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The effect of interactional justice on organizational citizenship behavior in Vietnam: A mediating role of work engagement

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ABSTRACT

This study aims to explore how fair and respectful treatment (interactional justice) influences employees' willingness to go above and beyond their job requirements (organizational citizenship behavior, or OCB) and whether being engaged and committed to their work (work engagement) plays a role in this process. We gathered data from 350 employees at companies in Vietnam. The results showed that when employees feel they are treated fairly and with respect, they are more likely to exhibit behaviors that benefit the organization beyond their normal job duties. Furthermore, the study found that being actively involved and committed to their work helps explain how fair treatment leads to these extra efforts. Managers can encourage such positive behaviors by ensuring employees feel respected and supported, acknowledging their individual needs, and creating a positive work environment. When employees perceive their treatment as fair, they feel more positive, dedicated, and responsible toward their work and the organization, leading them to engage in OCB. This research adds to existing knowledge by showing how work engagement helps explain the effect of fair treatment on OCB, offering insights for managers on how to enhance such behaviors among employees.

1. Introduction

In both professional and academic literature on management, considerable attention has begun to be devoted to understanding the dynamics of extra-role employee behaviors that contribute positively to organizational performance (Khanam and Tarab, 2022; Fan et al., 2023). Recently, one of the aspects of work behavior, organizational citizenship behavior (OCB), is getting more attention from experts since it positively contributes to organizational performance and success (Walz and Niehoff, 2000). Several studies examining the effect of organizational justice on OCB have been carried out (Jnaneswar and Ranjit, 2021; Yu, 2022); however, the mechanism through which interactional justice impacts OCB has not been discussed thoroughly. Wong et al. (2006), Mohammad et al. (2016), and Singh and Singh (2018) confirmed the positive relationship between organizational justice and OCB in a non-Vietnamese context. A few studies explored the direct influence of interactional justice on OCB (Farahbod et al., 2012; Cheung, 2013; Yardan et al., 2014). Nguyen and Tran (2022) examined the effect of procedure justice on OCB with the mediating role of job satisfaction and job engagement in Vietnam. Qiu and Dooley (2022) confirmed that procedural justice perception and trust in leaders fully mediate the relationship between servant leadership and customer-oriented OCB in universities in the US. Our study will contribute to the current literature by highlighting the mediating role of work engagement in the relationship between interactional justice and OCB in Vietnamese settings.

Vietnam has experienced significant economic growth that has changed company structures and increased workers' expectations for fairness and respectful communication at work. A 2017 survey of 26,000 Vietnamese workers showed that only 13.8% felt a strong connection to their workplace; 46.9% were actively engaged, 36.8% felt indifferent, and 2.5% were disengaged. Notably, among the 39.3% of indifferent employees, 67% stayed with their

company. As workplaces continue to change, it is increasingly important to examine and address these issues. Studying how fairness in interactions affects OCB could help organizations improve their management practices and overall performance.

This study aims to advance the understanding of a mechanism through which interactional justice impacts all OCB dimensions (Altruism, Courtesy, Sportsmanship, Civic virtue, and Conscientiousness) in the context of Vietnamese organizations. We address two questions as follows: (1) How does interactional justice affect OCB? (2) Does work engagement mediate the relationship between interactional justice and OCB of employees? Based on the main results of the empirical study, discussions about theoretical and practical implications, limitations, and future research are given.

2. Literature review and conceptual model

2.1. Interactional justice

The concept of interactional justice has evolved as part of the broader field of organizational justice theory. Bies and Moag (1986) first introduced interactional justice, emphasizing its focus on the quality of interpersonal interactions and the perceptions of fairness during the communication of decisions and procedures. Since then, research in this area has expanded to explore various dimensions of interactional justice from different perspectives. For example, interactional justice includes socially sensitive behaviors, such as treating employees with dignity and respect. This can involve actions like providing clear explanations for decisions, addressing employee concerns attentively, and showing empathy (Skarlicki and Folger, 1997). Ando and Matsuda (2010) described interactional justice as the perception employees have about the fairness with which they are treated during the implementation of processes. When employees feel that they are treated justly by their leaders, they tend to be more passionate and have higher morale. Greenberg (1990) further divided interactional justice into two components: interpersonal justice and informational justice. Interpersonal justice focuses on the respect and courtesy administrators show to employees during procedural executions and decision-making. Informational justice concerns whether administrators provide clear and thorough explanations to employees about the processes and outcomes of decisions.

