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## **EMPLOYEES' PERCEPTION OF ORGANIZATIONAL JUSTICE AND ITS ROLE IN CITIZENSHIP BEHAVIORS IN THE SYRIAN ARAB RED CRESCENT**

A comparative study between staff and volunteer

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### **Abstract**

The aim of this study is to determine the employees' perceptions of organizational justice and the citizenship behaviors of the Syrian Arab Red Crescent Society by examining the variables of organizational justice in its dimensions (procedural justice, fair distribution of information and the fairness of personal relations) and the behavior of organizational citizenship in its dimensions on the staff and volunteers of the Syrian Arab Red Crescent, where a questionnaire was distributed to them. The sample number was 163, where procedural justice, information distribution and interpersonal relations were more common among volunteer staff. In addition, there were no statistically significant differences in the responses of the sample to the organizational justice of both the procedural justice and the fair distribution of information due to the variable (employee, volunteer). And the absence of significant differences in the responses of the sample in the behavior of organizational citizenship towards the organization from every dimension of altruism, consciousness of conscience and civilizational behavior due to the variable (employee, volunteer), in addition to the absence of a significant statistical impact on the awareness of staff of the Syrian Arab Red Crescent Organization for Organizational Justice (Procedural, fair distribution of information, fairness of personal relationships) in the behavior of organizational citizenship towards the organization (civilizational behavior) and organizational justice (procedural, distribution, fairness, information, fairness of personal relations) in the behavior of organizational citizenship towards the organization. There are statistically significant differences in the responses of the sample to organizational justice through the fairness of personal relationships due to the variable (employee, volunteer).

### **1. Introduction**

Human behavior and management are two processes that cannot be separated. They share the fundamental objective of excellence in performance through the human element, which is the main pillar in any organization, because of its capabilities that help organizations to rise and continue their work, but to improve their competitive position. In view of the existence of the



human element, organizational justice is a relative concept of organizational phenomena, because of its importance in the sense of justice or injustice in the workplace, which leads directly or indirectly to the divergence of performance levels in the organization, whatever the methods of human resources management. In them.

Organizational justice has received considerable attention from researchers in human resource management and organizational behavior. In organizational justice, researchers focus on the role of organizational justice in the work environment. They explained that employees' awareness of organizational justice greatly affects many organizational goals, including employee attitudes towards the company and between them and others, which include job satisfaction, leaving intentions, organizational commitment, and behavior at work.

Hence, this study came to shed light on the employees' perception of organizational justice and citizenship behaviors in the Syrian Arab Red Crescent. The study community was chosen because of the work of the researcher and its various departments and its important and vital role in providing services. Despite the abundance of studies and research in the field of organizational justice and organizational citizenship as two independent variables, studies in the field of their relationship Still limited, especially in the voluntary and humanitarian sector.

## **2. Literature review**

Several studies have talked about the concept of organizational justice and its relationship to organizational citizenship behavior. The study (Al-A'wasa, 2018) aimed to study the impact of organizational justice on the behavior of effective citizenship by studying both the procedural variable and the fairness of interpersonal relationships on the altruistic variable and awareness of conscience. The government services center in Jordan, through the distribution of a questionnaire to 340 employees and found a statistically significant impact of the procedural variable on altruism and conscience awareness and there is a statistically significant impact of personal relations justice on altruism while there was no effect of the personal justice variable on the awareness of annexation The study (Ajlouni, et al., 2018) differed with respect to the effect of the procedural variable on altruism, where this effect was not found among non-academic staff at universities in Jordan, while the effect of both the justice variable was the distribution of information and the fairness of relations. The questionnaire was distributed to 210 non-academic staff within universities in northern Jordan. As for the non-Arab labor markets, the study (Lawrence-Chuku & Needorn, 2018) aimed to show the impact of organizational justice variables represented in the fairness of personal relationships and fair distribution of information in addition to procedural on the variables of organizational citizenship behavior of conscience



awareness and cultural behavior and altruism in Nigeria, where A questionnaire was distributed to 169 hotel staff in Harcourt Port and it was found that the effect of the organizational justice variables represented in the fairness of personal relations and fair distribution of information in addition to procedural on the variables of organizational citizenship behavior of conscience awareness and cultural behavior And altruism in Nigeria.

