The Impact of Organizational Justice and Trust on Citizenship Behavior and Affiliation Among Sports and Youth Sector Employees in Dhi Qar Governorate

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Abstract
Objectives. This research aims to investigate the impact of organizational justice and organizational trust on promoting job affiliation and organizational citizenship behaviors among employees of the Directorate of Youth and Sports in Dhi Qar Governorate. The core problem addressed is the disconnect between administrative culture and its actual policies, particularly in terms of fairness and transparency, and how this affects employees' perceptions and behaviors. Specifically, the study seeks to explore the role of justice and trust in strengthening employee loyalty, enhancing organizational image, and increasing overall competitiveness. In doing so, it compares and measures the levels of these variables among employees, aiming to identify areas for improvement that could contribute to higher performance and quality of service.
Materials and Methods. The study utilized a descriptive quantitative approach to collect and analyze data from an intentional sample of employees at the Directorate of Youth and Sports in Dhi Qar Governorate. A structured questionnaire, developed by the researcher, served as the primary tool for data collection and was distributed to 133 employees. All questionnaires were completed and returned, providing a full data set for analysis. The questionnaire was designed to assess four key variables: organizational justice, organizational trust, job affiliation, and organizational citizenship behaviors. Statistical analysis was performed using appropriate software to calculate averages, standard deviations, and correlations between the studied variables.
Results. The analysis of the survey responses indicated that employees perceived a moderate level of organizational justice, suggesting that although there is some sense of fairness in administrative actions, inconsistencies remain. Organizational trust was also found to be at a moderate level, reflecting a partial belief in the fairness and reliability of the administration. Importantly, the study identified a positive relationship between both organizational justice and trust with the levels of job affiliation and citizenship behavior. Employees who experienced greater fairness and trust tended to show higher loyalty, commitment, and a willingness to engage in voluntary behaviors that benefit the organization beyond their job duties.
Conclusion. In conclusion, the study highlights that organizational justice and trust play a significant role in promoting job affiliation and organizational

citizenship behaviors among employees. When employees perceive that they are treated fairly and can trust their administration, they are more likely to develop a stronger emotional connection to their workplace and engage in behaviors that support the organization's goals. Improving fairness in policies and building a culture of trust are therefore essential strategies for enhancing employee performance, strengthening the organization's public image, and ensuring long-term institutional success within the Directorate of Youth and Sports in Dhi Qar Governorate.

Keywords : Sports Sector, Organizational Justice, Organizational Trust, Citizenship Behavior in Sports Organizations.

Introduction

Organizations in general, and educational institutions in particular, that strive for success typically adopt a clear approach to motivating their employees by encouraging positive managerial behavior that aligns with organizational goals. Achieving this often requires reinforcing key organizational factors such as support, trust, and justice, as the human element remains the foundation of any successful organization. Organizational trust helps create a high-quality work environment, leading to positive behavioral outcomes that enhance overall effectiveness. Likewise, organizational justice plays a vital role in translating values like fairness, integrity, and transparency into practical behavior, thereby fostering a culture where employees feel respected and fairly treated. This sense of justice strengthens motivation, loyalty, and job satisfaction, contributing to a stable and productive work environment.

Therefore, one of management's central responsibilities is to embed the principles of fairness and trust within the organizational culture to maximize the potential of its human resources and elevate performance outcomes such as organizational citizenship behavior and employee commitment. Within this context, the Directorate of Youth and Sports in Dhi Qar Governorate represents a critical public institution that refines youth potential through its educational and athletic programs. Given the importance of organizational justice and trust in shaping employee behavior and performance, this study seeks to assess the levels and relationships of these variables among the directorate's employees. Specifically, the research investigates the perceived levels of organizational fairness and trust, evaluates organizational citizenship behaviors, and measures the correlations and impacts among them. The research also aims to determine whether organizational trust mediates the relationship between fairness and citizenship behavior. This study was conducted on employees of the Directorate of Youth and Sports in Dhi Qar during the period from March 1 to March 25, 2024, with fieldwork taking place at the institution's headquarters.

Materials and Methods
Study Participants.