2.2. Work engagement

Work engagement is defined as a "positive, satisfying, work-related state of mind characterized by vigor, dedication, and absorption towards one's job" (Schaufeli et al., 2002). This concept has attracted the attention of researchers and scholars in various fields, such as human resource development,

psychology, and organizational development, because organizations always seek dynamic, devoted, and dedicated employees. Previous studies have found that job engagement allows employees to invest their cognitive, physical, and emotional resources to help organizations function more effectively (Ariani, 2013; Bakker et al., 2008; Deepa, 2020). Employees who are engaged with their organization immerse themselves fully in their work and feel more connected to it.

Subsequent studies have been conducted to develop measurement tools to enhance the definition of work engagement, including vigor, dedication, and absorption. Vigor is characterized by high energy levels and the ability to recover emotionally while working (Salanova and Schaufeli, 2008). It also includes a commitment to investing in one's work, along with high perseverance even in the face of difficulties. When employees have enthusiasm, they become interested and full of vitality, finding happiness in creating positive impacts and helping others overcome obstacles. Dedication represents employees' significance, enthusiasm, inspiration, and pride in their work (Rayton and Yalabik, 2014). Dedication is achieved when an individual finds their work meaningful, feels enthusiastic and proud of the assigned tasks, and is inspired and challenged by the work. Finally, absorption occurs when an individual is fully focused and absorbed in their work, making it difficult to detach themselves from it (Kuijpers et al., 2020). It is a feeling of being separated from the surrounding environment, being highly focused on work, and having a general awareness of the time spent on work (Rayton and Yalabik, 2014).

2.3. Organizational citizenship behavior

OCB is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988). OCB provides a means of managing the interdependencies among members of a work unit, which increases the collective outcomes achieved; reduces the need for an organization to devote scarce resources to simple maintenance functions, which frees up resources for productivity; and improves the ability of others to perform their jobs by freeing up time for more efficient planning, scheduling, problem-solving, and so on (Podsakoff et al., 2000). Various behavioral scientists have their own way of defining OCB. Graham (1991) proposed that OCB would be more accurately defined from the standpoint of civic or political citizenship. Graham's (1991) political citizenship-based definition of OCB relates to relational ties, rights, and responsibilities among individuals in a group (Marshall, 1965). Zuo (2022) proposed the broader construct of "extra-role behavior" (ERB), defined as behavior which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes

beyond existing role expectations." Thus, organizational citizenship is functional, extra-role, pro-social organizational behavior directed at individuals, groups, and/or an organization. These are helping behaviors not formally prescribed by the organization and for which there are no direct rewards or punishments. OCB excludes those pro-social behaviors that the organization prescribes as performance requirements, as well as dysfunctional or non-compliant behaviors. Organ (1988) has proposed various types of OCBs that employees can demonstrate to contribute positively to their workplace environment. These behaviors are as follows: Altruism involves displaying selfless concern for the welfare of others. This can manifest in helping colleagues who may be facing challenges due to absences or heavy workloads. Courtesy entails taking proactive measures to prevent conflicts or issues with other workers and refraining from abusing the rights of others. Civic virtue encompasses actively participating in meetings that may not be mandatory but are considered important for the organization's development. Additionally, staying informed about organizational changes is an essential aspect of civic virtue. Conscientiousness is demonstrated by adhering to company rules and regulations, even when there is no direct supervision. It also involves refraining from taking unnecessary breaks and maintaining a diligent work ethic. Sportsmanship involves maintaining a positive attitude in the workplace. Avoiding excessive complaining about trivial matters and focusing on constructive aspects rather than dwelling solely on negatives contribute to a positive work environment. In short, OCBs describe actions in which employees are willing to go above and beyond their prescribed role requirements.

2.4. The effect of interactional justice on OCB

The theory of social exchange (Cook et al., 2013) is a helpful framework for understanding the relationship between interactional justice and OCB of employees. Social exchange theory posits that individuals engage in a series of social interactions with others, and within these interactions, they seek to maximize rewards and minimize costs. In the workplace context, employees evaluate their treatment by the organization and supervisors, and the fairness of these interactions influences their level of commitment and willingness to engage in discretionary behaviors like OCB.