### **3. Study Problem**

Many studies have argued that employee perception of organizational justice is one of the main criteria in determining his or her tendencies towards the organization in which he or she works. Organizational justice focuses on employees' perception of what they offer the organization and the privileges they receive, and therefore the imbalance in this perception (feeling of injustice). This may be negatively reflected in the level of job satisfaction of the staff of the organization, and since the Syrian Arab Red Crescent is basically composed of two types of staff (one is an employee of the organization and the second is a volunteer with the organization), the difference in privileges and dealings can affect There is a great deal of interaction between these two types of organization, so the problem of the study revolves around the following questions:

1. What is the level of the sense of organizational justice in its different dimensions among the staff and volunteers of the Syrian Arab Red Crescent?
2. What is the level of awareness of the Syrian Arab Red Crescent staff and volunteers about organizational citizenship behaviors?
3. What is the impact of the Syrian Arab Red Crescent's employees' awareness of organizational justice in its dimensions (procedural, fair distribution of information, fair personal relations) on organizational citizenship behavior towards the organization in its dimensions (altruism, general compliance, conscience awareness and cultural behavior)?

### **4. Study Objectives**

The study seeks to reveal the relationship between organizational justice dimensions (procedural, information distribution justice, personal relations justice) and the dimensions of organizational citizenship behaviors (altruism, public compliance, conscience awareness and cultural behavior) among the staff and volunteers of the Syrian Arab Red Crescent.



## **5. Study Importance**

The importance of the study stems from the need to understand the reality of the practice of organizational citizenship behavior in the light of the availability of organizational justice among the staff and volunteers of the Syrian Arab Red Crescent. In order to improve them and avoid future consequences.

## **6. The concept of organizational justice**

Organizational justice is known in English as Justice Organizational. It is the employee's interest in comparing his / her work colleagues, and it is also a kind of individual or collective perception of labor laws by knowing the professional rules and feeling that they are applied fairly to all employees. It is also defined as the keenness of the public administration to promote a sense of fairness among employees, through the application of equality in dealing with them, which contributes to influence their behavior.

The success of non-profit organizations depends primarily on the existence of effective management, with the qualities and characteristics that qualify it to play its leadership role, which is based on the coordination of efforts, and achieve organizational justice between volunteers and employees as well as beneficiaries of the organization, to reach organizational levels of loyalty of staff and volunteers. Helps get around work.

The concern of administrators in dealing with various administrative issues sometimes concerns them about the need to pay attention to the ethical and ethical dimensions such as organizational justice, and the need to integrate these beliefs and organizational values with their management behaviors

The literature and studies concerned with professional and functional rules and judgments indicate that the historical origins of the concept and concept of organizational justice go back to the theory of equality that emerged in the twentieth century AD, which is based on the basic premise that individuals working in a sector, interested in measuring the extent of justice received They should depend on the nature of the tasks required of them, the methods they use to achieve them, and how the administration or employer appreciates their efforts compared to their colleagues in the same department, or in other sections of the work.

Maharmeh (2000) argues that the roots of organizational justice in administration are rooted in the theory of equality advocated by Adams. In short, this theory assumes that an individual balances and compares the ratio of his output to his input with that of others to their input.



Justice, if the two rates are not equal, because the individual receives more outputs than the inputs he provides or vice versa, the individual feels inequality, generating a sense of tension.

“Justice is linked to what is right and wrong according to the norms of law and ethical and functional legitimacy. Santrock (2004) noted that concepts of justice include ideas, feelings and behaviors related to true and false standards. Organizational justice is the fair and ethical treatment of individuals within the organization (Charles, 2004), and defines it. Mark (1993, 361) as individuals perceive justice, by categorizing employees' opinions and feelings about their treatment of others within the organization.

## **7. Concept and definition of organizational citizenship behavior**

In-depth studies of organizational citizenship behavior have begun within the broader understanding of social exchange theory. This concept can be viewed from a two-way perspective related to the types of volunteer practices aimed at achieving organizational dimension, while the other relates to the desire to help colleagues perform their roles and duties to achieve better Balance between personal and organizational dimensions, where organizational citizenship behavior reflects advanced levels of professionalism and immersion in work, and the professional and ethical maturity of leading systems and their employees to frame their practices with a highly ethical system. Selflessness, heterosexuality, belonging, conscientiousness, active participation and initiative to develop organizational practices, provide additional voluntary efforts away from formal control and external control.

