending business and industry improvements in quality and effectiveness. The use of such methods enhances the level of healthcare, although this is not always demonstrated. Healthcare involves moral aspects that are difficult to categorize into business or technology categories. Therefore, healthcare facilities are advised to create cutting-edge management frameworks where organizational justice helps to define the essence and core principles of healthcare. In complex systems, especially in essential professions, an organization's structure may lack consistency and transparency. Khanam et al (2024) highlight the growing importance of responsible leadership in fostering a positive organizational environment in healthcare contexts. They stress the importance of strong leadership in improving employee happiness and loyalty, especially in demanding fields such as healthcare. Research has sought to investigate how organizational justice plays a key role in connecting responsible leadership with employees' intentions to leave the company. The research aims to fill this gap by exploring how perceptions of fairness can impact employees' choices to stay or depart from their organizations. Finally, this study helps us better grasp how leadership and employee behavior interact within healthcare management. Improving the understanding of dynamics [1].

Organizational justice is essentially associated with the psychosocial behaviors of employees in organizations. In addition, organization justice impacts employees' work performance and promotes positive attitudes among employees. Some theories have shown that organizational justice can influence employees' commitment at work as well as their commitment to the organization [2]. Employee engagement is the most fundamental and predominant factor for the growth of organizational revenue and advocates customer satisfaction with the company and the product [3]. Employee engagement is correlated with the characteristics of loyalty and commitment to the company, and volunteered passion involves contributing to the company and constructive behavior at work to obtain the organization's growth and success [[4]]. These engaged behaviors from employees and the willingness to work beyond actual performance for the organization's effectiveness are more in-demand necessities in existing competent and modern businesses. Organizational citizenship behavior is the specific mannerism that evolves from the effect of employee engagement, which improves an individual's commitment to work, to the recognition that individual engagement in organizational citizenship behavior can increase team-level work engagement. This employees' constructive work engagement with the organization is referred to with a term called "Organizational Commitment". Organizational commitment of employees and employees' organizational citizenship behavior characteristics increase the organization's growth and sustainability in the market [4].

Leaders in the healthcare industry should assess employee levels of organizational citizenship behavior, among other factors, to take appropriate measures against negative elements and promote constructive ones. They are able to increase productivity, loyalty to the organization, work satisfaction, and employee engagement as a result. This study will inform the engagement levels of employees, assisting them in forecasting their commitment to the organization, their satisfaction, their intention to leave, and their ability to develop their competencies. The current study will help organization managers take the right preventative steps by identifying components related to organizational justice. Additionally, it could offer guidance to scholars who wish to conduct more research on this subject.

The study's primary goals are as follows to:

- Explore the facets of organizational justice, citizenship behavior, and employee engagement
- Investigate the links among employee engagement, organizational citizenship behavior, and organizational justice
- Create a conceptual framework that employs organizational justice as a predictor of employee engagement and citizenship behavior

METHODS

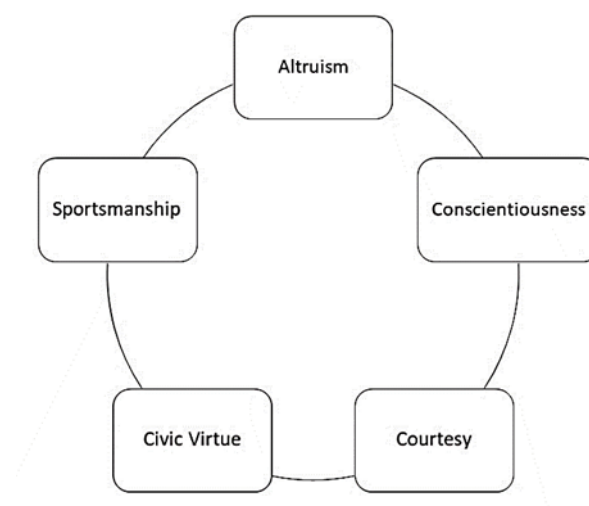
The study utilized secondary materials, including books, blogs on websites, white papers, expert interviews, and scientific journal articles. Terms such as organizational citizenship behavior, organizational justice, employee engagement, organizational effectiveness, and search engines were used to identify relevant literature. The material reviewed was used to help build the framework. The conceptual study on organizational justice in healthcare settings employed a narrative

review approach, synthesizing insights from various empirical studies and theoretical frameworks to explore the relationships between organizational justice, organizational citizenship behavior (OCB), and employee engagement. The review covered literature from the past two decades, focusing primarily on studies published between 2000 and 2023, to ensure a comprehensive understanding of contemporary issues and trends in the field. Key databases utilized included PubMed, Wiley Online Library, and ResearchGate, chosen for their extensive collections of peer-reviewed articles related to healthcare and organizational behavior. This selection was aimed at capturing a wide array of perspectives on how perceptions of fairness—distributive, procedural, and interactional—affect employee attitudes and behaviors in healthcare environments. The review highlighted significant findings that link organizational justice to improved employee morale, productivity, and ultimately, patient care quality, laying a solid foundation for future empirical research in this critical area.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR

In adopting the term organizational citizenship behavior, there is no defined statement for organizational citizenship behavior, but interpretations of organizational citizenship behavior strongly persist in terms of its central progress in terms of employees' citizenship behavior and voluntary commitment to the organization. Organizational citizenship behavior does not mean that employees engage in formal work in the organization. Several studies have shown that positive behavioral approaches such as organizational citizenship behavior have a considerable effect on an organization's effectiveness. More specifically, the present study Nienaber & Martins (2020) [5] shows that top MNC organizations are highly proficient and obtain positive attention from their customers through employees' organizational citizenship behavior. These obligating acts from individuals are not encountered from companies that force agreements or policies; rather, employees choose behavior from their own preferences to work in integrity and exceed support for organization effectiveness. Organizational citizenship behavior from employees is the main cause of job satisfaction and organizational justice. Organizational Justice is also an influencing factor for the representation of organizational citizenship behavior in employees [6]. Nienaber & Martins (2020) [5] interprets five critical aspects of organizational citizenship behaviors, such as altruism, courtesy, civic virtue, conscientiousness, and sportsmanship. Figure 1 represents the behavioral dimensions of organizational citizenship behavior.

