

## Descriptive analysis of research (2014-2023) about the relationship between perceived organisational justice and organisational citizenship behaviour in the public institutions of Türkiye

### Türkiye'deki kamu kurumlarında algılanan örgütsel adalet ile örgütsel vatandaşlık davranışı arasındaki ilişkiyi inceleyen araştırmaların (2014-2023) betimsel analizi

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#### Abstract

This study analysed articles examining the connection between perceived organisational justice (OJ) and organisational citizenship behaviour (OCB) in the public institutions of Türkiye. Firstly, the notions of OJ, OCB and their sub-dimensions were explained. Then, empirical research conducted in Turkish public institutions on these subjects was selected within the framework of the determined criteria and analysed using the descriptive analysis technique. Subsequently, the findings from the selected articles were discussed. This study revealed positive and significant relationships among perceived OJ and OCB in the public institutions of Türkiye. On the relationship between OJ and OCB, interactional justice, one of the sub-dimensions of OJ, has been identified as having a stronger correlation with OCB than other OJ sub-dimensions. On connection among OJ and OCB, it's been detected that communication satisfaction, job satisfaction collectivism, organisational identity, organisational culture, and psychological capital variables had intermediary roles. It's been detected that OJ has a mediating role among OCB and locus of control, ethical leadership, and whistleblowing. Between the demographic characteristics examined for the correlation among OJ and OCB, it's been discovered that the significant distribution by gender was more evident than other demographic characteristics.

**Keywords:** Organisational Justice, Organizational Citizenship Behaviour, Public Institutions, Türkiye

**Jel Codes:** D63, D73, H83

#### Öz

Bu çalışmada Türkiye'nin kamu kurumlarında algılanmakta olan örgütsel adalet (ÖA) ile örgütsel vatandaşlık davranışı (ÖVD) arasındaki bağlantıyı inceleyen araştırmalar analiz edilmiştir. Önce ÖA, ÖVD konuları ve alt bileşenleri açıklanmıştır. Sonra konuyla ilgili Türkiye'nin kamu kurumlarında yapılan görgül araştırmalar, belirlenen kriterler çerçevesinde seçilmiş ve Betimsel Analiz tekniğiyle incelenmiştir. Müteakiben seçilen araştırmalardan elde edilen bulgular tartışılmıştır. Bu çalışma kapsamında; Türkiye'nin kamu kurumlarında algılanan ÖA ile ÖVD arasında anlamlı ve pozitif yönlü bağlantılar olduğu tespit edilmiştir. ÖA ve ÖVD arasında bulunan bağlantıda, ÖA'nın alt boyutlarından biri olan etkileşimsel adaletin, oransal olarak diğer ÖA alt boyutlarına göre ÖVD ile daha kuvvetli ilişki içinde olduğu bulunmuştur. ÖA ile ÖVD arasındaki ilişkide, iletişim memnuniyeti, iş tatmini, kolektivizm, örgütsel kimlik, örgüt kültürü ve psikolojik sermaye değişkenlerinin aracılık rolünün olduğu görülmüştür. ÖVD ile kontrol odağı, etik liderlik ve bilgi uçurma kavramları arasında; ÖA'nın aracılık rolü olduğu ortaya çıkarılmıştır. ÖA ve ÖVD arasında bulunan korelasyon bağlantısına yönelik olarak incelenen demografik özelliklerden, cinsiyete göre olan dağılımın diğer değişkenlere göre daha belirgin olduğu tespit edilmiştir.

**Anahtar Kelimeler:** Örgütsel Adalet, Örgütsel Vatandaşlık Davranışı, Kamu Kurumları, Türkiye

**JEL Kodları:** D63, D73, H83

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## Introduction

Today, labour is the most valuable factor among the production factors in working life. One of the most prominent expectations of the hard-working members of an organisation is to ensure justice in the workplace. However, productivity can be achieved from human resources in a working environment where justice is assured. Failure to ensure justice in the workplace can lead to decreased labour productivity due to employees developing negative attitudes.

Technological changes in working life have made competition between organisations even more difficult. Rapidly increasing digitalisation has also affected public institutions. One of the significant changes experienced in this period is that almost all organisations' activities can be monitored electronically. This effect has made working life more transparent in a way.

Another thing that employees of an organisation must have for organisational success is that employees engage in activities outside of the official employment contract. And volunteer for the organisation in this regard. Behaviours such as working outside official working hours without any expectations, helping to recruit newcomers, and participating in voluntary joint activities can be called OCB. OCB can increase organisational effectiveness without the influence of managers (Somech & Oplatka, 2015: 1).