The concept of organizational citizenship is one of the administrative concepts recently produced by modern administrative thought and has attracted the interest of researchers and practitioners alike. The focus of the concept is on the factor that is one of the most important organizational resources at all. It is a basic pillar of development and progress in any society, as it is known that most developed countries have reached their prosperity and development in various fields because of the attention they have placed on their human resource.

Over the past decade, there has been increased interest in the concept of organizational citizenship behavior, which is not specific and is not officially linked to the incentive and performance appraisal systems of organizations, which is important for all organizations as organizations that rely solely on formal behavior are fragile and fragile systems, and organizations must leave part Of indeterminate behavior of individuals so they have the ability to deal with unexpected situations that require innovation behave by individuals.



Bernard's writings in 1938 on the real desires of individuals and their willingness to provide good services and actions are the beginning of the real spark in analyzing the driving foundations of organizational behavior, which Katz later relied upon in 1964, when he identified three main types of driving foundations for organizational behavior (1964 Katz,). At the end of the 1970s, the term Organizational Citizenship Behavior (OCB) was introduced by Organ in 1977, describing automatic collaborative and innovative behaviors when he studied the relationships between job satisfaction and performance, and then a study (Organ, 1977). It has shown that although there is no strong relationship between job satisfaction and productivity, job satisfaction is strongly associated with organizational citizenship behaviors because the latter is less restrictive and dependent on both the individual's ability and the technology employed at work compared to productivity. Since 1983, research and studies have continued. That dealt with organizational citizenship behaviors both in theory and in practice.

## **8. Study method and procedures**

### **8.1. Study variables**

Independent variable: Organizational justice consists of three dimensions:

- Fairness of proceedings.
- Fair distribution of information.
- Fairness of personal relations.

13-question questionnaire was based on the Likert five-point scale.

dependent variable: organizational citizenship behaviors

The questionnaire was based on the Likert five-point scale through a questionnaire of 20 questions.

Organizational citizenship behaviors were divided into:

- Altruism
- General compliance
- Consciousness
- Cultural behavior



## **8.2. Study population and sample**

This study targets the employees and volunteers of the Syrian Arab Red Crescent, which is considered one of the largest non-profit organizations. 112 questionnaires were distributed to those who accepted to participate in the study and based on the approval and guidance of the concerned departments in the Syrian Arab Red Crescent. The number of volunteers in the sample is 77.

## **8.3. Methodology of the study**

Depending on the nature of the study and its objectives as well as the nature of the data that can be obtained, the descriptive analytical approach will be followed through the collection of quantitative data and subjected to appropriate statistical analyzes to answer the questions of the study.

### **8.3.1. Study tool**

A questionnaire based on metrics developed by other researchers for each dimension was used to test the study questions. The questionnaire was divided into two sections:

- The first section, which consists of demographic and functional questions.

Section II:

# The first axis is organizational justice, consisting of the following dimensions:

The first dimension of fairness procedures consists of 6 questions. Where questions were accredited from the scale (Akram, et al., 2016).

- The second dimension is the fair distribution of information and consists of 3 questions. Where questions were accredited from the scale (Özer, et al., 2017).

- The third dimension of interpersonal justice consists of 4 questions. Where questions were accredited from the scale (Qureshi, et al., 2016)

# The second axis of organizational citizenship behaviors, consisting of the following dimensions:

The first dimension is altruistic and consists of 5 questions. Where questions were counted from the scale (Ismail, et al., 2018)

The second dimension of general compliance consists of 5 questions. Where questions were accredited from the scale (Majeed, et al., 2018)



The third dimension of consciousness conscience consists of 5 questions. Where questions were accredited from the scale (Podsakoff, et al., 1990)

The fourth dimension of civilized behavior consists of 5 questions. Where questions were accredited from the scale (Podsakoff, et al., 2000)

The Likert five-point scale was used to classify sample responses as follows:

5 Strongly Agree, 4 Agree, 3 Neutral, 2 Disagree, 1 Disagree Strongly.

### **8.3.2. Study population and sample size**

The study population represents a sample of the staff of the Syrian Arab Red Crescent in Syria. A suitable sample was selected because of the difficulty of inventory and identification of all employees and volunteers due to the dispersion of the offices of the organization throughout the Syrian Arab Republic, the sample size was selected to be 163 samples who were allowed to participate.

