



Organizational Justice as a Key Driver of Organizational Citizenship Behavior in the Banking Industry

Fauzan Muttaqien^{1*}, Zohaib Hassan Sain²

Institut Teknologi dan Bisnis Widya Gama Lumajang, Indonesia

Superior University, Pakistan

DOI: <https://doi.org/10.61987/bamj.v4i1.2073>

Article History:

Received: 14 March 2026

Revised: 15 May 2026

Accepted: 18 May 2026

Keywords:

Organizational Justice,
Organizational Citizenship
Behavior, Banking Industry,
Employee Behavior

*Correspondence Address:

fauzanmuttaqien99@gmail.com

Abstract :

This study examines the effects of distributive, procedural, and interactional justice on organizational citizenship behavior (OCB), with workplace spirituality serving as a mediating variable within the banking sector. The research is based on how multidimensional organizational justice influences OCB through workplace spirituality especially in highly structured and performance-oriented industries such as banking. This study employed a quantitative research approach involving 126 banking employees in East Java, Indonesia. Data were collected using a structured questionnaire distributed through a convenience sampling technique and analyzed using SEM-PLS with SmartPLS 4.0. The findings indicate that distributive justice significantly affects OCB ($\beta = 0.255$; $p < 0.05$) and workplace spirituality ($\beta = 0.285$; $p < 0.05$). In contrast, procedural justice ($\beta = 0.096$; $p > 0.05$) and interactional justice ($\beta = 0.073$; $p > 0.05$) do not demonstrate significant direct effects on OCB. However, procedural justice ($\beta = 0.334$; $p < 0.05$) and interactional justice ($\beta = 0.337$; $p < 0.05$) significantly influence workplace spirituality, while workplace spirituality significantly enhances OCB ($\beta = 0.642$; $p < 0.001$). Workplace spirituality significantly mediates the relationships between distributive justice, procedural justice, interactional justice, and OCB. The findings contribute to the organizational justice literature by demonstrating that workplace spirituality serves as an important psychological mechanism through which perceptions of justice translate into positive discretionary behavior among banking employees.

INTRODUCTION

Research in the banking industry has become increasingly significant due to the sector's strategic role in economic stability, digital transformation, and service competitiveness. Rapid technological disruption, regulatory pressures, organizational restructuring, and increasing performance demands have substantially altered employees' work environments within banking institutions (Nurbianta et al., 2022). In highly competitive service industries such as banking, organizational citizenship behavior (OCB) is considered a critical determinant of organizational effectiveness because voluntary employee behaviors, including cooperation, organizational loyalty, and helping behavior, contribute directly to service quality and operational sustainability (Panjaitan et al., 2023). However, recent evidence indicates a concerning decline in employees'

engagement in OCB within Indonesia's banking sector. A 2024 report by the Financial Services Authority (OJK) revealed that several midsized banks experienced a 12.5% decline in employee engagement indicators related to voluntary cooperation and organizational loyalty compared to the previous year. Likewise, a national survey conducted by the Indonesian Banking HR Forum (2024) found that only 54% of bank employees actively demonstrated extra-role behaviors, declining from 68% in 2022.

Organizational citizenship behavior (OCB) is an important consequence of perceived organizational justice, encompassing distributive, procedural, and interactional justice. Employees who perceive the distribution of work outcomes, decision-making processes, and interpersonal treatment as fair are more likely to reciprocate to the organization through voluntary behaviors that go beyond the formal demands of the job (Raza et al., 2023; Setiawan & Palupi, 2022). Distributive justice has been shown to increase organizational identification, commitment, and OCB (Iqbal & Parray, 2025; Jnaneswar & Ranjit, 2021). Procedural justice fosters trust, participation, and organizational identification, which in turn leads to increased OCB (Panjaitan et al., 2023; Rahman & Karim, 2022). Meanwhile, interactional justice through respect, empathy, and quality communication strengthens trust, job satisfaction, organizational commitment, and organizational citizenship behavior (Hair & Alamer, 2022; Hermanto et al., 2024).

In addition to its direct impact on OCB, various dimensions of organizational justice also contribute to the formation of workplace spirituality, a state in which employees experience meaningful work, social connectedness, value alignment, and psychological fulfillment in the workplace. Distributive justice creates a sense of appreciation and a balance between contributions and rewards, which strengthens employee trust, engagement, and spiritual well-being (Aslam et al., 2022; Hwang & Yi, 2022; Na'imah et al., 2023). Procedural justice enhances psychological safety, organizational support, and emotional connectedness, which are the foundations of workplace spirituality (Hsieh et al., 2024; Iman et al., 2024), while interactional justice strengthens humanistic and meaningful relationships between superiors and subordinates, thus encouraging stronger spiritual experiences (Mapuranga et al., 2021; Nurbianta et al., 2022). Furthermore, workplace spirituality has been shown to increase engagement, psychological well-being, commitment, and OCB (Jaiyeoba & Hazahari, 2024; Obregon et al., 2022). Fair working conditions shape positive emotional experiences and psychological attachments that then encourage organizational citizenship behavior (Hermawan et al., 2024; Taamneh et al., 2024).