FIGURE 1: DIMENSIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR



Altruism: Altruism is a feature of employees' concerns to support coworkers and provide necessary and supportive help in their work-related responsibilities and difficulties. In situations such as providing the required mental support to new colleagues due to their distressed workloads, they are encouraged to enhance their identity and exhibit a cooperative attitude in the team that nurtures team coordination [1].

Conscientiousness: Conscientious behavior is the act of employees disciplining themselves without the lead of authorities or rules and is conserved to maintain flexible engagement to compensate for the organization's necessities. With respect to this reason, they are willing to work for additional hours apart from their usual timings, and this considerate behavior is integrated with dedicated and determined support to the organization [1].

Courtesy: The term "courtesy" refers to the alertness and attentiveness of an individual to sustain their disciplined behavior and manifesting only professional decisions and interactions. Courteous related behaviors at work, including alerting others before commencing an activity, alerting others in organizations about risky behavior, and taking precautionary measures to mitigate the negative impacts of issues, are all examples of courtesy-based knowledge [2].

Civic Virtue: This virtue is responsible for considering the organization's policies and committing to the company's regulations and functionalities. Moreover, it concerns an organization's reputation, which is composed of sincerity and respect toward the organization. This virtue involves actions such as regular participation in organizational meetings and conferences, awareness of organizational changes and updates about organizational developments. Moreover, they possess interpersonal connections with their colleagues [1].

Sportsmanship: The act of sportsmanship is illustrated by employees who deal with unfavorable situations and decisions by organization employees, but they tend to avoid conflicts and, further, extract themselves from coworkers' annoyance from unpredicted embarrassment [2].

Organizational citizenship behavior (OCB) refers to voluntary employee actions that are not part of their formal job requirements but contribute positively to the organization's functioning. It encompasses various dimensions, including altruism, where employees assist colleagues; courtesy, which involves preventing work-related issues; sportsmanship, characterized by maintaining a positive attitude despite challenges; civic virtue, reflecting active participation in organizational governance; and conscientiousness, indicating a commitment to exceeding performance expectations. In the healthcare sector, OCB is particularly vital, as it enhances teamwork and improves patient care outcomes, fostering a collaborative environment essential for effective healthcare delivery. Overall, OCB is linked to increased organizational effectiveness and employee engagement, making it a critical area of focus for healthcare management [3].

A career in the healthcare industry necessitates close relationships and positive company with patients and necessitates taking part with several members of the medical staff as well as team coordination. In this way, the organizational citizenship behavior of health care professionals drives the workplace with a reliable environment, job fulfillment and highly productive well-being and perceives a benevolent connection with colleagues by increasing the practice of cooperatively sharing information and helping each other. Organizational citizenship behavior-dependent factors foster collaborative communication among managers, employees, and health professionals and enhance the positive operation of the industry [4]. Employees who do not exhibit organizational citizenship behavior, such as assisting, informing, accommodating, or appreciating the organization, engage in conflict, provide subpar services, and fail to share among team members. This could make healthcare workers less committed to the organization and make them less satisfied with their jobs. If employees are not engaged with organizational citizenship behavior, the existing theory [4] strongly interprets this behavior as leading to job engagement and commitment toward the organization, resulting in a high degree of job termination in the organization.

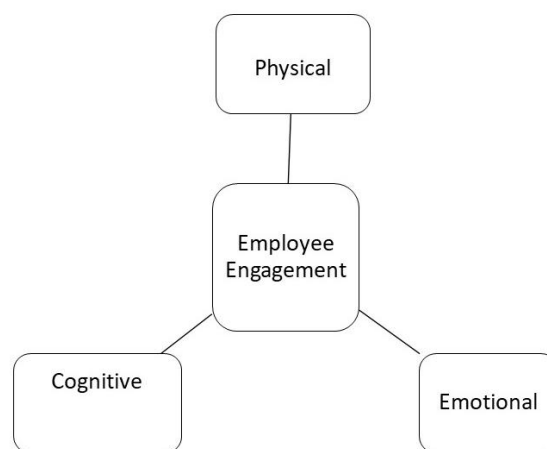
EMPLOYEE ENGAGEMENT

The prevailing study by Nienaber & Martins (2020) [5] has mentioned employee engagement as an "employee's volunteered interest and loyalty in providing a dedicational work performance to organization by means of physically, cognitively and emotionally at the work". Accordingly, an organization's exclusiveness in terms of job reliance, leadership patterns, structure and innovation in the job are the keys to accommodating employees' devotional willingness at work. Three additional psychology-related conditions were created as a result: (1) meaningfulness, which means recognition in the job role, autonomy at work and thought-provoking work design; (2) safety, which is an aspect of social structure that promotes employee trust; and (3) availability, which is the perception of ease of access either physically or psychologically

and ensures the availability of resources. Employees' engagement in an optimistic commitment to the organization is assured by employees' favorable effects on the organization's provisions.

