



### Artan Veseli

<https://orcid.org/0000-0002-1275-0437>

Faculty of Tourism and Environment  
Department of Management  
University of Applied Sciences in Ferizaj,  
Ferizaj, Kosovo  
artanveseli@hotmail.com

### Fatih Çetin

<https://orcid.org/0000-0002-2487-9553>

Faculty of Economics and Administrative  
Sciences  
Department of Business Administration  
Baskent University  
Ankara, Turkey  
fctin@baskent.edu.tr

## The impact of HRM practices on OCB-I and OCB-O, with mediating roles of organizational justice perceptions: Moderating roles of gender

Accepted by Editor Ewa Ziemba | Received: December 21, 2023 | Revised: January 25, 2024 |  
Accepted: February 1, 2024 | Published: February 9, 2024.

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### Abstract

**Aim/purpose** – The purpose of this study is to investigate the impact of HRM practices on OCB-I (altruism and courtesy) and OCB-O (sportsmanship, conscientiousness, and civic virtue) by examining the mediating role of organizational justice perceptions (i.e., distributional, procedural, and interactional justice) and the moderating role of gender.

**Design/methodology/approach** – The study is based on a national sample of 10 organizations from the banking industry in Kosovo and data were obtained from 459 employees. The statistical method involved regression analyses by constructing 14 different models through controlling demographics and the Sobel test for testing the moderator hypotheses.

**Findings** – The findings of the study suggest that there are positive relations between HRM practices and both OCB-I and OCB-O. Additionally, HRM practices show positive relations with justice perceptions, while justice perceptions show positive relations with both OCB-I and OCB-O. Furthermore, justice perceptions play a mediating role in the relationship between HRM practices and both OCB-I and OCB-O. Gender moderates the relationship between HRM practices and justice perceptions, showing a positive relationship for females but a negative one for males. Lastly, gender also moderates the relationship between justice perceptions and OCB-O, being positive for males but negative for females.

Cite as: Veseli, A., & Çetin, F. (2024). The impact of HRM practices on OCB-I and OCB-O, with mediating roles of organizational justice perceptions: Moderating roles of gender. *Journal of Economics & Management*, 46, 1-24. <https://doi.org/10.22367/jem.2024.46.01>

**Research implications/limitations** – Limitations of this study include uncertainties in determining the most suitable HRM practices for assessing their impact on OCBs, potential method bias from the limited sample, and limited generalizability beyond Kosovo's banking sector due to cultural variations.

**Originality/value/contribution** – This study provides a comprehensive understanding of HRM practices, organizational justice, and OCBs within Kosovo's banking sector. The findings not only contribute to theoretical knowledge but also offer practical insights for Kosovan commercial banks, emphasizing the importance of evaluating HRM practices and justice perceptions to enhance employee behaviors crucial for organizational success.

**Keywords:** HRM practices, justice perceptions, citizenship behavior, gender.

**JEL Classification:** M10, M12, M19.

## 1. Introduction

To meet their strategic goals, organizations are focusing on Human Resources Management (HRM) activities, principally recruitment and selection, training and development, performance appraisals, and compensation (Guerci et al., 2015; Zhong et al., 2016). They are trying to design effective practices to fulfill employee needs and contribute to employees' well-being, and in this way, motivate them to display favorable attitudes and behaviors (Bal & De Lange, 2015).

Several studies have presented that employees benefitting from HRM practices engage in their extra-role behaviors (Bowen & Ostroff, 2004; Mo & Shi, 2017). The main assumption in this relationship lies under the belief that HRM practices are perceived as organizational support that is critical for organizational commitment and performance (Bal & De Lange, 2015). Highly committed and satisfied employees display extra-role behaviors indicating a soft strategic concept for the organizations (Yang et al., 2023).

However, to our knowledge, no study researches the influences of independent HRM practices on employees' extra-role behaviors toward individuals and organizations. The first aim of this study is to explore the roles of HRM practices in recruitment and selection, training and development, performance appraisals, and compensation for OCB individuals and OCB organizations.

HRM practices also influence the justice or injustice perceptions of employees about their organizations (Frenkel et al., 2012). For instance, fairness in the hiring process (Harold et al., 2016), provision of equal training opportunities and fair reimbursement of training tuitions (Benson et al., 2004), the performance evaluations within a pay-for-performance system (He et al., 2021), the eligibility for manager bonuses in pay-for-performance systems (Pohler

& Schmidt, 2016) play an important role in creating perceptions or judgments of members about the just or unjust environment in the workplace. The justice or injustice of perceptions in the organization results in certain attitudes and behaviors. Studies have presented that organizational justice leads to a greater tendency to show OCB (Haynie et al., 2016; Mackey et al., 2018; Özbek et al., 2016).