Recent studies have increasingly highlighted the important mediating role of workplace spirituality in explaining positive organizational outcomes. Workplace spirituality mediates the relationship between trust and thriving at work by fostering employees' psychological connectedness and intrinsic motivation (Ozdemir et al., 2022; Pariyanti et al., 2022; Paul & Jena, 2022). Similarly, Workplace spirituality strengthens the relationship between spiritual leadership and OCB through employees' sense of purpose and emotional attachment (Hermawan et al., 2024; Muharom, 2023; Thao et al., 2024). Other studies also reported that workplace spirituality contributes to employee wellbeing, organizational commitment, engagement, and prosocial workplace behavior (Aslam et al., 2022; Mapuranga et al., 2021; Raza et al., 2023). Despite these findings, limited studies have specifically examined workplace spirituality as a mediating mechanism linking multidimensional organizational justice and OCB within the banking sector. More importantly, prior research has rarely explored whether insignificant relationships between procedural justice and OCB may be explained indirectly through employees' spiritual experiences in the workplace.

Therefore, this study seeks to examine the direct and indirect effects of distributive, procedural, and interactional justice on organizational citizenship behavior through workplace spirituality among banking employees in Indonesia. Unlike previous studies that primarily focused

on organizational justice as a single construct, this research emphasizes the distinct behavioral consequences of each justice dimension and investigates the potential indirect mechanism through workplace spirituality. The study contributes theoretically by addressing inconsistent findings regarding procedural and interactional justice and by proposing workplace spirituality as an explanatory mechanism that clarifies how fairness perceptions are transformed into positive extra-role behavior in the banking industry.

This study proposes ten hypotheses explaining the relationship between dimensions of organizational justice, workplace spirituality, and organizational citizenship behavior (OCB) (see Figure 1). Distributive justice is predicted to have a positive effect on OCB (H1) and workplace spirituality (H4), because the perception of fair reward distribution encourages positive attitudes and psychological attachment of employees to the organization. Procedural justice is also assumed to have a positive effect on OCB (H2) and workplace spirituality (H5), considering that transparent, consistent, and participatory procedures can increase trust and a sense of belonging to the organization. Furthermore, interactional justice is predicted to have a positive effect on OCB (H3) and workplace spirituality (H6), because respectful, honest, and empathetic treatment from superiors can strengthen positive social relationships in the workplace. Workplace spirituality is predicted to have a positive effect on OCB (H7), because employees who feel meaning, connectedness, and value alignment in their work tend to exhibit extra-role behaviors that support organizational effectiveness.

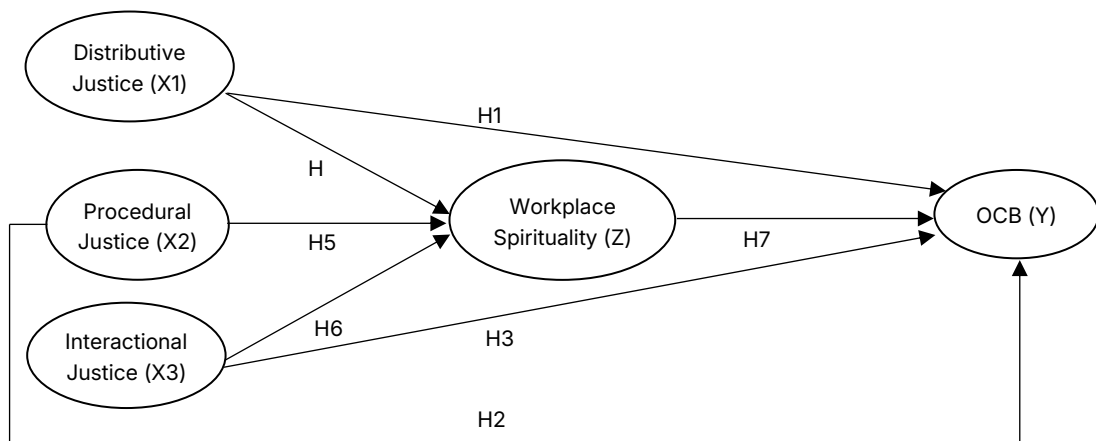


Figure 1. Conceptual Framework

RESEARCH METHOD

This study aims to examine the effects of organizational justice dimensions namely distributive justice, procedural justice, and interactional justice on organizational citizenship behavior (OCB), with workplace spirituality serving as a mediating variable. The study employed a quantitative research design using a cross-sectional survey approach. Data were collected through self-administered questionnaires distributed to employees working in the banking sector across five districts in East Java, Indonesia namely Jember, Lumajang, Bondowoso, Situbondo, and Banyuwangi between January and April 2025.