Employee engagement refers to the emotional commitment and active involvement of employees in their work and organization. It encompasses the enthusiasm and dedication that employees exhibit toward their roles, which significantly influences their performance and overall job satisfaction. High levels of employee engagement are associated with increased productivity, lower turnover intentions, and enhanced organizational citizenship behaviors. The study emphasized that fostering a supportive work environment characterized by organizational justice can further enhance employee engagement, leading to positive outcomes for both employees and the organization. Ultimately, engaged employees are more likely to contribute positively to their workplace, improving overall organizational effectiveness [6]. The prior study Nienaber & Martins [5] has noted the dimensions of employee engagement (EE) and listed three main factors perceived as having a major role in employee engagement, namely, physical, cognitive, and emotional factors. Figure 2 represents the dimensions of employee engagement.

FIGURE 2: EMPLOYEE ENGAGEMENT DIMENSIONS



Physical Engagement: This can be explained as the link between increased feelings of confidence and the ability to expend both mental and physical energy at work. When completing their jobs, people exert a certain amount of physical and mental effort. Research has provided examples of employees who, at the time, had a high degree of personal commitment and characterized their job as "floating around."

Cognitive Engagement: To be engaged at the cognitive level, employees must be conscious of the aims and objectives of their employer as well as the level of performance necessary to contribute most effectively to them. Research has also focused on the importance that people place on their job, with the hypothesis that greater knowledge fosters better creativity and confident judgment.

Emotional Engagement: Employees' emotional connections with their enterprises set the stage for their emotional participation. A firm must determine how to make individuals sense of belonging at work to build good relationships. This will motivate them to support the company's vision and core values. Positive interpersonal interactions, teamwork, and the culture of an organization are a few examples of strategies cited as enhancing people's feelings of security and dependability.

Employee engagement is interpreted as a state or condition in which employees are acquired to expose their enthusiasm, passion, energy and dedication at work in addition to employees' reliable commitment to the organization [7]. Other theories recognize employee engagement as an individual choice or preference in illuminating the loyalty and dedication associated with the elements of the job role, organization, managers, and coworkers. As indicated in the existing study by Schieman et al. (2020) [8] has stated that employee engagement is caused by reflections of favored

feelings about the company and predictions of adapting to nature in inconveniences; individuals in EE have proceeded to reform the consequences of solving them rather than withdrawing them. Employees' involvement, commitment, and work performance are closely related to the success of an organization's objectives. To drive employee engagement in organizations, organizations' adoption to provide their best efforts is essential to enhance the efficient operation of the business. Necessary actions can be promoted to offer a healthy psychological climate, decent conditions, the resources needed to do the job, and organizational support. Employee engagement is linked with employees' personal involvement and job fulfillment and employees' positive views of the organization and work. Employees will work better when they recognize positive and safe working places, such as being addressed with respect, having opportunities to advance their careers, earning enough compensation and acknowledgment for excellent work, and engaging in optimistic leadership practices. In health care organizations, every leader's ultimate goal is to be concerned with healthcare professionals and their improvements in caring for patients. Like employees in other industries, health workers also have similar rights to deserve a secured workplace and positive physical and mental support at work. A hospital can potentially have a hazardous work environment, similar to any other place of employment. Research from the Harvard School of Public Health revealed a significant correlation between employee safety and engagement [9]. The standard of patient care and safety can significantly improve when healthcare personnel are highly engaged. However, a significant shift is required for it to occur. Proceeding to the impartment of equal attention in emphasizing the health and safety of patients, concentrating on the wellbeing of healthcare employees is also a dynamic factor in acquiring employee engagement in the health care sector.

ORGANIZATIONAL JUSTICE

Several health care institutions are currently facing difficulty in retaining their employees and upholding organizational justice among healthcare workers. Organizational Justice has been regarded as a predictor of employees' behaviors at any workplace. Employees' loyalty and commitment to the organization can be influenced by the organization's contribution to organizational justice. Organizational justice is the belief that is perceived from the organization's attention to the business and employees. It is correlated with fairness conduct with employees by organizations [10].

In a literature review, Alheety [11] has emphasized the importance of organizational justice as a predictor of both organizational citizenship behavior (OCB) and employee engagement. The research aims to analyze how organizational justice dimensions (distributive, procedural, and interactional justice) influence employee behaviors in organizations. The process includes a thorough examination of the literature to combine current research and frameworks concerning organizational justice and its consequences. The results suggest that OCB and employee engagement are strongly impacted by perceptions of fairness, implying that employees who believe that they are being treated fairly are more inclined to exceed expectations in their work. Nevertheless, the study highlights a lack of empirical research focused on these connections in various organizational environments, particularly in non-Western regions. This highlights the importance of additional research on how different cultural environments can impact perspectives on fairness and resulting actions by employees.

Rahman and Karim's research investigated the significant impact of organizational justice on organizational citizenship behavior (OCB) by considering work engagement as a mediating factor in their literature review [12]. The main goals of the study involve examining the effects of the distributive, procedural, and interactional dimensions of organizational justice on work engagement and OCB. The process includes a quantitative method that uses surveys to gather information from employees in different industries, which is then examined with statistical techniques to discover connections between the factors. The results show a strong link between views on fairness at work and both work commitment and OCB, implying that employees are more inclined to contribute positively to their organization when they believe that they are being treated fairly. However, the study highlights a deficiency in the current literature regarding the intermediary function of job engagement in this association, specifically in varied organizational environments. This emphasizes the importance of conducting additional empirical research to investigate these dynamics and confirm the suggested connections in various sectors and cultural environments.