In general, public institutions provide goods and services to meet the needs of society. And many of them are non-profit organisations. In this study, articles examining the connection between perceived OJ and OCB in the public institutions of Türkiye between 2014 and 2023 were analysed using the descriptive analysis technique. A sufficient number of articles in the literature analyse the connection between OJ and OCB. When the articles examine the perception of employees in the public institutions of Türkiye on the subjects and evaluate them together, the central question of this article is whether they have common aspects.

This article emphasises the importance of the connection between OJ and OCB in Turkish public working life and its various dimensions. In this way, it is anticipated that this study will be helpful in terms of shedding light on the decisions to be taken by managers in various public working environments. In addition, it is evaluated that this study can contribute to potential authors who will research the subject in the future.

## Literature review

### Organisational justice

There has been interest in the concept of justice throughout the history of civilisation. Over time, it has been in an affluent development process from past to present. Lately, the social perspective in literature and working life has also been researched from the perspective of management science. OJ is the fundamental principles, beliefs and values on which an organisation (as a human system) stands. It is applied to organisational stakeholders without negative or positive discrimination (Bayar, 2022: 129).

Generally, it can be said that OJ is the protection of workers' (subordinates) rights by managers (superiors) in the working environment. It is the situation of managers in an organisation being fair or acting reasonably. It is a kind of formation that affects the working attitudes of subordinates towards the distribution of privileges, labour, salaries, rewards, etc., together with deciding the quality of social coercion (Çetinkaya & Çimenci, 2014: 242). There are four dimensions of OJ: distributive, communication, interactional and procedural (which are shown below in Figure 1):

- Distributive justice (DJ) is the perception of workers about how resources and rewards are being distributed in an organisation. It focuses on the allocation of penalties and prizes in an organisation.
- Procedural justice (PJ) is the perception of processes which are used in the decision-making process. PJ is perceived as the justice of techniques used in allocating resources. It's related to justice in making decisions.
- Interactional justice (IJ) occurs during the mutual interactivity within the organisation. Suppose colleagues pay attention to treatments and explanations made by them (Meydan & Basım, 2015: 102). Thus, how you say is more important than what you say.
- Communication Justice (CJ) focuses on the adequate and satisfactory informational activity of managers regarding the execution of processes in the workplace and the sharing of organisational resources (Cansoy & Polatcan, 2018: 168).



**Figure 1:** Dimensions of Organisational Justice

Source: (Griffin & Moorhead, 2015: 393; Navarro-Abal et al., 2018: 3)

CJ is justice perceived by employees about the information used to make decisions. If employees believe that managers make decisions with complete and accurate information and that information is evaluated correctly, the employees will participate in the decisions made. Even if they don't completely agree, they don't accept the existence of the CJ. However, if employees realise that decisions are based on incomplete and inaccurate information or believe that some information has been disregarded, they may deny the presence of CJ. The use of authority by managers within the organisation and the political behaviours shown are considerable in the perception of CJ. Managers control the flow of information within the organisation as a political method (Griffin & Moorhead, 2015: 394).

**Organisational citizenship behaviour**

American scientist Organ (1988, 1990) brought OCB to the forefront of the literature and explained its dimensions for the first time. He says OCB goes beyond its official duty and supports the organisation. These individual behaviours are displayed voluntarily, not clearly or directly recognised in the organisation's official reward/punishment system. These behaviours collectively strengthen the functional effectiveness of the organisation (Somech & Oplatka, 2015:2).

The concept of OCB is not mandatory or explicitly or implicitly recognised in the organisation's reward/punishment system. Such positive individual behaviours that increase the organisation's functionality are a series of particular behaviours that support each other to contribute to organisational development. At the same time, OCB has a prominent role in the effectiveness of an organisation (Griffin & Moorhead, 2015; 80). Within the historical process, various changes have occurred in the components of the OCB concept. Finally, recently, Podsakoff, MacKenzie, Paine & Bachrach (2000) defined dimensions that have been accepted in the literature. A historical summary of the OCB literature is presented in Table 1.

Organ (1990), who classified OCB dimensions, is among the frequently cited studies. According to this classification, OCB has five dimensions: Courtesy, Altruism (helping behaviour), Superior Task Consciousness, Civic Virtue and Sportsmanship (Lin, 2010: 358).

Courtesy is trying to prevent any problem and applying substantial preventions to decrease any possible adverse effects for the organisation in the future. Employees who work closely should display behaviours such as warning, consulting and reminding. It is responsible behaviour of employees towards their colleagues who are affected by their work and decisions. Members of the organisation are being warned before any problem or issue arises (Podsakoff et al., 2000: 518).