One mechanism through which interactional justice can influence OCB is through the psychological process of "norm of reciprocity." The norm of reciprocity is a social norm that suggests individuals feel obliged to respond to positive actions with another positive action in return. When employees experience fair and respectful treatment during their interactions with supervisors and the organization, they perceive these actions as positive and favorable. As a result, they feel a sense of gratitude and appreciation toward the organization,

and they will be motivated to behave voluntarily for the benefit of the organization's performance.

Several studies (Ertürk, 2007; Yardan et al., 2014; Erkutlu, 2011; Kwon Choi et al., 2014; Yu, 2022) confirmed the positive relationship between organizational justice and OCB of employees working in different industries. Yardan et al. (2014) found a significant relationship between each dimension of organizational justice and civic virtue and conscientiousness behaviors of nurses, midwives, laboratory technicians, and medical secretaries at a hospital. Kwon Choi et al. (2014) indicated that the effects of interactional justice on the OCB of employees in Korea were mediated by organizational identification. Yu (2022) found that trust and supervisor-subordinate guanxi mediate the relationship between organizational justice and OCB of firm sales representatives in Taiwan. Taken together, the following hypotheses are proposed:

H1: Interactional Justice positively relates to the OCB of employees.
H1a: Interactional Justice positively relates to altruism.
H1b: Interactional Justice positively relates to courtesy.
H1c: Interactional Justice positively relates to civic virtue.
H1d: Interactional Justice positively relates to conscientiousness.
H1e: Interactional Justice positively relates to sportsmanship.

2.5. The mediating role of work engagement

The relationship between work engagement and OCB is intricate and multi-faceted. Several mechanisms can explain how work engagement affects OCB. Firstly, work engagement is associated with positive emotions, such as enthusiasm and joy, which create a conducive environment for positive interpersonal interactions. Employees who experience high levels of work engagement are more likely to exhibit positive behaviors, including helping others and being supportive, as they are experiencing a heightened sense of well-being. Secondly, engaged employees often find their work to be meaningful and valuable. When employees perceive their work as meaningful, they are more likely to engage in discretionary behaviors that go beyond their formal job roles. They feel a sense of purpose and understand the impact of their actions on the organization, making them more inclined to engage in behaviors that benefit the organization as a whole. Thirdly, engaged employees tend to feel a stronger sense of commitment to their organization and are more likely to reciprocate the positive treatment they receive from the organization. If an organization fosters an environment that supports and values its employees, engaged employees may feel compelled to reciprocate by engaging in citizenship behaviors that benefit the organization. Fourthly, engaged employees often have access to

job resources, such as autonomy, skill variety, and feedback. Having these resources can enable employees to have the flexibility and freedom to engage in discretionary behaviors. For example, an employee with high autonomy may take the initiative to suggest process improvements or share innovative ideas.

Soane et al. (2012), Rurkkhum and Bartlett (2012), and Zhang and Farndale (2022) found work engagement positively related to all aspects of OCB. Based on previous theoretical foundations and empirical research, it is expected that experiencing high levels of positive work-related states when being engaged with the organization will encourage employees to come up with personal initiatives, new ideas, and extra efforts to contribute to the organization's goals, especially when they are treated well and perceive fairness in the workplace. Therefore, the following hypothesis is proposed:

H2: Work engagement positively associates with OCB.

Work engagement acts as a bridge between perceived interactional justice and OCB. When employees perceive higher levels of interactional justice, they are more likely to feel valued and respected in the workplace. As a result, they develop a positive emotional connection to their job and feel more engaged with their work tasks. This increased work engagement, in turn, leads employees to be more willing to go the extra mile and engage in behaviors that benefit the organization, such as demonstrating higher levels of OCB. Thus, the following hypothesis is proposed:

H3: Work engagement mediates the relationship between interactional justice and OCB.

Based on the literature review and theoretical foundations presented above, the following research model is proposed, as shown in Fig. 1.