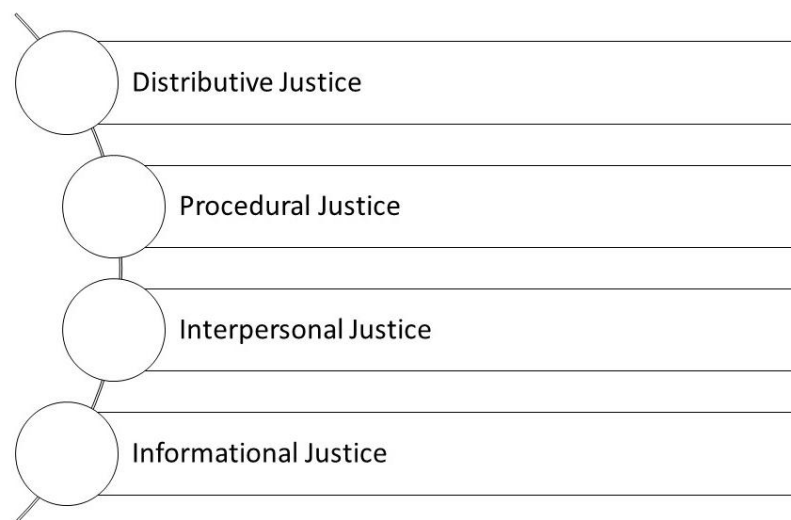
In general, people having organizational justice will react to unjust circumstances and proceed with their actions with justice to solve these circumstances. The four aspects of organizational justice are procedural, interpersonal, distributive, and informational. The following is a short affirmation of interpersonal and informational justice.

Earlier theories have not focused on informational and interpersonal perceptions of organizational justice but have been conversed with interactional justice [13]. Notably, former researchers have integrated informational and interpersonal justice into the dimensions of organizational justice. Later, contemporary researchers included informational and interpersonal justice in the dimensions of organizational justice [14]. Organizational justice is the organization's ability to promote individuals' justice and equity among all employees. At the core, it is influenced by the involvement of wise decisions in company regulations and the ability to conduct fairness while treating employees. Distributive, interactional, procedural and informational justice covered the dimensions of organizational justice. Figure 3 represents the dimensions of organizational justice.

Organizational justice encompasses three main aspects. Distributive justice refers to the perceived fairness of the outcomes received by employees, such as pay, promotions, and benefits, in relation to their contributions and inputs. The procedural justice aspect focuses on the fairness of the processes and procedures used to make decisions. It emphasizes consistency, transparency, and impartiality in how decisions are made. Interactional justice involves the quality of the interpersonal treatment that employees receive during decision-making processes. It highlights the importance of respect, dignity, and effective communication in interactions between management and employees [15].

Together, these dimensions influence employee attitudes and behaviors within organizations.

FIGURE 3. ASPECTS OF ORGANIZATIONAL JUSTICE



Distributive Justice: Distributive Justice is sentenced by individuals' inclination from organization outcomes such as pay, rewards, benefits, promotions, position allocations, and job estimations, which are established with fairness and equity [16]. Individuals' judgments of having received a sufficient number of worthwhile and equitable results are the components of distributive justice. Distributive justice refers to an organization's apparent justness in allocating resources [17]. Distributive justice has been identified on the basis of equity; justness to employees is conducted on the basis of individuals' efforts and accomplishments at work, but it is not linked on an equal basis, i.e., similar considerations to all workers, who fail to consider their determinations in work. Other methods of distributive justice exist in Rawls' theory of justice, and the concepts of utilitarianism, egalitarianism, and libertarianism are the most notable ideas among other perceptions. The philosophy of being utilitarian facilitates rightful actions tending to promote happiness to the individual [18]. The egalitarianism principle focuses on treating people equally and ensuring their accessibility to the required resources and opportunities with an uphold of equality. The principle of liberalism reflects the virtue of regulating freedom to an individual [19]. Similarly, the view of distributive justice depends on individual decisions that lead to acts of equality, equity, freedom, and judiciousness among employees.

Procedural Justice: Procedural justice conducted by Koodamara has referred to employees' perceptions of the ability of organizational procedures to achieve organizational outcomes [20]. These processes are the evaluation factors for operating distributive justice and validate that the outcomes are fair and consistent. In most cases, procedural justice corresponds to a decision-making process that is utilized by individuals and is more directly tied to the individual's evaluation or the structural aspects of an organization. Individuals become less loyal to the organization, are less satisfied with the products and services it provides and are more likely to leave if the decision-making process is not open and transparent. When individuals who hold the same position are offered different compensation and salaries, individuals inside organizations may perceive a lack of distributive justice, which may lead to a decline in both their performance and their satisfaction with their jobs.

Interpersonal Justice: Interpersonal justice is the perception of employees related to behavioral outcomes [21]. This concept stems from the fact that it incorporates emotions into the dynamics of interaction, which is interpersonal justice and is a crucial sign of social interaction, which occurs between employees and managers. Since interpersonal justice is social in essence and personally connected, it is the central predictor of positively exchanged behaviors among employees. Interpersonal justice refers to organizations' attentive awareness of employees' emotions and personalities. This is also relevant to how coworkers and supervisors treat each other as well as how managers treat members of their teams. Setting up rules of conduct is essential to ensure that employees are handled with utmost respect and that the firm is recognized as a just and secure workplace.

Informational Justice: Informational justice is displayed from the organization's ability to provide reliable and viable information to employees. In further collectivism-based Eastern countries theories, interactional justice contributed significantly more to employees than did other aspects of Organizational Justice. The shared information proposed by higher officials is related to mindfulness and is approachable with respect to employee concerns. Informational justice examines whether a procedure or rationale is accurately conveyed when providing information and may thus have a significant influence on how decisions are made and, moreover, build trust and enhance reliable connections with subordinates. Emphasizing messages on the basis of speed, precision, and sincerity are also important factors in ensuring informational justice. Informational justice determines the satisfactory and reachable provision of information from an organization to employees [22].