### **8.3.3. Sampling method**

- It is not probable that society cannot be counted, as we will randomly distribute the questionnaire to the sample items.

- Inspection Unit: staff of the Syrian Arab Red Crescent.

The questionnaire will be distributed to the sample items when their presence coincides with the presence of the researcher at the headquarters of the Syrian Arab Red Crescent.

- Determinants of research: In the distribution of the questionnaire, many difficulties were encountered, especially the retrieval of questionnaires and the difficulty of taking approvals by the departments of the centers distributed to them.

### **8.3.4. Sources of Information**

- Primary sources: where the questionnaire will be used to measure the independent and dependent variables and will be distributed to the sample items.

- Secondary sources: reliance on books and relevant studies through libraries and previous studies.



### **8.3.5. Methods of Statistical Analysis**

Descriptive statistics methods will be used in this study, through the study of averages and standard deviations, in addition to independent sample T test and simple and multiple linear regression analysis.

#### **8.4. Statistical analysis of study data and results**

##### **8.4.1. The results of the descriptive analysis of the vocabulary of the research sample**

The study shows that 63% of the sample studied are volunteers and 37% are employees. The Syrian Arab Red Crescent is mainly dependent on volunteers from abroad.

It is also noted that the sample is distributed according to gender, where 69% of the employees are female while 31% of the employees are male. This percentage is lower for volunteers, where the percentage of female volunteers is about 75% while the percentage of male volunteers is about 25%.

As for the study, it was observed that 66% of the volunteers are university graduates, 26% are graduates and 8% are secondary and less, while 71% are university graduates and 21% are graduates. And 8% of secondary school holders and less, this is proof that the majority of the staff and volunteers of the Syrian Arab Red Crescent hold scientific degrees.

The sample was distributed according to age, where it is noted that the majority of employees and volunteers are between 18-25 years where the sample was divided between 58% between 18-25 years for employees and 66% for volunteers. For ages between 26-32 years was the proportion of employees about 31. The volunteers were about 26% and there were no volunteers over the age of 32. As for the employees, about 15% of the sample were over 32 years old.



**8.4.2. Test questions**

- What is the impact of the Syrian Arab Red Crescent staff perception of organizational justice (procedural, fair distribution of information, fair personal relationships) on organizational citizenship behavior towards the organization (altruism)?

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 <sup>a</sup>	.615	.608	.49809

a. Predictors: (Constant),

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.105	3	21.035	84.788	.000 <sup>b</sup>
	Residual	39.446	159	.248		
	Total	102.552	162			

a. Dependent Variable:

b. Predictors: (Constant),

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.926	.160		5.793	.000
	X1	.426	.077	.488	5.542	.000
	X2	.377	.091	.444	4.152	.000
	X3	-.105	.094	-.118	-1.120	.264

a. Dependent Variable: Y1

The previous table shows the question of what the effect of the Syrian Arab Red Crescent staff perception of organizational justice (procedural, information distribution justice, personal relations justice) on organizational citizenship behavior towards the organization (altruism), where the value of sig = 0.000 which is less than 0.05 The correlation coefficient value was 78.4% which is positive, ie there is a positive correlation between the variables and the value of the coefficient of determination 61.5%. The value of the coefficient of determination was also



60.8% indicated that 60.8% of the variables that affect the altruism are variables of organizational justice.

The linear regression equation can be calculated as follows:

$$Y = 0.926 + 0.426X_1 + 0.377X_2 - 0.105X_3$$

Whereas x1: fairness of procedures, x2: fairness of information distribution, x3: fairness of interpersonal relationships

Thus, each increase of 42.6% of the fairness of procedures and 37.7% of the fairness of the distribution of information and a decrease of 10.5% of the fairness of personal relationships increase the excitement of employees and volunteers alike, which is a dimension of citizenship behavior.