3. Research methodology

3.1. Sample and data collection

Data were collected via an online survey questionnaire in Vietnam. Convenient and quota sampling methods were employed to increase the accessibility to the targeted respondents. Before conducting the survey questionnaire, we set pre-conditions for participation: full-time employees, number of participants in each company is 15. We initially contacted the human resource managers of 60 companies to ask for their participation in the survey. Then, those initial contacts were asked to send the questionnaire to potential company participants. Eventually, 350 questionnaires were received, which made up the response rate of 39%. Table 1 presents the characteristics of the sample.
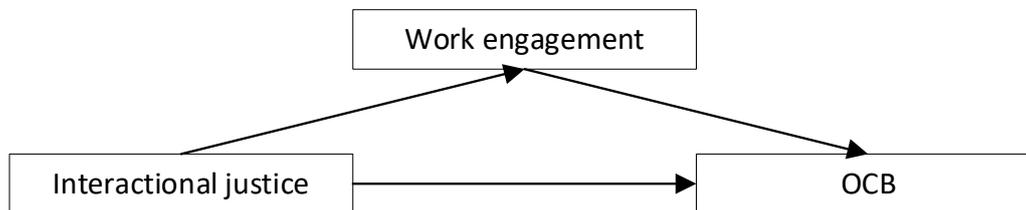

Fig. 1: Research model

Table 1: Demographic profile of the sample

Demographic variables	Frequency	%	Demographic variables	Frequency	%
Gender			Education level		
Male	135	38.6	Graduates	261	74.6
Female	215	61.4	Masters	65	18.6
			Doctors	24	6.9
Work seniority			Work position		
Under 5 years	256	73.1	Staff	229	65.4
5 - 10 years	40	11.4	Team leader	70	20.0
11 - 20 years	43	12.3	Manager	45	12.9
Over 20 years	11	3.1	Senior manager	6	1.7

3.2. Measures

Interactional justice was measured by using 9 items from Niehoff and Moorman's (1993) measure.

Work engagement was measured by using 15 items from Schaufeli et al. (2002). The work engagement scale consists of three dimensions: vigor, dedication, and absorption.

OCBs were measured by using scales developed by Podsakoff et al. (1990) and Organ and Lingl (1995). Five behaviors (altruism, courtesy, civic virtue, sportsmanship, and conscientiousness) were used to measure OCB. All of the scales were measured on a 5-point Likert Scale ranging from 1 to 5.

4. Results and analysis

4.1. Measurement assessment

As can be seen in Tables 2 and 3, the results of testing validity and reliability of measurement of the variables indicated that all Cronbach's (1951) alpha coefficients of the variables were greater than 0.7. According to Hair (2009), a set of items with an

alpha coefficient greater than or equal to 0.7 is considered highly internally consistent. Moreover, an exploratory factor analysis was performed to ensure the instrument had reasonable constructs. Using principal component analysis and varimax rotation, factors with eigenvalues greater than one and factor loadings greater than 0.4 were retained. Tables 2, 3, and 4 presented detailed results of factor analysis and reliability analysis for all constructs in the research model.

Table 2: Result of factor and reliability analyses of interactional justice

Items	Factor loading	Cronbach's alpha
The manager treats me with kindness and consideration	0.783	
The manager treats me with respect and dignity	0.722	
The manager is sensitive to my personal needs	0.778	
The manager treats me in a truthful manner	0.825	
The manager shows concern for my rights as an employee	0.779	0.948
Concerning decisions made about my job, the manager discusses with me the implications of the decisions	0.790	
The manager offers adequate justification for decisions made about my job	0.794	
When making decisions about my job, the manager offers explanations that make sense to me	0.794	
My manager explains very clearly any decisions made about my job	0.736	

Table 3: Result of factor and reliability analyses of work engagement

Items	Factor loading	Cronbach's alpha
Vigor		
Every morning when I wake up, I am enthusiastic about my work	0.694	
At the workplace, I am always full of energy to perform my tasks	0.721	
Even when facing difficulties at work, I remain resilient and not discouraged	0.730	0.893
I can continue working for a long time without feeling tired	0.716	
Regarding my job, I have a persistent work ethic	0.698	
Regarding my job, I feel enthusiastic and dynamic	0.716	
Dedication		
For me, my job presents challenges to my capabilities	0.706	
I am inspired by my work	0.810	
I am enthusiastic about my work	0.786	0.899
I take pride in the work I do	0.742	
I perceive my work as meaningful and purposeful	0.614	
Absorption		
When working, I seem to forget everything around me	0.723	
When working, time passes by very quickly	0.634	
I feel very excited when working	0.591	0.905
It is difficult to separate myself from my work	0.736	
I am deeply immersed in my work	0.803	
I feel happy when I am enthusiastically working	0.641	