Due to limited access to comprehensive internal employee databases across participating banking institutions, the exact population size could not be identified. Therefore, this study applied a convenience sampling technique, which is frequently utilized in organizational behavior research when population accessibility is restricted. To minimize sampling bias, specific inclusion criteria were established. Respondents were

required to: (1) be full-time employees in the banking sector, (2) have a minimum working tenure of one year to ensure sufficient organizational experience, and (3) occupy operational, administrative, supervisory, or managerial positions directly involved in organizational processes and interpersonal workplace interactions. These criteria were intended to ensure that respondents possessed adequate experience and understanding regarding organizational justice, workplace spirituality, and organizational citizenship behavior within their institutions.

The minimum sample size was determined using the G*Power application. Based on the statistical power analysis, a minimum sample of 115 respondents was considered sufficient for Structural Equation Modeling analysis. A total of 140 questionnaires were distributed, and after data screening procedures including completeness checks, response consistency evaluation, and outlier removal, 126 valid responses remained and were used for further analysis.

This study employed Structural Equation Modeling–Partial Least Squares (SEM-PLS) using SmartPLS version 4.0 to analyze the relationships among variables. SEM-PLS was selected because it is appropriate for predictive research models, mediation analysis, and relatively complex models involving multiple latent constructs. Furthermore, SEM-PLS is considered suitable for studies using moderate sample sizes and non-normal data distribution.

All measurement instruments were adapted from previously validated studies. Distributive justice was measured using 10 items adapted from (Gyekye & Haybatollahi, 2014). Procedural justice was measured using 8 items adapted from (Rahman & Karim, 2022). Interactional justice was measured using 8 items adapted from (Taamneh et al., 2024). Workplace spirituality was measured using 6 items adapted from (Iqbal & Parray, 2025). Organizational citizenship behavior was measured using indicators adapted from (Hermanto et al., 2024). All constructs were measured using a five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”).

Prior to the main data collection, the questionnaire instrument underwent an initial pilot test involving 30 banking employees to evaluate item clarity, construct validity, and instrument reliability (Hair & Alamer, 2022). The pilot test results indicated that all measurement items met acceptable validity and reliability thresholds. Furthermore, construct validity and reliability were reassessed in the main analysis using convergent validity, discriminant validity, composite reliability (CR), and Cronbach’s alpha to ensure the robustness of the measurement model.

RESULTS AND DISCUSSION

Results

Outer Model Evaluation

The evaluation of the measurement model was conducted by assessing convergent validity, discriminant validity, and construct reliability. Convergent validity was assessed using factor loadings and Average Variance Extracted (AVE). A loading factor above 0.70 and an AVE value exceeding 0.50 indicate that the construct adequately explains the variance of its indicators. As presented in Table 1, all indicator loadings exceeded the recommended threshold of 0.70, while all AVE values were above 0.50, confirming satisfactory convergent validity for all constructs.

Construct reliability was evaluated using Cronbach’s alpha and composite reliability (CR). The recommended threshold values for both measures are above 0.70, indicating adequate internal consistency reliability. The results presented in Table 1 demonstrate that all constructs

achieved Cronbach's alpha and composite reliability values exceeding the recommended cut-off values, confirming that the measurement instruments are reliable and internally consistent.

In addition to convergent validity and reliability assessment, discriminant validity was evaluated using cross-loading analysis and the Fornell–Larcker criterion. The cross-loading results indicated that each measurement item loaded more strongly on its respective construct than on other constructs, demonstrating adequate discriminant validity. Furthermore, the Fornell–Larcker criterion showed that the square root of the AVE for each construct was greater than its correlations with other constructs, confirming that each construct possesses sufficient discriminant validity and is empirically distinct from the others. Therefore, the measurement model satisfies the required validity and reliability criteria and is appropriate for further structural model analysis.