Superior Task Consciousness is voluntarily participating in work and showing apparent effort beyond official duty. Employees' ability to question their behaviour and find the best behavioural model is an internal power that ignites efforts. It is employees' self-sacrificing behaviour towards activities that may benefit the company. While doing this, the employee does not expect any benefit. For example, in cases where transportation opportunities are very limited or in difficult weather conditions, it is the situation of employees arriving at work on time (Yücel & Demirel, 2012: 25).

**Table 1:** Historical Development of Organizational Citizenship Behaviour

Author(s)	Opinions
Organ (1988-1990)	<ul style="list-style-type: none"> <li>- Altruism (Thinking of colleagues)</li> <li>- Courtesy-based notification</li> <li>- Support and keep peace</li> <li>- Volunteerism and sportsmanship</li> <li>- Consciousness of future vision</li> <li>- Supporting the organisation's development</li> </ul>
Graham (1991)	<ul style="list-style-type: none"> <li>- Organisational loyalty</li> <li>- Organisational obedience</li> </ul>
George & Brief (1992)	<ul style="list-style-type: none"> <li>- Helping colleagues</li> <li>- Assisting other employees and working together</li> <li>- Spreading of goodwill</li> <li>- Make recommendations</li> <li>- Protecting the organisation</li> <li>- Personal development</li> </ul>
Moorman & Blakely (1995)	<ul style="list-style-type: none"> <li>- Increase in loyalty</li> <li>- Hard-working of staff</li> <li>- Personal initiative</li> </ul>
Podsakoff et al. (2000)	<ul style="list-style-type: none"> <li>- Behaviour to help</li> <li>- Volunteerism and sportsmanship</li> <li>- Organisational loyalty</li> <li>- Organisational acceptance</li> <li>- Personal Initiative</li> <li>- To support the organisation's development</li> <li>- Personal development</li> </ul>

Source: (Dağlı, 2016:47)

Civic virtue is participating in an organisation's actions to support the company's functions. For example, employees participate in in-service training programs, follow professional publications and scientific developments, adopt new methods and techniques, prioritise personal and professional development, exchange information with colleagues, etc. Likewise, behaviours such as volunteering to participate in organisation management, observing opportunities and threats in the organisation environment, and prioritising company interests are included in this scope (Özer & Can, 2009: 5).

Altruism is the behaviour of workers in an organisation who voluntarily help other employees to increase their performance and effectiveness. These are voluntary behaviours aimed at helping others with work or problems related to the company. For example, it is the behaviour of workers in an organisation to help employees who are busy or have issues with their work. Moreover, to assist people who have newly joined the organisation. Shortly, these are on a volunteer basis, aiming at helping colleagues with work-related matters (Çetinkaya, 2014: 245).

Sportsmanship is the behaviour that focuses on what is right rather than what is wrong within the organisation. These are the behaviours of an employee who does not exaggerate problems that occur. It contributes to the solution with their positive attitudes. And see the positive aspects of their work situation rather than the negative aspects. Also, avoid using negative expressions. It is tolerating inevitable discomfort and difficulties that work causes – maintaining a positive attitude when things