CONCEPTUAL FRAMEWORK

The preceding study conducted by Kheiri et al. [23], a conceptual framework for understanding organizational justice has predicted that organizational citizenship behavior (OCB) and employee engagement in the healthcare sector is built on three primary dimensions: distributive justice, procedural justice, and interactional justice. Distributive justice pertains to the perceived fairness of outcomes, such as pay and promotions, ensuring that employees feel adequately rewarded for their contributions. Procedural justice focuses on the fairness of the processes through which decisions are made, emphasizing consistency, transparency, and ethicality in decision-making. Interactional justice involves the quality of interpersonal treatment employees receive from management, highlighting respect, dignity, and effective communication. Together, these dimensions create an environment where employees who perceive fairness are more likely to engage positively with their organization, exhibit higher levels of OCB, and demonstrate greater employee engagement, ultimately enhancing overall organizational effectiveness in the healthcare sector.

Organizational justice, a predictor of organizational citizenship behavior

The conventional research conducted by Alheety [11] have found a positive relationship between individuals' perceptions of organizational justice and organizational citizenship behavior, and several studies have shown that organizational justice significantly affects employees' organizational citizenship behavior. It has also been theoretically proven in theories such as social change theory, fairness theory, and equity theory. It also observed that employees are more likely to voluntarily engage in organizational citizenship behavior when they feel they are being treated fairly by their colleagues and leaders within the organization. Employee job satisfaction and determined support to the organization are characterized by the willingness to perform for added services. Therefore, they are more likely to support and help

their coworkers in the growth of the organization; simultaneously, individuals' organizational citizenship behavior can effectively affect team performance. Studies have shown that the development of organizational citizenship behavior among employees is driven by the execution of the organizational justice of the organization.

However, with an individual's subjective perception of unjust treatment, they may decide to counteract the unfair by limiting the input. They do not frequently choose inputs that are directly related to work productivity because doing so may reduce their future compensation. A previous study by Alheety [11] has revealed that, with the exception of procedural justice, other dimensions of organizational justice impact organizational citizenship behavior among nurses. In contrast, Jameel has revealed that three other components of organizational justice undertaken in the workplace effectively acquired organizational citizenship behaviors among Iranian nurses [24]. In accordance with the findings of healthcare organizations in Pakistan, practices of organizational justice in organizations strongly impact organizational citizenship behaviors among nurses. Another study conducted by [25] Chegini has reported that several health care institutions perceived the effect of organizational justice on employees' organizational citizenship behavior.

Organizational justice, a predictor of employee engagement

Several researchers reported that distributive, procedural Justice had a favorable association with EE. A prevailing study Mengstie [21] has revealed that distributive justice and procedural justice strongly impact turnover intentions among workers in the health care industry. Many healthcare professionals leave the organization because of the organization's lack of organizational justice among employees. Another study by Lambert et al. (2020) [16] has assessed employee engagement in relation to organizational justice and revealed that organizational justice had a positive effect on employee engagement. Moreover, the results of the analyzed studies revealed that organizations resulted in high productivity and a high rate of customer satisfaction from the implementation of proper organizational justice practices. Further theories have shown that organizational justice is a provoking action to conceive of employee engagement among employees and ensure that organizational objectives are accomplished effectively through employees' high-quality performance and engagement with customers. As mentioned in the existing study O'Connor & Crowley-Henry (2019) [26], conducted in countries such as India, Pakistan, and Egypt have reported similar findings on the positive relationship between organizational justice and employee engagement. Moreover, the findings of the study revealed strong associations among distributive justice, work engagement and organizational involvement. The prevailing studies by Chegini [25] have examined the association between nurses' organizational commitment and their effectiveness in terms of work performance, including job satisfaction, and the analysis revealed a positive impact on nurses' organization commitment in the case of job-satisfied nurses. Interpersonal justice is positively related to employees' organizational commitment, yet the study indicated that organizational justice and organizational commitment are not connected directly; however, the study revealed that job satisfaction plays a mediating role in the positive correlation between organizational justice and employee engagement. Furthermore, among the aspects of organizational justice, procedural justice has a major impact on the job satisfaction of employees. Moreover, perceptions of fairness and reliable organizational regulations improve the range of job satisfaction among nurses. Distributive justice is positively correlated with both the work engagement and organizational citizenship behavior of employees in health care sectors. In another study on the subject, organizational justice was demonstrated to have a favorable relationship with employee engagement. Therefore, organizational justice improves nurses' self-efficacy and increases the probability of positive effects on nurses' job satisfaction; moreover, organizational justice processes can influence employee engagement among nurses. Similarly, it stated that organizational justice has a positive connection with the engagement of employees in her research on the healthcare industry.

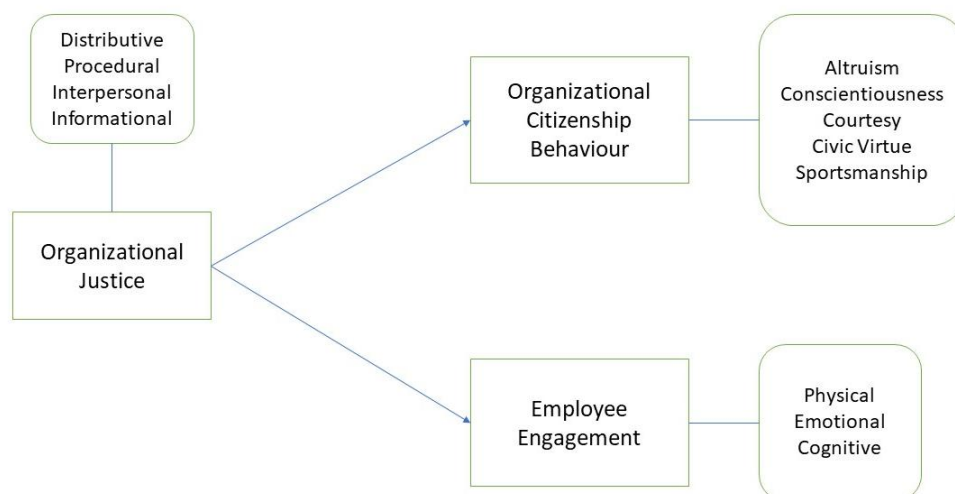
Employees are more inclined to be willing to engage in the job that they do for an organization if they believe that the processes that are used to assess performance are fair. This means that employees believe that the ways in which decisions are made within an organization appear to be in alignment with the procedures followed by the organization. When employees are said to have experienced interactional justice, they perceive that the way in which their superiors and coworkers engage with them is fair and just. Individuals are more likely to want to follow the directions of a supervisor who treats you with the required respect and dignity, and individuals are also more inclined to work collectively with