Table 4: Result of factor and reliability analyses of OCB

Items	Factor loading	Cronbach's alpha
Conscientiousness		
Attendance at work is above the norm	0.469	
Does not take an extra break	0.729	
Obeys company rules and regulations even no one is watching	0.753	0.855
Is one of my most conscientious employees	0.606	
Believe in giving an honest day's work for an honest day's pay	0.539	
Sportsmanship		
Consumes a lot of time complaining about rival matter (R)	0.469	
Always focused on what wrong, rather than the positive side (R)	0.729	
Tends to make "mountain out of molehills" (R)	0.753	0.881
Always find fault with what the organization is doing (R)	0.606	
Is the classic "squeaky wheel" that always needs greasing (R)	0.539	
Civic virtue		
Attend meetings that are not mandatory but are considered important	0.440	
Keep abreast of changes in the organization	0.672	0.759
Reads and keeps up with organization announcements, memos, etc	0.592	
Courtesy		
Take steps to try to prevent problems with other workers	0.549	
Is mindful of how his/her behavior affects other people's jobs	0.650	
Does not abuse the rights of others	0.636	
Tries to avoid creating problems for coworkers	0.748	0.887
Considers the impact of his/her actions on coworkers	0.794	
I offer suggestions to improve the company's performance	0.409	
Altruism		
Helps others who have been absent	0.759	
Helps others who have heavy workloads	0.775	
Helps orient new people even though it is not required	0.646	0.913
Willingly helps others who have work-related problems	0.772	
Is always ready to lend a helping hand to those around him/her	0.674	

4.2. Correlation analysis

Table 5 shows the correlation matrix of the variables with the bi-variate relationships by Pearson correlation among the variables in this study. All the correlations of the relationships are statistically significant (sig. <0.01). As can be seen in Table 5, there is a moderate positive relationship between interactional justice, work engagement, and

OCB with coefficients of 0.526, 0.527, and 0.654, respectively.

4.3. Hypothesis testing

Hypotheses testing included an examination of regression analyses to predict OCB. For each of the independent variables in the regression models, the square root of the variable inflation factor (VIF) was calculated (Fox, 2019). All of the variables in the analyses fell well within the accepted limits, indicating no problems with multicollinearity.

To test the first hypothesis, a simple regression analysis was performed to establish the predictive power of interactional justice in organizational citizen behavior. The resulting linear regression and its corresponding adjusted R^2 with standardization coefficients are presented in Table 6. This regression model is statistically significant with $p<0.001$, explaining 30.08% of the variation of OCB. The result shows interactional justice having a positive effect on the OCB ($\beta=0.541$, $p<0.001$). Therefore, hypothesis 1 is supported.

Table 5: Correlation matrix

	1	2	3	4	5	6	7	8	9	10
1. Interactional justice (INTJ)	1									
2. Vigor (VIG)	0.452**									
3. Dedication (DED)	0.500**	0.696**								
4. Absorption (ABS)	0.471**	0.732**	0.736**							
5. Work engagement (WE)	0.526**	0.897**	0.897**	0.913**						
6. Altruism (ALT)	0.548**	0.469**	0.497**	0.453**	0.524**					
7. Courtesy (COU)	0.437**	0.531**	0.512**	0.509**	0.574**	0.582**				
8. Civic virtue (CV)	0.531**	0.574**	0.562**	0.508**	0.607**	0.620**	0.703**			
9. Conscientiousness (CON)	0.395**	0.600**	0.577**	0.558**	0.641**	0.503**	0.629**	0.646**		
10. Sportsmanship (SP)	0.253**	0.226**	0.316**	0.235**	0.287**	0.309**	0.350**	0.291**	0.278**	
11. OCB	0.527**	0.618**	0.582**	0.570**	0.654**	0.766**	0.812**	0.847**	0.795**	0.072

**: Correlation is significant at the 0.01 level (1-tailed)

In order to test the relationship between the interactional justice and sub-dimensions of OCB, 5 linear regressions were used with the dependent variables of altruism, courtesy, civic virtue, sportsmanship, and conscientiousness, respectively. The results indicated that all regression models were statistically significant with $p<0.001$. Interactional justice explained 32.5% of the variation of altruism, 20.9% of the variation of courtesy, 29.7% of the variation of civic virtue, 16.5% of the variation of conscientiousness, and 11.8% of the variation of sportsmanship. In addition, interactional justice has a positive effect on altruism ($\beta=0.576$, $p<0.001$), courtesy ($\beta=0.443$, $p<0.001$), civic virtue ($\beta=0.545$, $p<0.001$), conscientiousness ($\beta=0.405$, $p<0.001$) and sportsmanship ($\beta=0.267$, $p<0.001$). Therefore, hypotheses H1a, H1b, H1c, H1d and H1e are supported.