The study sample consisted of targeted individuals from the Directorate of Youth and Sports Affairs in Dhi Qar province. The total population numbered 213 employees. The researcher distributed 133 questionnaires, and 125 were retrieved and found valid for analysis after excluding 20 individuals who were part of the pilot sample. The remaining unprocessed questionnaires were either unanswered or invalid. The response rate was approximately 94%. The sample was divided into three groups:

1) Pilot Sample: 20 participants (14.8%)
2) Scale Construction Sample: 83 participants (54.2%)
3) Main Application Sample: 50 participants (32.6%)

Demographic Description of the Study Sample

Table 1. Presents The Breakdown Of Participants

Property	Category	Frequency	Percentage
Gender	Male	102	66.6%
	Female	51	33.3%
Age	25–30 years	34	22.2%
	31–40 years	46	30.06%
	41–50 years	43	28.1%
	51–60 years	30	19.6%
Education	Bachelor's degree	73	47.7%
	Master's degree	55	35.9%
	Ph.D.	35	22.8%
Total		**153**	**100%**

Study organization.

The study utilized a descriptive research design through survey methodology and correlational techniques, chosen for its suitability to address the research objectives based on the clarity and nature of the problem and data availability.

Data Collection Tools and Devices:

1) Books and scientific references
2) Personal interviews
3) Questionnaire
4) Internet
5) Laptop computer (DELL)
6) Manual calculator (Cadeo)

1. Laser printer (Canon)

The scales were constructed based on prior literature in public administration, sports management, organizational psychology, and expert input from 10 specialists. The constructs measured were:

1) Organizational Justice: Distributive, Procedural, Interactional, and Evaluative Justice
2) Organizational Trust: Trust in coworkers, immediate supervisor, and senior management
3) Organizational Citizenship: Intent to leave, and functional citizenship

Expert validation was confirmed using Chi-square (χ^2) statistics at a significance level of 0.05 and 70% expert agreement threshold.

Questionnaire Construction and Validation:

1) Phrases were evaluated by experts for clarity, appropriateness, and structure.
2) The Likert scale (1–5) was used.
3) Positive and negative phrasing ensured balanced measurement.
4) Max/min possible scores:
   a) Organizational Justice: 20–100
   b) Organizational Trust: 12–60
   c) Organizational Citizenship: 10–50

Pilot Testing: Conducted on January 22, 2024, with 20 respondents to ensure clarity and estimate completion time (approx. 25–30 minutes).

Application of Scales:

1) Full implementation occurred from February 5 to March 5, 2024, with 83 participants.
2) Items were tested for discrimination power using t-tests and item-total correlations.
3) All items showed significant discrimination and were retained.

Reliability:

Split-half reliability:

1) Organizational Justice: 0.745 (adjusted)
2) Organizational Trust: 0.769
3) Organizational Citizenship: 0.781

Cronbach's Alpha:

1) Organizational Justice: 0.835
2) Organizational Trust: 0.798
3) Organizational Citizenship: 0.785

Objectivity: All tools had clear instructions and scoring rubrics, making them fully objective.

Statistical analysis.

The data were processed using the Statistical Package for the Social Sciences (SPSS). The following statistical methods were applied:

1. Descriptive Statistics: Mean, standard deviation

2. Inferential Statistics:

   a) t-test for one sample: to compare means against hypothetical values

   b) Chi-square (χ^2): to assess expert agreement during scale development

   c) Item-total correlation: for evaluating construct validity

3. Reliability Analysis:

   a) Split-half method

   b) Cronbach's Alpha

4. Skewness Coefficient:

   a) Organizational Justice: 0.190

   b) Organizational Trust: 0.204

   c) Organizational Citizenship: 0.189

These skewness values indicate that data distribution approximates a normal curve.

5. Level Classification:

   a) Scores were classified as Very Good, Good, Average, Acceptable, Weak based on standard score intervals and raw scores.

Table 2. Of Means And Standard Deviations (Abbreviated From Table 2).

Scale	Dimension	Mean	SD
Organizational Justice	Distributive	16.8	4.271
	Procedural	17.3	3.68
	Interactional	17.4	3.43
	Evaluative	16.6	4.035

	Total	68.1	15.416
Organizational Trust	Coworkers	16.8	3.52
	Immediate Supervisor	18.1	4.18
	Senior Management	17.4	4.045
	Total	52.3	11.745
Organizational Citizenship	Intention to Leave Work	16.6	4.345
	Functional Citizenship	17.2	4.022
	Total	33.8	12.937

Results

1. Organizational Citizenship Scale

Based on Table (8), the mean score for organizational citizenship among the sample was 34.5 with a standard deviation of 12.82. The calculated t-value was 13.54, which is statistically significant at the 0.000 level ($p < 0.05$), indicating a statistically significant deviation from the hypothetical mean (30) in favor of the sample's mean. This suggests a positive level of organizational citizenship among employees.