their colleagues to achieve the goals of the organization, thereby becoming increasingly involved in the work that they are assigned to when they have coworkers and supervisors who treat you with such dignity and respect.

Organizational citizenship behavior and employee engagement

A prevailing study Uddin et al. (2019) [27] has revealed that organizational citizenship behavior plays a significant role in individual work performance and team performance. Both organizational citizenship behavior and employee engagement are likely to indicate similar aspects of volunteer behavior. Several studies have considered organizational citizenship behavior as a part of employee engagement, where organizational citizenship behavior, specified as service-role volunteer behavior, and employee engagement are considered combined roles of service-role and in-role volunteer behavior. The findings revealed higher levels of organizational citizenship behavior participation among employees at travel companies. Several studies have shown that organizational citizenship behavior is a predictor that influences employee engagement and team performance in organizations. The preceding study Grego Planer (2019) [28] have shown that organizational commitment influences organizational citizenship behavior, suggesting that organizations should develop organizational justice actions for employee commitment to enhance organizational citizenship behavior among employees. Furthermore, the study also confirmed that employee engagement can be influenced by organizational commitment; ultimately, employees' OCB increases among employees. Hence, individual employee engagement impacts team performance through volunteer cooperative behavior toward the team. A previous study Shen et al. (2023) [29] has assessed the organizational citizenship behavior of nurses in terms of associations among work engagement, interpersonal engagement, and benevolence in leadership. The findings revealed that a benevolent leadership style among head nurses affects work and team engagement. The study suggested that head nurses improve benevolent leadership quality to enhance organizational citizenship behavior among nurses. Another study reported that emotional assistance from head nurses assessed nurses through work engagement. In addition, the findings point to the existence of a positive and substantial association between engagement in one's job and helping with behavioral changes among nurses. The results of these studies show that a considerable positive connection between organizational citizenship behavior and employee engagement enhances organizational effectiveness.

FIGURE 4. CONCEPTUAL FRAMEWORK [23]



The conceptual framework presented in this study (Figure 4) demonstrates that aspects of organizational justice, which include distributive, informational, procedural, and interpersonal justice, act as predictors of the intellectual and social affective dimensions of employee engagement, as well as the altruism, civic virtue, courtesy, sportsmanship, and conscientiousness dimensions of organizational citizenship behavior. According to previous findings, the function of organizational justice as a predictor variable leads to improvements in organizational effectiveness, productivity, work satisfaction, and long-term commitment on the part of employees.

RESEARCH GAP

The research gap identified in Alheety (2020) [11] highlights the need for further exploration into the specific dimensions of organizational justice and their distinct impacts on organizational citizenship behavior. Additionally, comprehensive studies examining how contextual factors influence these relationships, particularly in diverse organizational settings, are lacking. The research gap identified in Ali (2021) [19] highlights the need for further investigation into the specific factors influencing knowledge sharing among undergraduate students, particularly in diverse educational contexts. Additionally, comprehensive studies examining the interplay between personal, social, and institutional factors that affect students' willingness to share knowledge are lacking.

The research gap identified by Chegini 2019 [25] emphasizes the need for further exploration of the interplay between organizational commitment, job satisfaction, organizational justice, and self-efficacy, specifically among nurses in diverse healthcare settings. Additionally, studies examining how these factors influence each other over time and their combined effects on nursing performance and retention highlights the need for further exploration of the mediating role of organizational justice in the relationship between responsible leadership and employee turnover intention, specifically within the healthcare sector. Additionally, studies examining how different dimensions of organizational justice may impact this relationship across various healthcare settings are lacking.

The research gap Lambert [16] highlights the need for further investigation into the specific effects of distributive and procedural justice on job satisfaction and organizational commitment among correctional staff across different correctional environments. Additionally, studies examining how these forms of organizational justice interact with other variables, such as work-related stress and staff turnover intentions, are lacking. The research gap Rahman [12] emphasizes the need for further investigation into the specific mechanisms through which organizational citizenship behavior (OCB) contributes to company growth and development. Additionally, studies examining the contextual factors that may influence the relationship between OCB and organizational outcomes across different industries are lacking.

DISCUSSION

The research and review on organizational justice as a predictor of organizational citizenship behavior and employee engagement in the health sector emphasizes the critical role that perceptions of fairness play in influencing employee behavior and engagement levels. Organisational justice refers to perceived fairness in workplace processes, interactions, and outcomes. It is categorized into three dimensions: distributive justice and procedural justice. Interactional justice. Research indicates that higher levels of perceived organizational justice correlate positively with employee engagement. Engaged employees are more likely to exhibit OCB, which includes going beyond their formal job roles to contribute positively to the organization. This relationship is particularly significant in healthcare settings where employee morale directly impacts patient care quality [30].