Table 6: Regression results

Variables	OCB	OCB sub-dimensions				
		Altruism	Courtesy	Civic virtue	Conscientiousness	Sportsmanship
	β	β	β	β	β	β
Gender	-0.020	0.071	-0.031	0.003	-0.002	0.107*
Age	0.091	0.064	-0.086	-0.066	0.020	0.347***
Educational level	0.089	-0.010	0.114*	0.061	0.085	0.034
Seniority	0.064	0.123	0.150	0.172*	0.073	0.312***
Interactional justice (INTJ)	0.541***	0.576***	0.443***	0.545***	0.405***	0.267***
Adjusted R^2	0.308	0.325	0.209	0.297	0.165	0.118
F statistic	32.000***	34.644***	19.442***	30.431***	14.807***	10.307***

*: $p<0.05$; **: $p<0.01$; ***: $p<0.001$

To test the hypothesis H2, a simple regression analysis was performed to establish the predictive power of work engagement in organizational citizen behavior. The results of the regression analysis for model 3 presented in Table 7 indicated that work engagement has a significant positive influence on OCB (Adj. R^2 = 0.433, F = 54.306; $p < 0.001$). Thus, hypothesis H2 is supported.

Table 7: Regression results of testing mediation effect of work engagement

Variables	Model 1	Model 2	Model 3	Model 4
	WE	OCB	OCB	OCB
	β	β	β	β
Gender	-0.085	-0.020	0.019	0.022
Age	0.125	0.091	0.005	0.028
Educational level	-0.01	0.089	0.11	0.094
Seniority	0.045	0.064	0.01	0.042
Interactional justice (INTJ)	0.537***	0.541***		0.271***
Work engagement (WE)			0.649***	0.503***
Adjusted R^2	0.30	0.308	0.433	0.483
F statistic	30.877***	32.000***	54.306***	55.352***

*: $p<0.05$; **: $p<0.01$; ***: $p<0.001$

Regression models 1, 2, 3, and 4 were conducted to test the mediating effect of WE on the relationship between INTJ and OCB. The results of the regression analyses are presented in Table 7.

The regression analysis for Model 1 showed that internal justice significantly affects work engagement (Adj. R^2 = 0.30, F = 30.877; β = 0.537, p < 0.001). In Model 2, the results indicated a positive impact of interactional justice on OCB (Adj. R^2 = 0.308, F = 32.000; β = 0.541, p < 0.001). The analysis from Model 3 found that work engagement positively relates to OCB (Adj. R^2 = 0.433, F = 54.306; β = 0.649, p < 0.001). Model 4 revealed that both interactional justice and work engagement are positively associated with OCB (Adj. R^2 = 0.483, F = 55.352; β = 0.271; 0.503, p < 0.001). These results support the hypothesis that work engagement acts as a partial mediator between interactional justice and OCB, demonstrated by the reduced correlation coefficient between interactional justice and OCB in Model 4 compared to Model 2.

5. Discussion

The present study examined the relationship between interactional justice and OCB dimensions in the context of Vietnamese organizations. The study also confirmed the mediating role of WE in the interactional justice-OCB dimensions relationships. This study advances the literature pertaining to interactional justice and OCB by empirically demonstrating the importance of work engagement for performing OCB in a non-Western context.

5.1. Theoretical implications

This study contributes to the literature by revealing that interactional justice predicts the five dimensions of OCB. Specifically, in line with our prediction, the results confirmed that interactional justice is positively related to overall OCB. This is consistent with several studies reporting that OCB can be viewed as a result of the social exchange process in which employees perceive the availability of organizational aids and care as an outcome of fair interactional treatment (Moorman, 1991; Farahbod et al., 2012; Cheung, 2013). When employees perceive that they are treated with respect, dignity, and politeness by their supervisors and colleagues, it fosters a sense of trust in the organization. This creates a positive emotional bond and reciprocity between the employees and the organization. Employees feel that they are valued members of the organization, and as a result, they are more likely to engage in behaviors that benefit the organization beyond their formal job requirements (Yardan et al., 2014; Bahrami et al., 2014). The study confirmed the mediating role of work engagement in the relationship between interactional justice and OCB. When employees feel fairly treated, they are more likely to feel positive emotions about their work and the organization to develop a positive perception of the organization's values and goals. This positive emotional state energizes them and enhances their willingness to invest effort and time into their job tasks, increasing their dedication and a sense of responsibility for their work tasks and the