Table 1. Validity and Reliability

Variables	Item	Loading Factor	α	CR	AVE
Distributive Justice	DJ1	0.759	0.921	0.925	0.587
	DJ2	0.718			
	DJ3	0.734			
	DJ4	0.799			
	DJ5	0.753			
	DJ6	0.748			
	DJ7	0.819			
	DJ8	0.829			
	DJ9	0.784			
	DJ10	0.798			
Procedural Justice	PJ1	0.730	0.923	0.925	0.652
	PJ2	0.841			
	PJ3	0.809			
	PJ4	0.763			
	PJ5	0.854			
	PJ6	0.807			
	PJ7	0.830			
	PJ8	0.818			
Interactional Justice	IJ1	0.813	0.917	0.918	0.633
	IJ2	0.791			
	IJ3	0.765			
	IJ4	0.761			
	IJ5	0.806			
	IJ6	0.793			
	IJ7	0.797			
	IJ8	0.838			
Workplace Spirituality	WS1	0.797	0.944	0.945	0.563
	WS2	0.833			
	WS3	0.819			
	WS4	0.860			
	WS5	0.812			
	WS6	0.786			
OCB	OCB1	0.731	0.901	0.902	0.670
	OCB2	0.737			
	OCB3	0.805			
	OCB4	0.727			
	OCB5	0.715			
	OCB6	0.769			
	OCB7	0.794			
	OCB8	0.779			
	OCB9	0.760			

OCB10	0.748
OCB11	0.803
OCB12	0.701
OCB13	0.716
OCB14	0.722
OCB15	0.739

Discriminant validity was assessed using the Heterotrait-Monotrait (HTMT) ratio, with a cutoff value of 0.85. As shown in Table 2, all HTMT values for the constructs were below this threshold, indicating that discriminant validity was established and the constructs met the required validity criteria.

Table 2. HTMT Criterion

Variables	1	2	3	4	5
1. Distributive Justice					
2. Procedural Justice	0.775				
3. Interactional Justice	0.762	0.886			
4. Workplace Spirituality	0.734	0.826	0.722		
5. OCB	0.769	0.782	0.782	0.780	

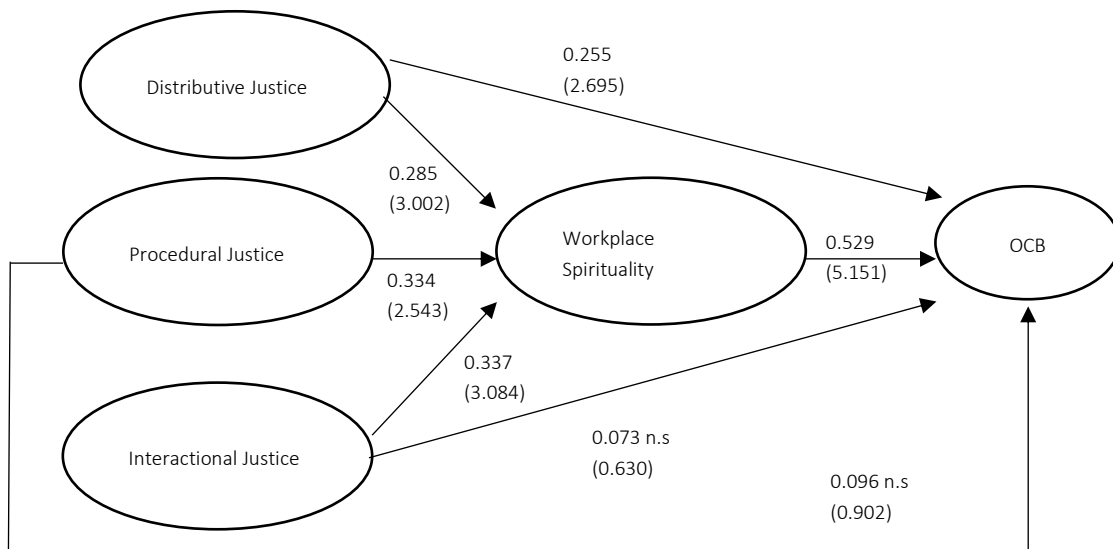


Figure 2. Result of Structural Analysis

n.s = not significant
Inner Model

Table 3. Direct Effect

Hypothesis	Coefficient	T-Statistic	P-Value	Result
Distributive Justice => OCB	0.255	2.695	0.007	Accepted
Procedural Justice=> OCB	0.096	0.902	0.367	Rejected
Interactional Justice => OCB	0.073	0.630	0.529	Rejected
Distributive Justice => Workplace Spirituality	0.285	3.002	0.003	Accepted
Procedural Justice=> Workplace Spirituality	0.334	2.543	0.011	Accepted
Interactional Justice => Workplace Spirituality	0.337	3.084	0.002	Accepted
Workplace Spirituality => OCB	0.642	5.727	0.000	Accepted

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS with 5,000 resamples. The results of the structural model analysis are presented in Table 3. The findings demonstrate that distributive justice has a positive and significant effect on organizational citizenship behavior (OCB) ($\beta = 0.255$; $p = 0.007$), supporting Hypothesis 1. In contrast, procedural justice does not significantly affect OCB ($\beta = 0.096$; $p = 0.367$), resulting in the rejection of

Hypothesis 2. Similarly, interactional justice does not significantly affect OCB ($\beta = 0.073$; $p = 0.529$), leading to the rejection of Hypothesis 3.