This impact can be demonstrated by the work of the Syrian Arab Red Crescent to establish the concept of organizational justice among employees and volunteers alike, which helps in the behaviors of citizenship they possess, and that increased personal relations between staff, volunteers and management led to the reduction of altruism of employees and volunteers.

- What is the impact of the Syrian Arab Red Crescent staff perception of organizational justice (procedural, fair distribution of information, fair personal relations) on organizational citizenship behavior towards the organization (general compliance)?

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.790 <sup>a</sup>	.624	.617	.48062

a. Predictors: (Constant),

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.899	3	20.300	87.880	.000 <sup>b</sup>
	Residual	36.728	159	.231		
	Total	97.627	162			

a. Dependent Variable:

b. Predictors: (Constant),



**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.958	.154		6.210	.000
	X1	.467	.074	.549	6.310	.000
	X2	-.249	.088	-.301	-2.844	.005
	X3	.480	.091	.550	5.293	.000

a. Dependent Variable: Y2

The previous table shows the question of what the impact of the Syrian Arab Red Crescent staff's perception of organizational justice (procedural, information distribution justice, personal relations justice) has on organizational citizenship behavior towards the organization (general compliance), where sig = 0.000 is smaller than 0.05 According to the practical research methods, there was a significant effect of organizational justice on the overall compliance dimension in the behavior of organizational citizenship. The correlation coefficient value was 79% which is positive, ie there is a positive correlation between the variables and the value of the coefficient of determination 62.4%. , As was the value of Ma'am Specifically the rate of 61.7% that is 61.7% of the variables that affect the public dimension of regulatory compliance are justice variables.

The linear regression equation can be calculated as follows:

$$Y = 0.958 + 0.467 X1 - 0.249 X2 + 0.480 X3$$

Whereas x1: fairness of procedures, x2: fairness of information distribution, x3: fairness of interpersonal relationships

Thus, each increase of 46.7% of the fairness of the procedures and 48% of the fairness of personal relations and each decrease of 24.9% of the fairness of the distribution of information increases the general compliance of employees and volunteers alike, which is yet to diminish the behavior of citizenship.

Exaggeration in the process of fairness of information between staff and volunteers has led to a reduction in overall compliance as they are aware of many of the information that management should keep and not disclose clearly to staff and volunteers.



- What is the impact of Syrian Arab Red Crescent staff perception of organizational justice (procedural, fair distribution of information, fair personal relationships) on organizational citizenship behavior towards the organization (conscience consciousness)?

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680 <sup>a</sup>	.463	.452	.64822

a. Predictors: (Constant),

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.517	3	19.172	45.627	.000 <sup>b</sup>
	Residual	66.810	159	.420		
	Total	124.327	162			

a. Dependent Variable:

b. Predictors: (Constant),

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.239	.208		5.954	.000
	X1	.562	.100	.585	5.621	.000
	X2	-.239	.118	-.256	-2.022	.045
	X3	.347	.122	.352	2.832	.005

a. Dependent Variable: Y3

The previous table shows the question of what the impact of the Syrian Arab Red Crescent staff's perception of organizational justice (procedural, information distribution justice, personal relations justice) on organizational citizenship behavior towards the organization (conscience consciousness), where the value of sig = 0.000 is smaller than 0.05 According to the practical research methods, there was a significant effect of organizational justice on the conscience



consciousness in the behavior of organizational citizenship. , As was the value of the coefficient of selection The rate is 45.2%, ie 45.2% of the variables that affect the consciousness of conscience are variables of organizational justice.

The linear regression equation can be calculated as follows:

$$Y = 1.239 + 0.562 X1 - 0.239 X2 + 0.347 X3$$

Whereas x1: fairness of procedures, x2: fairness of information distribution, x3: fairness of interpersonal relationships

Thus, each increase of 56.2% of the fairness of procedures and 34.7% of the fairness of personal relations and a decrease of 23.9% of the fairness of the distribution of information increases the awareness of conscience employees and volunteers alike, which is a dimension of the behavior of citizenship.

The exaggeration of the fairness of personal relationships and the lack of respect between staff and volunteers have led to a decrease in conscience awareness because they are not held accountable for their friendly relations.