organization. This sense of dedication translates into increased work engagement. Engaged employees are driven by intrinsic motivation and a genuine desire to contribute to the organization's success. As a result of increased work engagement, employees are more likely to exhibit OCB. They voluntarily engage in behaviors that go beyond their formal job requirements, such as helping colleagues, offering creative suggestions, and showing support for organizational goals. In summary, interactional justice leads to increased work engagement through enhanced motivation, positive organizational attitudes, and higher levels of dedication and involvement in job tasks. As a result, engaged employees are more likely to engage in OCB, benefiting the organization.

5.2. Practical implications

The findings of this research have significant implications for managers and businesses, particularly in Vietnam, regarding enhancing OCB among employees. Managers can employ several specific strategies to promote interactional justice within their organizations:

1. Open and transparent communication: It is essential for managers to foster an environment where open communication is encouraged. Employees should feel safe to express their opinions, concerns, and ideas without fear of negative consequences.
2. Active listening: Managers should practice active listening, which involves giving full attention to employees during conversations, acknowledging their viewpoints, and validating their emotions.
3. Respect and courtesy: Treating all employees with respect and courtesy, regardless of their position in the organization, is crucial for fostering a positive work environment.
4. Fair decision-making: Managers should strive to make decision-making processes fair and transparent. Involving employees in decisions that impact them and explaining the reasons behind decisions can help employees feel valued and included.
5. Leading by example: Managers should also act as role models for fair and respectful behavior by demonstrating interactional justice in their dealings with employees and peers.

Implementing these strategies can lead to increased OCB among employees, contributing to a more productive and positive organizational culture.

Besides, companies can enhance employees' OCB by increasing employees' perception of interactional justice. Companies can increase interactional justice by ensuring that policies and procedures are consistently applied across the board. This prevents perceptions of favoritism or unfair treatment. In addition, the establishment of effective mechanisms for resolving conflicts is necessary. A fair and transparent conflict resolution process can improve

employees' perceptions of justice. Finally, providing training programs on interpersonal skills and cultural sensitivity to employees and managers can enhance the way employees interact with each other and with managers.

5.3. Limitations and future research

Despite the above contribution of the study, the research has several limitations. First, a limitation concerns the sampling frame. The sampling frame was restricted only to organizations in Hanoi and Hochiminh city; thus, the sample somehow may not accurately represent the whole population. In future experiments, researchers may collect data from a wider sampling frame. Second, a relatively small sample size was considered, limiting the research findings. For this reason, a larger sample size may be explored for future investigations. Social desirability is another issue that needs to be looked at more carefully in future studies because the study is directly linked to how the people in the study act and behave. Finally, the data used for this analysis are cross-sectional and hence may not signify the genuine context to some extent. Future research may consider careful designation of the questionnaire, language adjustments, multi-scaling, and longitudinal studies may be carried out to avoid the issue. While this study has illustrated for the first time the existence of WE's mediating role between the dimensions of interactional justice and OCB, it deserves a more in-depth understanding of how these relationships function. Therefore, to avoid these shortcomings and to generalize the framework in both profit and non-profit industrial settings as well as government and non-government organizational settings, additional conclusive research steps should be taken on the issue.

With these above limitations, there are several areas for possible future research. The result of this study suggests future replications and extensions in specific industries or in the whole country to enhance the generalizability and applicability of findings. Also, future research could use triangulation of research methodology to deepen the research results. Finally, further study should investigate the influence of distributive, procedural, and informational justice on OCB dimensions and integrate some other variables that may moderate the relationship between interactional justice and OCB.

6. Conclusion

This study marks the first exploration in Vietnam of how interactional justice influences OCBs. The findings demonstrate that interactional justice positively affects all four dimensions of OCBs. This enhances understanding of fairness and social exchange theory, particularly the effects of interactional justice on OCBs. The paper also discusses the implications of these findings for both managers and researchers.

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