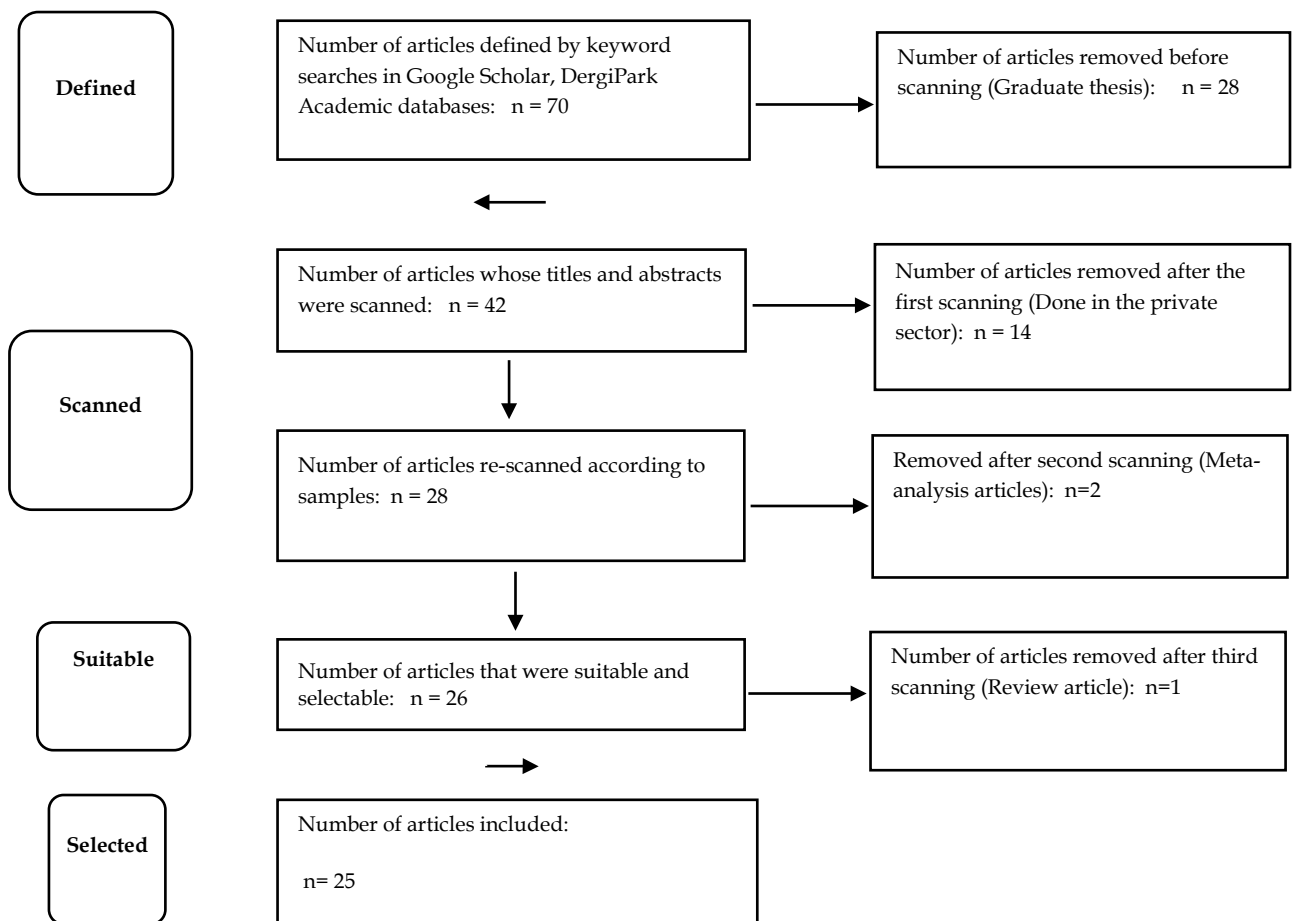
go wrong. I will not get angry when other employees do not think the same way. Behaviours that respect the opinions of others can be given as additional examples (Yücel & Demirel, 2012: 26).

## Methodology

In this study, research examining the connection between perceived OJ and OCB between 2014-2023 in the public institutions of Türkiye is analysed using the descriptive analysis technique. The subjects were searched in DergiPark and Google Scholar between 01 October 2024 and 31 October 2024. Searches were conducted using the OJ and OCB indexes. These searches were repeated at different times once in ten days. The criteria of research found as a result of the literature review included in this study are;

- 1) Examining the statistical relationship between OJ and OCB,
- 2) Being empirical,
- 3) Has been carried out in the public institutions,
- 4) Has been conducted between 2014-2024.

Postgraduate theses, research conducted in the private sector, reviews and Meta-Analysis studies are not included. As a result of this process, 25 research articles were selected that met the criteria. Flow Diagram of Article Selection According to PRISMA (2020) Guidelines, the flow diagram is shown in Figure 2.



**Figure 2:** Flow Diagram of Article Selection According to PRISMA (2020) Guidelines

Source: (Page et al., 2021:6)

## Findings

Authors, years, locations, types and quantities of participants, and research subject information selected within this study's scope are presented in Table 2 below.