- What is the impact of the Syrian Arab Red Crescent staff perception of organizational justice (procedural, fair distribution of information, fair personal relations) on organizational citizenship behavior towards the organization (civilized behavior)

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.179 <sup>a</sup>	.032	.014	.73325

a. Predictors: (Constant),

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.824	3	.941	1.751	.159 <sup>b</sup>
	Residual	85.488	159	.538		
	Total	88.312	162			

a. Dependent Variable

b. Predictors: (Constant),



**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	3.228	.235		13.719	.000
	X1	.171	.113	.211	1.510	.133
	X2	-.230	.134	-.291	-1.717	.088
	X3	.148	.138	.178	1.068	.287

a. Dependent Variable: Y4

The previous table shows the question of what the effect of Syrian Arab Red Crescent staff perception of organizational justice (procedural, information distribution justice, personal relations justice) on organizational citizenship behavior towards the organization (civilized behavior), where the value of sig = 0.159 is greater than 0.05 According to the practical research methods, there was no significant effect of organizational justice on the dimension of civilized behavior on organizational citizenship behavior.

**Results**

After the theoretical study and knowledge of the most important concepts and terminology of the study variables, and then the practical application to the Syrian Arab Red Crescent, it was concluded the following:

1. The fairness of the procedures, the distribution of information and personal relations are more present among the staff than the volunteers, because they are clearly involved in the organization and there is a clear loyalty among the staff.
2. The work outputs are not applied consistently and without any change in the content and no reliable information is used during the studies.
3. The Syrian Arab Red Crescent (SARC) shall not give the ability of volunteers to challenge the results issued by the Department as they are non-employees of the company, thus weakening their loyalty to the organization.
4. The manager is not communicated continuously and the needs of the person are blamed by the volunteers and the manager does not treat them with respect.
5. Volunteers are not careful in working hours and they do not volunteer to perform tasks that are not required of them
6. There is no sense of creativity and innovation for volunteers in the Syrian Arab Red Crescent.



7. Volunteers are not interested in improving the image of the organization or performing the work with proficiency and dedication.
8. There are statistically significant differences in the responses of the sample to organizational justice from both after the fairness of procedures and fair distribution of information attributed to a variable (employee, volunteer).
9. Are there statistically significant differences in the responses of the sample in the behavior of organizational citizenship towards the organization from each dimension of altruism, conscience awareness and cultural behavior attributed to a variable (employee, volunteer)?
10. There is a statistically significant impact of the awareness of the Syrian Arab Red Crescent staff of organizational justice (procedural, fair distribution of information, fairness of personal relations) in the behavior of organizational citizenship towards the organization (civilized behavior).
11. There are statistically significant differences in the sample responses to organizational justice through the interpersonal justice dimension attributed to a variable (employee, volunteer).
12. There is a statistically significant impact of the awareness of the Syrian Arab Red Crescent staff of organizational justice (procedural, fair distribution of information, fair personal relations) in the behavior of organizational citizenship towards the organization for (altruism, public compliance and conscience awareness).

### **Recommendations**

Based on the previous findings, the following recommendations were made:

1. Work to involve more volunteers in the organization through the establishment of awareness sessions for them and do some administrative matters within the organization.
2. Consolidate and develop the concept of organizational citizenship behavior of volunteers in particular in order to improve work and contribute to improving the performance of this organization through rewarding employees with voluntary behavior, and the establishment of honoring parties, and consider citizenship behavior as one of the criteria for evaluation of the performance of employees and volunteers.
3. Failure to publish secret and special announcements and circulars issued by the Syrian Arab Red Crescent before the volunteers' sight.
4. It is possible to pay some of the incentives to the volunteers in order to increase the degree of organizational loyalty of them towards the Syrian Arab Red Crescent.
5. Try to rely on accurate information while doing studies, and the application of the work outputs by the volunteers themselves



6. Give the ability of volunteers to challenge the results issued by the Department in order to increase the degree of loyalty to the organization?
7. Opening the means and channels of communication with the administration continuously and periodically, and trying to support the sense of creativity and innovation of volunteers in the Syrian Arab Red Crescent.
8. Conduct training courses by training volunteers to improve the image of the organization and perform the work with proficiency and dedication.

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