Table (9) further breaks down the distribution of scores. The majority of respondents (32%) fell into the "Average" category, followed by "Good" (22%), "Acceptable" (18%), "Very Good" (16%), and "Weak" (12%). This indicates that most employees show moderate to good levels of voluntary work behavior.

2. Correlation Between Study Variables

a) Organizational Justice and Organizational Citizenship: A statistically significant and moderately strong positive correlation was found ($r = 0.521$, $p = 0.000$).

b) Organizational Trust and Organizational Citizenship: A stronger positive correlation was identified ($r = 0.601$, $p = 0.000$), suggesting a stronger relationship compared to organizational justice.

3. Direct Influence Relationships

a) Organizational Justice → Organizational Citizenship: As shown in Table (12), the SRMR value (0.049) confirms acceptable model fit. The t-value (3.934) and p-value

(0.006) indicate statistical significance. The effect size ($f^2 = 0.461$) is large, with $R^2 = 0.176$, demonstrating a meaningful impact.

b) Organizational Trust → Organizational Citizenship: Table (13) shows SRMR = 0.054, t = 4.712, and p = 0.000, supporting a strong and significant effect. Effect size ($f^2 = 0.654$) and $R^2 = 0.392$ indicate high explanatory power of trust in predicting organizational citizenship behavior.

4. Interactive Effect

Table (14) reveals that organizational trust plays a moderating role between organizational justice and citizenship (t = 2.166, p = 0.031). The interaction model has an R^2 of 0.731, showing that the independent variables together explain 73% of the variance in organizational citizenship. The interaction effect size ($f^2 = 0.411$) is large and significant.

Discussion

The findings highlight that employees of the Youth and Sports Directorate in Dhi Qar exhibit notable organizational citizenship behaviors. The significant difference from the hypothetical mean indicates that employees are willing to go beyond formal job duties, consistent with Al-Fahdawi (2005), who described organizational citizenship as encompassing discretionary behaviors that support formal roles.

The moderate-to-strong correlations between organizational justice, trust, and citizenship support the notion that fair treatment and trust within the organization contribute to positive workplace behaviors. This aligns with social exchange theory, where fair and trustworthy environments foster reciprocal commitment from employees.

The structural model analysis confirms that both justice and trust are significant predictors of citizenship behavior. However, trust has a comparatively stronger direct effect (higher R^2 and f^2), suggesting that fostering trust might be a more effective strategy for promoting discretionary efforts among staff.

Moreover, the interaction effect shows that organizational trust amplifies the effect of organizational justice on citizenship. This implies that when trust is high, the positive impact of fairness is even more pronounced. Thus, trust not only directly affects outcomes but also enhances the effectiveness of fairness initiatives.

Overall, the study affirms that the Directorate's management applies fairness, promotes humane values, and encourages open communication—fostering trust and, in turn, strengthening organizational citizenship. This supportive climate contributes to employees'

sense of affiliation, voluntary engagement, and commitment, creating a virtuous cycle of mutual support and performance enhancement.

Conclusions.

The results indicate that respondents demonstrated an average level of perception regarding organizational justice, suggesting that employees of the Department of Youth and Sports Affairs in Dhi Qar province possess a reasonable awareness of the extent to which fairness is practiced within their administration. Organizational justice significantly contributes to fostering and reinforcing a strong sense of organizational citizenship among staff, while trust in the organization emerges as a key factor in explaining variations in civic attitudes. Moreover, organizational trust serves as a critical intermediary that enhances the relationship between perceived justice and organizational citizenship, thereby strengthening employees' engagement and voluntary commitment to the organization. Based on these findings, it is recommended that the Department of Youth and Sports Affairs prioritize the promotion of organizational justice, given its vital role in encouraging positive workplace behaviors. Emphasizing fairness-based practices can significantly enhance trust, which in turn supports the organization's civic standing. Additionally, increasing organizational trust—by addressing factors that support employee adaptation to both internal and external environments—can further improve the quality of organizational citizenship and overall performance.

Acknowledgment

Conflict of interest

Have no conflict of interest to declare.

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