**Table 2:** Information about Researches Conducted on the Relationship between OJ & OCB in the Turkish Public Sector

	Author(s) & Years	Location of Researches	Participant Type & Quantity (N)	Subject of Researches
1	Ayhan & Gürbüz, 2014	Public institutions in İstanbul & Ankara	White collar staff, n= 229	Analysing the perceived intermediary role of OJ between the relationship organisational policy and OCB.
2	Çağlayan, 2014	A public college in İzmir	Teaching staff, n= 154	Detecting connection between OJ & OCB, examining them according to demographic variables.
3	Yardan et al., 2014	A public hospital in Türkiye	Healthcare staff, n= 162	Investigating the relationship between OJ and OCB.
4	Yıldız, 2014	Public hospitals in Kars	Nurses, n= 147	Analysing the perceived intermediary role of job satisfaction between the relationship OJ and OCB.
5	Bedük & Ertürk, 2015	Konya Police Department	Police officers, n= 548	Analysing the relationship between power distance, OJ and OCB variables.
6	Buluç, 2015	Ankara Gazi University	Academic Staff, n= 295	Identifying the connection between OJ perception and OCB.
7	Demir, 2015	A developmental seminar in Türkiye	Teachers, n= 169	Determining the intermediary role of organisational identity in the effect of OJ & organisational support on OCB.
8	Deniz & Demirci, 2015	Two tax offices in Malatya	Employees, n= 114	Detecting the connection between OJ perception and OCB.
9	Meydan & Basım, 2015	Various ministries in Ankara	Managers, n= 232	Addressing the effects of OJ, focus of control and organisational commitment perceptions on OCB.
10	Alkış & Kılınç, 2016	Public schools in Malatya	Teachers, n= 400	Analysing the effect of OJ on OCB & cynicism and examining distribution according to demographic variables.
11	Demirkıran et al., 2016	A public hospital in Türkiye	Healthcare staff, n= 151	Testing the connection between OJ and OCB.
12	Karadal & Erdem, 2016	Konya Selçuk University	Academic Staff, n= 107	Examining relationships among OJ, organisational trust & OCB and their distribution according to demographic variables.
13	Bostan & Kılıç, 2017	Public hospitals in Trabzon & Gümüşhane	Healthcare staff, n= 346	Investigating the effect of OJ on OCB.
14	Büyükyılmaz & Ay, 2017	Two different public hospitals in Sivas	Healthcare staff, n= 327	Determining the intermediary role of OJ and OCB.
15	Okan et al., 2017	Public hospitals in Trabzon & Gümüşhane	Healthcare staff, n= 249	Determining the intermediary role of psychological capital among procedural justice (OJ) and altruism (OCB).
16	Yüksel, 2017	Samsun İlkadım Municipality	Employees, n= 103	Testing the effect of OJ on OCB and distribution according to demographic characteristics.
17	Erer & İraz, 2018	Konya Beyhekim Public Hospital	Nurses, n= 199	Identifying the connection between perception of OJ & OCB and distribution according to demographic characteristics.
18	Samancı & Basım, 2018	Universities in Türkiye	Academic Staff, n= 611	Determining the intermediary role of psychological capital among OJ and OCB.
19	Alanoğlu & Demirtaş, 2019	High Schools in Mersin	Teachers, n= 357	Investigating the effect of OJ on OCB.
20	Küçüksüleymanoğlu & Güneş, 2020	Various Schools in Pendik / İstanbul	Teachers, n= 721	Testing the effect of OJ on OCB.
21	Korkmaz et al., 2020	Health institutions in Balıkesir	Healthcare staff, n= 208	Determining the intermediary role of the organisational culture among OJ and OCB.
22	Köksal & Yeşiltaş, 2021	Osmaniye Korkut Ata University	University personnel, n= 300	Addressing effects of interactional justice and communication satisfaction on OCB.
23	Karadirek & Genç, 2022	4 Different State University in East Black Sea Region	Administrative personel, n= 414	Determining the intermediary role of individualistic & collectivist culture among OJ and job satisfaction, organisational commitment, organisational performance & OCB.
24	Kelekçioğlu & Ay, 2022	Sivas Cumhuriyet University Hospital	Healthcare staff, n= 439	Analysing the connection between perception of OJ, OCB & tendency to disclosure and distribution according to demographic characteristics.
25	Çetin, 2023	Service Sector in Türkiye	White collar staff, n= 448	Determining the intermediary role of OJ in the effect of perception OCB on whistleblowing.

According to Table 2, the total number of participants in 25 studies included in this study was 7430 people (N = 7430). Likert-type questionnaires were used in all articles that were reached. An analysis of relevant questionnaires was conducted using the SPSS program (different versions according to the

years). Factor analysis was used in these articles. The distribution of analysed studies by geographical regions, years, and professions of the sample is shown in Table 3 below:

**Table 3:** Distribution of Analysed Articles

Feature of researches	Options	Frequency (N)	Percentage (%)
Distribution according to geographical regions	Marmara	2	8.0
	Aegean	1	4.0
	Mediterranean	2	8.0
	Central Anatolia	7	28.0
	Black Sea	4	16.0
	Eastern Anatolia	3	12.0
	Region not specified	5	20.0
	Both Central Anatolia and Marmara	1	4.0
<b>Total</b>	<b>25</b>	<b>100</b>	
Distribution according to years	2014	4	16.0
	2015	5	20.0
	2016	3	12.0
	2017	4	16.0
	2018	2	8.0
	2019	1	4.0
	2020	2	8.0
	2021	1	4.0
	2022	2	8.0
	2023	1	4.0
<b>Total</b>	<b>25</b>	<b>100</b>	
Distribution according to professions	Healthcare staff	2228	30.0
	University personnel	1881	25.3
	Teachers	1647	22.2
	Managers	909	12.2
	Police officers	548	7.4
	Tax office personnel	114	1.5
	Municipal Employees	103	1.4
<b>Total</b>	<b>7430</b>	<b>100</b>	