Furthermore, distributive justice significantly affects workplace spirituality ($\beta = 0.285$; $p = 0.003$), supporting Hypothesis 4. Procedural justice and interactional justice also demonstrate positive and significant effects on workplace spirituality, with coefficients of 0.334 ($p = 0.011$) and 0.337 ($p = 0.002$), respectively, thereby supporting Hypotheses 5 and 6. Additionally, workplace spirituality significantly affects OCB ($\beta = 0.642$; $p = 0.000$), confirming Hypothesis 7.

Table 4. Mediation effect

Hypothesis	Coefficient	T-Statistic	P-Value	Result
Distributive Justice => Workplace Spirituality => OCB	0.151	2.936	0.003	Accepted
Procedural Justice => Workplace Spirituality => OCB	0.177	2.064	0.039	Accepted
Interactional Justice => Workplace Spirituality => OCB	0.178	2.650	0.008	Accepted

Table 4 presents the results of the mediation analysis using the bootstrapping procedure in SmartPLS. The findings indicate that workplace spirituality significantly mediates the relationships between distributive justice, procedural justice, interactional justice, and OCB. The indirect effects of distributive justice ($\beta = 0.151$; $p = 0.003$), procedural justice ($\beta = 0.177$; $p = 0.039$), and interactional justice ($\beta = 0.178$; $p = 0.008$) on OCB through workplace spirituality are statistically significant.

The mediation type was evaluated by comparing the significance of direct and indirect effects, supported by the Variance Accounted For (VAF) approach. The results indicate that workplace spirituality acts as a partial mediator in the relationship between distributive justice and OCB because both direct and indirect effects are significant. In contrast, workplace spirituality demonstrates full mediation in the relationships between procedural justice and OCB as well as interactional justice and OCB, since the indirect effects are significant while the direct effects remain insignificant.

The coefficient of determination (R^2) for workplace spirituality is 0.854, indicating that distributive justice, procedural justice, and interactional justice collectively explain 85.4% of the variance in workplace spirituality. Meanwhile, the R^2 value for OCB is 0.848, suggesting that 84.8% of the variance in OCB is explained by the proposed model. Although these values indicate strong explanatory power, additional analyses were conducted to evaluate the potential presence of common method bias and multicollinearity.

To assess common method bias, Harman's single-factor test was performed. The results showed that the first factor accounted for less than 50% of the total variance, indicating that common method bias was not a serious concern in this study. Furthermore, collinearity assessment using Variance Inflation Factor (VIF) values revealed that all constructs had VIF values below the recommended threshold of 5.0, suggesting the absence of multicollinearity and minimizing the likelihood of model overfitting.

Discussion

This study provides important insights into the relationship between organizational justice and organizational citizenship behavior (OCB) by demonstrating that different justice dimensions influence employee behavior through distinct psychological mechanisms. The findings indicate that distributive justice directly influences OCB, while procedural and interactional justice do not exhibit significant direct effects (Sokmen & Yasrebdoost, 2022). However, all dimensions of organizational justice significantly influence workplace spirituality, which in turn enhances OCB. These results suggest that employee perceptions of justice do not necessarily translate directly into

discretionary organizational behavior but rather operate through employees' emotional and psychological experiences at work.

The significant effect of distributive justice on OCB supports Equity Theory, which explains that employees tend to reciprocate fair treatment through positive organizational behavior. In the banking sector, employees carefully evaluate whether rewards, recognition, incentives, and workload are distributed fairly relative to their contributions. When employees perceive distributive justice, they are more likely to develop positive attitudes toward the organization and voluntarily engage in out-of-role behaviors such as helping colleagues, supporting organizational initiatives, and demonstrating organizational loyalty. Distributive justice exerts a stronger behavioral influence than other dimensions of organizational justice in performance-oriented environments (Lestari et al., 2025).