OCB is essential in health care, as it encompasses voluntary behaviors that enhance organizational effectiveness. Employees who perceive high organizational justice are more inclined to engage in OCBs, such as helping colleagues, being involved in extrarole activities, and advocating for the organization. This behavior not only improves team dynamics but also fosters a supportive work environment, which is crucial for managing the high-stress conditions often found in healthcare. Transparent communication ensures that employees are informed that the decision-making process can enhance their perception of procedural justice. Recognition programs that acknowledge employees' contributions can improve feelings of distributive justice. Equipping leaders with skills to foster inclusive environments can enhance interactional justice [31].

Despite the positive correlations, challenges remain. Higher turnover rates in healthcare, exacerbated by burnout and stress, can undermine efforts to cultivate engagement and OCB. Organizations must address systematic issues such as workload management and provide adequate support systems to retain engaged employees. This discussion underscores

the necessity for healthcare leaders to recognize the intricate link between justice perceptions, employee engagement, and organizational citizenship behaviors to drive performance and improve patient outcomes effectively [32].

PRACTICAL IMPLICATIONS

The practical implications of organizational justice as an indicator of organizational citizenship behavior and employee engagement in the healthcare sector emphasize various consequences for healthcare organizations. By highlighting the significance of perceived organizational justice, healthcare leaders can cultivate a fairer and more transparent workplace, which is essential for increasing employee trust and morale. Adopting equitable policies and practices can enhance organizational citizenship behavior, prompting employees to exceed their job expectations, which in turn enhances patient care and overall organizational performance. Moreover, fostering a culture of equity can increase employee involvement, resulting in reduced turnover rates and increased job satisfaction for healthcare workers. Emphasizing organizational justice not only aids employees but also enhances patient outcomes and improves overall effectiveness within the healthcare industry.

Furthermore, focusing on the aspects of organizational justice, distributive, procedural, and interactional can assist healthcare leaders in customizing their approaches to address the unique needs of their staff, leading to a more dedicated and driven team.

CONCLUSION

This study emphasizes the critical role that perceptions of organizational justice play in influencing employee behavior and engagement in healthcare settings. Research highlights that when healthcare professionals perceive fairness in organizational processes, such as resource distribution and interpersonal treatment, they are more likely to exhibit positive behaviors, including organizational citizenship behavior (OCB) and higher levels of engagement. This relationship underscores the importance of implementing policies that foster a fair work environment to increase employee satisfaction and commitment. The study calls for healthcare organizations to prioritize organizational justice in their human resource management strategies, as doing so can lead to improved employee morale, reduced turnover intentions, and ultimately better patient care outcomes. The originality of this research lies in its focus on the unique dynamics within the healthcare sector, providing valuable insights for both academic and practical applications in enhancing organizational effectiveness.

References

1. N. R. Romaiha, F. S. F. Maulud, W. Ismail, A. Jahya, N. Fahana, and A. Harun, "The determinants of organizational citizenship behaviour (OCB)," *International Journal of Academic Research in Business and Social Sciences*, vol. 9, no. 8, pp. 124-133, 2019, doi: DOI:10.6007/IJARBS/v9-i8/6222.
2. H. Margahana, "The role of organizational citizenship behavior (OCB) towards growth and development of the company," *International Journal of Economics, Business and Accounting Research (IJEBAR)*, vol. 4, no. 02, 2020, doi: 10.29040/ijebar.v8i3.14203.
3. Z. Khanam, Z. Khan, M. Arwab, and A. Khan, "Assessing the mediating role of organizational justice between the responsible leadership and employee turnover intention in health-care sector," *Leadership in Health Services*, 2024, doi: DOI: 10.1108/LHS-06-2023-0046.
4. R. Samantara and M. N. Changaranchola, "Relationship Between Psychological Well-Being At Work And Organizational Citizenship Behavior: Empirical Evidence From Indian Healthcare Sector," *Journal of Positive School Psychology*, vol. 6, no. 10, pp. 3978-3986, 2022, doi: <https://doi.org/10.3390/ijerph17238856>.
5. H. Nienaber and N. Martins, "Exploratory study: Determine which dimensions enhance the levels of employee engagement to improve organisational effectiveness," *The TQM Journal*, vol. 32, no. 3, pp. 475-495, 2020, doi: DOI:10.1108/TQM-05-2019-0151.