According to Table 3, in the distribution of the analysed studies according to geographical regions, most of them were carried out in the Central Anatolia Region (28%). The second most populous province and capital of the Republic of Türkiye, Ankara, is in the Central Anatolia Region. Employment of more personnel in the capital, especially in the ministries and the centres of public institutions and organisations, is effective in this statistical distribution. According to the distribution of years, researches were conducted in 2015 mostly (20%). In the distribution according to professions in the research samples, the majority are healthcare workers (30%). It can be evaluated that those who carry out this research prefer healthcare sector employees, especially in hospitals, considering their relatively more significant numbers and the fact that they work together. A similar situation can be regarded as for university staff (25.3%) and school teachers (22.2%).

Independent, intermediary and dependent variable configuration of selected articles examined in this study is given in Table 4 below:

**Table 4:** Configuration of Dependent, Intermediary and Independent Variables among OJ & OCB Relations in the Turkish Public Sector

No	Author(s) & Years	Independent Variable	Intermediary Variable (moderator)	Dependent Variable
1	Ayhan & Gürbüz, 2014	Organizational Policy	OJ	OCB
2	Çağlayan, 2014	OJ	-	OCB
3	Yardan et al., 2014	OJ	-	OCB
4	Yıldız, 2014	OJ	Job Satisfaction	OCB
5	Bedük & Ertürk, 2015	Power Distance; OJ	-	OCB
6	Buluç, 2015	OJ	-	OCB
7	Demir, 2015	OJ; Organisational Support	Organisational Identity	OCB
8	Deniz & Demirci, 2015	OJ	-	OCB
9	Meydan & Basım, 2015	Locus of Control	OJ; Organizational Commitment	OCB
10	Alkış & Kılınc, 2016	OJ	-	OCB; Cynicism
11	Demirkıran et al., 2016	OJ	-	OCB
12	Karadal & Erdem, 2016	OJ; OCB; Organizational Trust	-	Demographic Variables
13	Bostan & Kılıç, 2017	OJ	-	OCB
14	Büyükyılmaz & Ay, 2017	Ethical Leadership	OJ	OCB
15	Okan et al., 2017	Procedural justice (OJ)	Psychological Capital	Altruism (OCB)
16	Yüksel, 2017	OJ	-	OCB
17	Erer & İraz, 2018	OJ	-	OCB; Demographic Variables
18	Samancı & Basım, 2018	OJ	Psychological Capital	OCB
19	Alanoğlu & Demirtaş, 2019	OJ	-	OCB
20	Küçükşüleymanoğlu & Güneş, 2020	OJ	-	OCB
21	Korkmaz et al., 2020	OJ	Organisational Culture	OCB
22	Köksal & Yeşiltaş, 2021	Interactional justice (OJ)	Communication satisfaction	OCB
23	Karadirek & Genç, 2022	OJ	Individualistic Culture; Collectivist Culture	Job Satisfaction; OCB; Organisational Commitment; Organisational Performance
24	Kelekçiöğlü & Ay, 2022	OJ	Tendency to Disclosure	OCB
25	Çetin, 2023	OCB	OJ	Whistleblowing

According to Table 4.; variables of organisational commitment, job satisfaction, psychological capital, organisational policy, power distance, organisational support, organisational identity, locus of control, cynicism, organisational trust, ethical leadership, organisational culture, communication satisfaction, individualistic culture, collectivist culture, organisational performance, tendency to disclosure, whistleblowing and demographic variables were analysed together with the variables OJ and OCB. The word cloud of used variables is in Figure 3 below:





**Figure 3:** The Word Cloud of Used Variables Obtained from Examined Articles

The findings of the selected articles are shown in Table 5 below:

**Table 5:** The Findings of Selected Articles

No	Author(s) & Years	Findings of Selected Articles
1	Ayhan & Gürbüz, 2014	There is a significant connection between interactional justice (IJ) and OCB.
2	Çağlayan, 2014	A significant and positive connection has been found among OJ and OCB. IJ affects all OCB sub-dimensions more strongly.
3	Yardan et al., 2014	Perception of OJ has a positive effect on OCB.
4	Yıldız, 2014	Job satisfaction has a full intermediary role in the connection between OJ & OCB. And IJ has the most potent effect on OCB.
5	Bedük & Ertürk, 2015	A positive relationship has been determined between OJ perception and OCB. The OJ variable explains 22% of the change in OCB, and the IJ subdimension contributes most to this explanation.
6	Buluç, 2015	A positive and significant connection between OJ & OCB and participants' perception of IJ was highest compared to others.
7	Demir, 2015	Organisational identity has a full intermediary role among OJ and OCB.
8	Deniz & Demirci, 2015	There's a significant connection between OJ and OCB.
9	Meydan & Basım, 2015	There's a middle-level significant connection between OJ & OCB. And OJ has an intermediary role between the locus of control & OCB. Organisational commitment has an intermediary role between OJ & OCB.
10	Alkış & Kılınç, 2016	A mutually positive and significant connection has been found between OJ and OCB. Variables OJ and OCB are significantly distributed according to gender.
11	Demirkıran et al., 2016	A positive and significant connection has been found between OJ and OCB. IJ & procedural justice have been determined to be more effective on OCB. OJ variable explains 22,7% of the change in OCB.
12	Karadal & Erdem, 2016	A positive connection has been found between the perception of OJ & OCB, and there's a significant distribution of OJ according to gender and age.
13	Büyükyılmaz & Ay, 2017	A positive and significant connection has been found between OJ & OCB, and OJ has an intermediary role between ethical leadership & OCB.
14	Okan et al., 2017	Psychological capital intermediates procedural justice (OJ) and altruism (OCB).
15	Yüksel, 2017	A significant connection has been found between OJ and OCB. Moreover, IJ has been determined to be more effective on OCB.
16	Bostan & Kılıç, 2017	A positive and significant connection between the perception of OJ & OCB and procedural justice has a more substantial effect than others.
17	Erer & İraz, 2018	A positive connection has been determined between the perception of OJ and OCB. OJ and OCB are significantly distributed according to demographic variables.
18	Samancı & Basım, 2018	It has been determined that OJ partially affects OCB. And psychological capital has a partial intermediary role between OJ & OCB. Participants' perception of IJ is highest compared to others.
19	Alanoğlu & Demirtaş, 2019	A middle-level, significant and positive relationship has been found between OJ and OCB. OJ variable explains 18% of the change in OCB.
20	Küçüksüleymanoğlu & Güneş, 2020	A mutually positive and significant connection has been found between OJ and OCB.
21	Korkmaz et al., 2020	A positive and significant connection between the perception of OJ & OCB and organisational culture has an intermediary role between OJ & OCB.
22	Köksal & Yeşiltaş, 2021	It has been identified that IJ affects communication satisfaction and OCB. Communication satisfaction has an intermediary role between IJ & OCB.
23	Karadirek & Genç, 2022	Positive and significant connections have been detected between the perception of OJ, OCB and collectivist culture. It has been found that collectivist culture has an intermediary role between OJ & OCB.
24	Kelekçioğlu & Ay, 2022	Positive and significant connections have been found between the perception of OJ, OCB and the tendency to disclosure. Demographic characteristics are significantly distributed according to all three variables.
25	Çetin, 2023	OJ and OCB have a positive effect on whistleblowing. OJ has an intermediary role between OCB & whistleblowing.

## Conclusion and discussion

Some research shows a significant and positive relationship between OJ and OCB in the literature. In this study, it has also been observed that there is a substantial and positive connection between OJ and OCB as perceived by employees in the public institutions of Türkiye. OJ at the combined or sub-dimensions (factors) positively affects OCB (Güçel, 2013; 178). Employees' tendency to exhibit OCB increases when they believe in the existence of OJ (İplik, 2015; 96). Thus, in the institutions where OJ is perceived, stakeholders may increase the OCB exhibited. If public administrators enable fair workplace conditions within their institutions, it can be said that subordinates may show higher levels of OCB. In parallel with this result of the study, various types of research have conducted on the

subject in the public institutions of different countries have found similar conclusions (Bahrami, 2014; 838; Shahzad et al., 2014;910; Dedy et al., 2015; 652; Olowudunoye & Adetula, 2015; 5; Ali N., 2016; 7; Selamat et al., 2017; 389; Bhat & Dar, 2017; 28; Majeed et al., 2018; 883; Musringudin et al., 2017; 155; Zayed et al., 2022; 139).