In contrast, procedural justice does not directly influence OCB, suggesting that fair procedures alone may not be sufficient to encourage discretionary employee behavior. This finding contributes to the ongoing debate in the organizational justice literature regarding the inconsistent effects of procedural justice on OCB. In highly regulated organizational environments such as banking institutions, employees may perceive procedural justice as a mandatory organizational standard rather than a motivating factor capable of encouraging voluntary behavior (Dubey et al., 2022; Sani & Ekowati, 2022). Banking employees operate within a strict regulatory framework, standardized operational systems, and formal compliance procedures that limit discretionary flexibility. Consequently, fair procedures may primarily serve as a mechanism to maintain institutional legitimacy and operational consistency rather than directly stimulating citizenship behavior. This finding strengthens the argument that procedural justice requires additional psychological mechanisms before it can translate into positive organizational outcomes.

Interactional justice was not found to directly influence OCB. Although respectful and empathetic treatment remains important in organizational relationships, these findings suggest that interpersonal justice alone may not directly motivate employees to engage in out-of-role behaviors. In the banking industry, employee behavior is often more strongly shaped by performance targets, customer service demands, and institutional systems than by interpersonal treatment alone (Maharjan et al., 2024). Consequently, respectful communication from supervisors may contribute more significantly to employee psychological well-being than directly encouraging discretionary behavior. Interactional justice may have indirect rather than direct effects on organizational outcomes depending on the organizational structure and job characteristics.

One of the most important findings of this study is the significant mediating role of workplace spirituality in the relationship between organizational justice and organizational citizenship behavior (OCB). All dimensions of organizational justice—distributive, procedural, and interactional justice—significantly increased workplace spirituality, which in turn increased OCB. Workplace experiences act as emotional stimuli that shape employees' psychological states and behavioral responses (Ertemsir et al., 2024). Fair treatment within an organization creates positive emotional experiences that strengthen employees' sense of meaning, connectedness, and alignment with organizational values. This psychological state then encourages employees to voluntarily engage in positive organizational behaviors beyond formal job requirements.

These findings also provide important theoretical contributions by clarifying inconsistent results reported in previous studies of organizational justice, particularly regarding the insignificant direct effects of procedural and interactional justice on OCB. This study suggests that workplace spirituality serves as an explanatory psychological mechanism that translates justice perceptions into discretionary organizational behavior. Employees may not respond directly to procedural or interpersonal justice unless those experiences first strengthen their emotional attachment, sense of purpose, and spiritual connection to the workplace. Therefore, workplace spirituality represents a crucial missing mechanism in understanding how organizational justice influences employee behavior, particularly in highly structured and performance-oriented industries like banking.

CONCLUSION

This study extends the organizational justice literature by examining the multidimensional effects of distributive, procedural, and interactional justice on organizational citizenship behavior (OCB) through the mediating role of workplace spirituality in the banking sector. Findings indicate that distributive justice directly enhances OCB, whereas procedural and interactional justice do not exert significant direct effects on employee discretionary behavior. Nonetheless, all dimensions of organizational justice significantly influence workplace spirituality, which in turn strengthens OCB. These findings suggest that justice perceptions are more likely to encourage positive extra-role behavior when they foster employees' sense of meaningfulness, connectedness, and emotional engagement at work. This study is limited by its cross-sectional design, focus on the banking sector in East Java, and reliance on self-reported data, which may limit the generalizability of the findings. Therefore, future research is recommended to use a longitudinal approach, expand the research context across different industries and countries, and examine additional psychological or organizational variables that may further explain the relationship between organizational justice and organizational citizenship behavior.

ACKNOWLEDGEMENT

The authors would like to express their sincere gratitude to all parties who contributed to the completion of this research. They also extend their gratitude to the participating banking employees who voluntarily provided the information and data needed for this research.

REFERENCES

- Aslam, M., Qayyum, A., & Sarwar, M. (2022). An Exploration of Distributive and Interactional Justice as Predictors of Workplace Spirituality of School Teachers. *Review of Education, Administration & Law*, 5(2), 99–108. <https://doi.org/10.47067/real.v5i2.222>
- Dubey, P., Pathak, A. K., & Sahu, K. K. (2022). Analysing Workplace Spirituality as a Mediator in The Link Between Job Satisfaction and Organisational Citizenship Behaviour. *Management Matters*, 19(2), 109–128. <https://doi.org/10.1108/manm-12-2021-0003>