6. M. N. Changaranchola and R. Samantara, "Organizational justice and organizational citizenship behavior: exploring the mediating role of psychological well-being at work," *Rajagiri Management Journal*, no. ahead-of-print, 2024.
7. S. Riyanto, E. Endri, and N. Herlisha, "Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement," *Problems and Perspectives in Management*, vol. 19, no. 3, p. 162, 2021, doi: DOI:10.21511/ppm.19(3).2021.14.
8. Schiemann Hermawan, H. Thamrin, and P. Susilo, "Organizational citizenship behavior and performance: the role of employee engagement," *The Journal of Asian Finance, Economics and Business*, vol. 7, no. 12, pp. 1089-1097, 2020.
9. R. K. Dong and X. Li, "Psychological safety and psychosocial safety climate in workplace: A bibliometric analysis and systematic review towards a research agenda," *Journal of Safety Harvard Research*, vol. 91, pp. 1-19, 2024.
10. S. Hadi, H. K. Tjahjono, and M. Palupi, "Study of organizational justice in smes and positive consequences: Systematic review," *International Journal of Advanced Science and Technology*, vol. 29, no. 03, pp. 4717-4730, 2020, doi: <https://doi.org/10.1080/01900692.2017.1388819>.
11. A. S. Alheety, "Organizational justice as a predictor of organizational citizenship behaviour," *International Business Education Journal*, vol. 13, 2020.
12. M. H. A. Rahman and D. N. Karim, "Organizational justice and organizational citizenship behavior: the mediating role of work engagement," *Heliyon*, vol. 8, no. 5, 2022.
13. M. Mach, A. C. M. Abrantes, and J. R. Alvarado, "The role of perceived human resource management practices in organizational citizenship behaviors: evidence from the healthcare sector," *Employee Relations: The International Journal*, 2024.
14. F. Rizvi, "Some thoughts on contemporary theories of social justice," in *Action research in practice*: Routledge, 2002, pp. 47-56.
15. T. Hoang, J. Suh, and M. Sabharwal, "Beyond a numbers game? Impact of diversity and inclusion on the perception of organizational justice," *Public Administration Review*, vol. 82, no. 3, pp. 537-555, 2022.
16. E. G. Lambert, L. D. Keena, M. Leone, D. May, and S. H. Haynes, "The effects of distributive and procedural justice on job satisfaction and organizational commitment of correctional staff," *The Social Science Journal*, vol. 57, no. 4, pp. 405-416, 2020.
17. W. J. Ali, "Factors Affecting on Knowledge Sharing Among Undergraduate Students," *Cihan University-Erbil Journal of Humanities and Social Sciences*, vol. 5, no. 1, pp. 75-81, 2021.
18. M. Y. Said and Y. Nurhayati, "A review on Rawls Theory of Justice," *International Journal of Law, Environment, and Natural Resources*, vol. 1, no. 1, pp. 29-36, 2021, doi: DOI: <https://doi.org/10.51749/injurlens.v1i1.7>.
19. E. J. Edor, "John Rawls's Concept of Justice as Fairness," *PINISI Discretion Review*, vol. 4, no. 1, pp. 179-190, 2020, doi: <https://doi.org/10.26858/pdr.v4i1.16387>.
20. N. K. Koodamara, M. U. Rao, S. Prabhu, S. F. Noronha, and R. Rao, "Role of procedural justice and organizational trust on organizational citizenship behavior among IT employees," *International Journal of Advanced Science and Technology*, vol. 28, no. 20, pp. 218-230, 2019, doi: <https://doi.org/10.1016/j.heliyon.2022.e09450>.
21. M. M. Mengstie, "Perceived organizational justice and turnover intention among hospital healthcare workers," *BMC psychology*, vol. 8, pp. 1-11, 2020, doi: <https://doi.org/10.1186/s40359-020-0387-8>.
22. J. Saragih, I. Pratama, J. Wardati, E. F. Silalahi, and A. Tarigan, "Can organizational justice dimensions mediate between leader mindfulness and leader-member exchange quality: an empirical study in Indonesia pharmaceutical firms," *Systematic Reviews in Pharmacy*, vol. 11, no. 2, pp. 545-554, 2020, doi: DOI: 10.5530/srp.2020.2.82.
23. H. M. Kheiri A, Ismail M, Mahmoud H, "The Impact of Charismatic Leadership on Work Engagement in Hotels: The Mediating Role of Ethical Climate.," *Journal of the Faculty of Tourism and Hotels*, vol. 8, pp. 62-83, 10/13 2024, doi: <https://doi.org/10.1177/1094428112470007>.
24. A. S. Jameel, S. S. Hamdi, M. Abdul-Karem, and A. R. Ahmad, "Organizational justice and job satisfaction among nurses," *UKH Journal of Social Sciences*, vol. 4, no. 2, pp. 61-69, 2020, doi: <https://doi.org/10.18502/npt.v6i2.913>.

25. Z. Chegini, A. Janati, M. Asghari-Jafarabadi, and O. Khosravizadeh, "Organizational commitment, job satisfaction, organizational justice and self-efficacy among nurses," *Nursing Practice Today*, vol. 6, no. 2, pp. 86-93, 2019, doi: <https://doi.org/10.18502/npt.v6i2.913>.
26. E. P. O'Connor and M. Crowley-Henry, "Exploring the relationship between exclusive talent management, perceived organizational justice and employee engagement: Bridging the literature," *Journal of Business Ethics*, vol. 156, pp. 903-917, 2019, doi: <https://doi.org/10.1007/s10551-017-3543-1>.
27. M. A. Uddin, M. Mahmood, and L. Fan, "Why individual employee engagement matters for team performance? Mediating effects of employee commitment and organizational citizenship behaviour," *Team Performance Management: An International Journal*, vol. 25, no. 1/2, pp. 47-68, 2019, doi: DOI:10.1108/TPM-12-2017-0078.
28. D. Grego-Planer, "The relationship between organizational commitment and organizational citizenship behaviors in the public and private sectors," *Sustainability*, vol. 11, no. 22, p. 6395, 2019, doi: DOI:10.3390/su11226395.
29. X. Shen *et al.*, "The associations between benevolent leadership, affective commitment, work engagement and helping behavior of nurses: a cross-sectional study," *BMC nursing*, vol. 22, no. 1, p. 407, 2023, doi: [/doi.org/10.1186/s12912-023-01581-6](https://doi.org/10.1186/s12912-023-01581-6).
30. L. Meria, S. Hidayat, N. D. Santiago, S. Saukani, and S. H. Khotimah, "Blending work values, engagement, and satisfaction to drive ocb in technopreneurial startups," *Aptisi Transactions on Technopreneurship (ATT)*, vol. 6, no. 3, pp. 324– 338-324– 338, 2024.
31. K. N. Rao, J. Marigowda, and D. Venugopal, "Workplace spirituality and organisational citizenship behaviour: an impact study," *International Journal of Work Organisation and Emotion*, vol. 15, no. 1, pp. 44-60, 2024.
32. I. Nasim, S. M. Cheema, S. Imtiaz, and K. Naeem, "The role of green human resource management practices towards the health sector: with mediating role of organisational citizenship behaviour towards environment and psychological green climate," *International Journal of Management Practice*, vol. 17, no. 2, pp. 170-199, 2024.