It has been determined that regarding the connection between OJ and OCB, interactional justice (IJ) is proportionally more significantly related to OCB than other sub-dimensions of OJ. Some researchers have pointed out that the effect of IJ on OCB is more substantial. State public sector managers' interaction with their employees as reasonably as possible can positively affect the OCB level of subordinates because there is a sufficient level of legal regulation regarding the work carried out in many sectors of public working life. In other words, almost all distributions were made according to legal restrictions. Therefore, the interaction between managers and employees (IJ) in the public sector may be the prominent sub-dimension of OJ. In parallel with the above result, different authors in various public institutions in other countries have found similar conclusions (Heydari & Gholtash, 2014; 156; Awang & Ahmad, 2015; 677; Ghazi & Jalali, 2016; 56; Ali et al., 2017; 134; Khalifa & Awad, 2018; 34).

It has been found that job satisfaction has an intermediary role between OJ and OCB. As mentioned above, legal legislation regulates employees' rights in public working life. In this sense, fair accrual of individual rights is the responsibility of public administrators. When F. Herzberg's "Dual Factor Theory of Motivation" is remembered, failure to accrue the personal rights of public employees on time, sufficiently and fairly may likely lead to job dissatisfaction. If public administrators prefer to accrue the individual rights of the personnel in a timely, adequate and fair manner, it is evaluated that this may prevent job dissatisfaction. Preventing job dissatisfaction can increase job satisfaction. The result of job satisfaction can improve both the perception of the working environment as fair and the level of OCB shown. Musringudin et al. have concluded that job satisfaction played an intermediary role between OJ and OCB (Musringudin et al., 2017; 164).

It has been defined that collectivist culture has an intermediary role between OJ and OCB. Collectivism is dominant in Turkish culture (Hofstede, 1980; 52). In this context, the dynamics of a collectivist organisational culture can increase employee productivity (Karadirek & Genç, 2022; 226). Similarly, a study conducted in Pakistan by Shahzad et al. concluded that collectivism has a mediating role in the relationship between OJ and OCB. When the collectivist atmosphere in an organisation is high, the connection between OJ and OCB may be more substantial. In the cultural context, this shows how collectivism is significant in guiding the relevance of OJ's connection with OCB (Shahzad et al., 2014; 910).

It has been found that OJ and OCB variables were significantly distributed according to some demographic characteristics. It has been observed that significant distribution, especially according to gender, is more evident than other characteristics. A similar result on this subject has also been found by Schilpzand et al. in the research conducted in China and the USA (Schilpzand et al., 2013; 345).

In addition to all these, it has also been determined that there are mediating roles of organisational identity, organisational culture, communication satisfaction and psychological capital among OJ and OCB. Moreover, it has been revealed that OJ has a mediating role in OCB, locus of control, ethical leadership, and whistleblowing.

Affirmative perception of OJ and the presence of OCB by stakeholders may lead to positive attitudes towards the organisation being developed. These attitudes may contribute to an institution reaching its organisational goals effectively. For these reasons, both stakeholders' positive perceptions of OJ and the presence of OCB can bring beneficial results to the organisations.

OJ and OCB are strategic assets for organisations and consist of different dimensions. If perceived OJ rises in a positive direction within an organisation, the OCB of internal stakeholders may increase. These changes may provide essential advantages for the organisation and related stakeholders.

## **Limitations and future directions**

There are several limitations of this research. This review is limited to 25 empirical studies conducted on employees in various public institutions in Türkiye between 2014 and 2023. The fact that these studies are limited to Türkiye limits the generalizability of the findings. The 10-year period may not fully reflect long-term changes and trends in OJ and OCB. Due to time and financial resources, the articles accessed were limited to particular methods or data sources. Analysing only published articles may have led to a more excellent representation of studies with positive results. The Descriptive Analysis method may be insufficient in evaluating cause-effect relationships or deep interactions

between variables. The following suggestions have been developed for future researchers on the relationship between OJ and OCB:

- In order to confirm the consistency of the results found, further research can be conducted in different public institutions on the relationship between OJ and OCB.
- In public institutions, research can be conducted on OJ, especially IJ, independently of OCB.
- Analyses covering a more extended period may provide more comprehensive information on how variables evolve.
- The data quality of the research can be increased by including various data collection methods (interviews, mixed methods, case studies, etc.).
- Meta-analysis or analyses that blend quantitative and qualitative data can be conducted.
- Including unpublished theses, reports, or grey literature in the evaluation will support the in-depth analysis of the subject.
- Public sector-private sector comparisons can be obtained by evaluating research on the private sector.
- Comparative analyses can be conducted between different countries or cultural structures.

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