- Ertemsir, E., Bal, Y., Demirhan, A., & Kökalan, Ö. (2024). The Moderating Role of Workplace Spirituality on The Effect of Organizational Justice on Job Satisfaction. *Frontiers in Psychology*, *15*, 1360913. <https://doi.org/10.3389/fpsyg.2024.1360913>
- Gyekye, S. A., & Haybatollahi, M. (2014). Relationship Between Organizational Justice and Organizational Citizenship Behaviors: Do Fairness Perceptions Influence Employee Citizenship? *International Journal of Occupational Safety and Ergonomics*, *20*(2), 199–211. <https://doi.org/10.1080/10803548.2014.11077045>
- Hair, J., & Alamer, A. (2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) in Second Language and Education Research: Guidelines Using an Applied Example. *Research Methods in Applied Linguistics*, *1*(3), 100027. <https://doi.org/10.1016/j.rmal.2022.100027>
- Hermanto, Y. B., Srimulyani, V. A., & Pitoyo, D. J. (2024). The Mediating Role of Quality of Work Life and Organizational Commitment in The Link Between Transformational Leadership and Organizational Citizenship Behavior. *Heliyon*, *10*(6), e27664. <https://doi.org/10.1016/j.heliyon.2024.e27664>
- Hermawan, F., Purnomo, H., Kusumastuti, D., Fitriana, R., Octaleny, E., Ie, M., & Sudadi. (2024). The Role of Transformational Leadership, Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) of SMEs Employees in the Digital Era. *Journal of Infrastructure, Policy and Development*, *8*(7), 5194. <https://doi.org/10.24294/jipd.v8i7.5194>
- Hsieh, C. M., Chen, S., Peng, T. Te, Chen, A., & Chen, C. J. (2024). The Relationship Between Workplace Justice and Self-Evaluated Nonfatal Occupational Accidents Among Healthcare Employees in Taiwan. *Medicine (United States)*, *103*(32), e39215. <https://doi.org/10.1097/MD.00000000000039215>
- Hwang, E., & Yi, Y. (2022). Workplace Spirituality and Organizational Justice in Turnover Intention of Mental Health Professionals at Small-Sized Centres. *Journal of Nursing Management*, *30*(1), 328–335. <https://doi.org/10.1111/jonm.13459>
- Iman, B., Tjahjono, H. K., & Qamari, I. N. (2024). Examining The Influence of Organizational Justice and Workplace Spirituality on Mental Health: Exploring The Interplay of Interpersonal Trust. *Examining The Influence Of Organizational Justice And Workplace Spirituality On Mental Health: Exploring The Interplay Of Interpersonal Trust*, *30*, 7666–7677. <https://doi.org/10.53555/kuey.v30i5.3052>
- Indonesian Banking HR Forum. (2024). *National Banking Employee Engagement Survey 2024*.
- Iqbal, J., & Parray, Z. A. (2025). Striking the Balance: Unraveling the Influence of Organizational Culture on Organizational Citizenship Behavior with Corporate Social Responsibility as the Bridge. *International Journal of Productivity and Performance Management*, *74*(6), 2091–2112. <https://doi.org/10.1108/IJPPM-01-2024-0065>
- Jaiyeoba, H. B., & Hazahari, N. Y. (2024). Investigating The Factors Contributing to Employee Engagement in Islamic Higher Education Institutions. *Journal of Islamic Marketing*. <https://doi.org/10.1108/JIMA-12-2022-0327>
- Jnaneswar, K., & Ranjit, G. (2021). Organizational Justice and Organizational Citizenship Behaviour: The Mediating Role of Psychological Ownership. *Journal of Organizational Effectiveness: People and Performance*, *9*(1), 1–19. <https://doi.org/10.1108/JOEPP-01-2021-0012>

- Lestari, I., Hardhienata, S., & Sunaryo, W. (2025). Enhancing Organizational Citizenship Behavior Through Job Satisfaction Mediation: The Role of Spiritual Beliefs, Cooperation, and organizational Justice. *Tafkir: Interdisciplinary Journal of Islamic Education*, 6(2), 550–562. <https://doi.org/10.31538/tijie.v6i2.1915>
- Maharjan, M., Pokhrel, S. K. P., Pokhrel, L., & Giri, B. (2024). Workplace Spirituality and Organizational Citizenship Behavior: A Mediating Role of Teachers' Commitment. *Journal of Business and Management*, 8(2), 80–97. <https://doi.org/10.3126/jbm.v8i2.76131>
- Mapuranga, M., Maziriri, E. T., Rukuni, T. F., & Lose, T. (2021). Employee Organisational Commitment and the Mediating Role of Work Locus of Control and Employee Job Satisfaction: The Perspective of SME Workers. *Journal of Risk and Financial Management*, 14(7), 306. <https://doi.org/10.3390/jrfm14070306>
- Muharom, F. (2023). The Impact of Spiritual Leadership and Motivational Leadership on Organizational Citizenship Behavior and Religious Performance: Evidence from Indonesian Islamic Schools. *Educational Administration: Theory and Practice*, 29(1), 284–296. <https://doi.org/10.52152/kuey.v29i1.841>
- Na'imah, T., Tjahjono, H. K., & Madjid, A. (2023). Workplace Well-Being: The Roles of Perceived Organizational Support, Organizational Justice and Workplace Spirituality. *Quality - Access to Success*, 24(193), 257–267. <https://doi.org/10.47750/QAS/24.193.29>
- Nurbianta, N., Consuelo, J. B., Ahmadong, A., & Farida Muslich, A. N. F. M. (2022). Assessment Study of Adversity Quotient and Servant Leadership to Improve Organizational Citizenship Behavior: Strengthening Managerial Competencies of Education Leader. *International Journal of Educational Management and Innovation*, 3(2), 124–137. <https://doi.org/10.12928/ijemi.v3i2.5241>
- Obregon, S. L., Lopes, L. F. D., Kaczam, F., & da Silva, W. V. (2022). Religiosity, Spirituality and Work: A Systematic Literature Review and Research Directions. *Journal of Business Ethics*, 179(2), 573–595. <https://doi.org/10.1007/s10551-021-04856-7>
- Ozdemir, S., Palframan, J. T., Sever, M., & Agcasulu, H. (2022). Workplace Spirituality as a Mediator Between Organizational Trust and Thriving at Work. *Vision*. <https://doi.org/10.1177/09722629221101156>
- Panjaitan, D., Susita, D., & Suherman, S. (2023). The Effect of Organizational Culture, Personality and Employee Engagement on Employee Organizational Citizenship Behavior in The Cooperative Revolving Fund Management Institution, Micro, Small and Medium Enterprises (LPDB-KUMKM). *Asian Journal of Engineering, Social and Health*, 2(7), 497–521. <https://doi.org/10.46799/ajesh.v2i7.93>
- Pariyanti, E., Rosid, A., & Adawiyah, W. R. (2022). Workplace Deviant Behavior Among Employees of Islamic-Based Universities in Lampung: The Moderating Role of Islamic Workplace Spirituality. *Journal of Applied Research in Higher Education*, 14(4), 1567–1591. <https://doi.org/10.1108/JARHE-03-2021-0089>
- Paul, M., & Jena, L. K. (2022). Workplace Spirituality, Teachers' Professional Well-being and Mediating Role of Positive Psychological Capital: An Empirical Validation in The Indian Context. *International Journal of Ethics and Systems*, 38(4), 633–660. <https://doi.org/10.1108/IJOES-08-2021-0163>
- Rahman, M. H. A., & Karim, D. N. (2022). Organizational Justice and Organizational Citizenship Behavior: Exploring the Mediating Role of Psychological Well-Being at Work. *Heliyon*, 8(5), 233–250. <https://doi.org/10.1016/j.heliyon.2022.e09450>

- Raza, M., Khan, S., & Khalid, S. (2023). Influence of Ethical Climate, Workplace Spirituality and Organizational Justice on Workplace Deviant Behavior. *Journal of Policy Research*, 9(2), 883–900. <https://doi.org/10.61506/02.00033>
- Sani, A., & Ekowati, V. M. (2022). Spirituality to Organizational Citizenship Behavior from Islamic Perspective: Mediating Role of Spirituality at Work and Organizational Commitment. *Journal of Islamic Marketing*, 13(12), 2672–2694. <https://doi.org/10.1108/JIMA-07-2020-0211>
- Setiawan, M., & Palupi, M. (2022). The Effect of Organizational Justice on Desire to Change Jobs: Organizational Citizenship Behavior as a Variable. *Jurnal Syntax Transformation*, 3(11), 1453–1480. <https://doi.org/10.46799/jst.v3i11.642>
- Sokmen, A., & Yasrebdoost, H. (2022). Comparing the Mediation Role of Organizational Trust on the Effect of Workplace Spirituality on Organizational Citizenship Behavior. *European Online Journal of Natural and Social Sciences*, 11(1), 111–121.
- Taamneh, M., Aljawarneh, N., Al-Okaily, M., Taamneh, A., & Al-Oqaily, A. (2024). The Impact of Ethical Leadership on Organizational Citizenship Behavior in Higher Education: The Contingent Role of Organizational Justice. *Cogent Business and Management*, 11(1), 2294834. <https://doi.org/10.1080/23311975.2023.2294834>
- Thao, P. K., Phuong, N. N. D., Phuc, V. T., & Huan, N. H. (2024). Organizational Commitment and its Impact on Employee Performance in The Water Supply Industry: Dataset from Vietnamese State-owned Enterprises. *Data in Brief*, 52. <https://doi.org/10.1016/j.dib.2024.110029>