Based on that our second aim is to explore the mediating roles of justice perceptions between HRM practices and OCB types. Unlike previous studies that focus on the relationship between HRM practices or OCB in general, this study aims to provide a more detailed answer to how different types of HRM practices lead to different types of OCB toward individuals or the organization, with the mediating effect of different justice perceptions.

Moreover, studies have also indicated that there are perceptual, attitudinal, and behavioral differences in gender on the relationship among HRM practices, justice perceptions, and OCBs (Leslie et al., 2017; Paustian-Underdahl et al., 2017). For instance, the justice perception of men and women is different, while women have relational concerns, men have material ones (Jepsen & Rodwell, 2009). Based on HRM practices, justice expectations and reactions, such as OCBs, can differ in terms of gender (Chung et al., 2015; Kacmar et al., 2011). Therefore, our third aim is to examine the moderating role of gender in all interactions among variables.

The paper is organized as follows: in the literature review part, the study concepts are explained, and the study hypotheses are justified. The research methodology part is presented with the details of the sample, measures, procedures, and the results of analyses. Lastly, the findings are discussed and referenced to the literature studies with the practical implications, suggestions for future studies, limitations, and conclusions.

## **2. Literature review**

HRM practices refer to a set of activities aimed at enhancing the acquisition, development, retention, and utilization of human capital to achieve organizational goals (Katou, 2013). These practices encompass a range of activities and strategies employed by organizations to effectively manage their human resources, including ability-enhancing practices, opportunity-enhancing practices, and motivation-enhancing practices (Guerci et al., 2015).

Various theoretical perspectives suggest that HRM practices can affect employees by improving their behaviors. For instance, Social Exchange Theory suggests that when employees perceive that the organization has invested in

them, they are more likely to reciprocate by exhibiting citizenship behaviors (Eisenberger et al., 1986). Likewise, the High-Involvement Management Theory suggests that when employees are involved in decision-making and have autonomy in their work, they are more likely to exhibit OCB (Wood, 1999).

Furthermore, several studies suggest that employees benefitting from HRM practices engage in their extra-role behaviors (Bowen & Ostroff, 2004; Mo & Shi, 2017; Snape & Redman, 2010; Sun et al., 2007). The relationship between HRM practices and OCB was examined by Sun et al. (2007), who found that high-performance HRM practices have a significant impact on OCB. Similarly, Snape and Redman (2010) investigated the impact of HRM practices on employee attitudes and behavior, with a focus on the social exchange perspective and job influence, finding a positive relationship between HRM practices and OCB.

More recently, other researchers have tested this relationship in various contexts. Rawski and Conroy (2020) suggested that employees with higher organizational identification exhibit more positive attitudes toward diversity, engage in OCB, and apply diversity training knowledge in the workplace. He et al. (2021) proposed that pay-for-performance motivates employee altruistic behavior when performance evaluations are perceived as more objective and accurate. Moreover, Newman et al. (2016) highlighted that employee-oriented HRM positively affects OCB through organizational identification, while general corporate social responsibility (CSR) facilitation of HRM directly influences OCB.

While previous studies have examined the impact of various HRM practices on employee behavior in different contexts, to our knowledge there is still a research gap in understanding the specific influences of independent HRM practices on employees' extra-role behaviors. Therefore, this study aims to explore the roles of specific HRM practices, such as recruitment and selection, training and development, performance appraisals, and compensation on individual and organizational OCB. To address this research gap, the following hypothesis is developed:

**H1:** There is a positive relationship between HRM practices (job analysis, recruitment and selection, training and development, performance appraisal, compensation) and OCB (OCB-I and OCB-O).

In the context of organizations, justice focuses on three key elements of subjective perspectives, namely, the distribution of outcomes and allocation of rewards, the procedures employed to determine these distributions, and how individuals handle their interpersonal relationships. These facets of justice are commonly denoted as distributive justice (Adams, 1965; Deutsch, 1975; Leventhal, 1976), procedural justice (Leventhal, 1980; Leventhal et al., 1980; Thi-

baut & Walker, 1975), and interactional justice (Bies, 1987; Bies & Moag, 1986). Distributive justice pertains to decisions of equitable resource allocation, primarily focused on outcomes. Procedural justice evolved from the examination of reactions to dispute resolution procedures. Individuals who had more influence over the procedural aspects of decision-making tended to view the outcome as fairer and were more accepting of it than those with less control over the process (Jepsen & Rodwell, 2009). In addition, interactional justice can be conceptual as interpersonal justice, encompasses interpersonal sensitivity, and involves the courtesy, dignity, and respect shown during fair treatment (Bies & Moag, 1986).

Previous studies have explored positive relationships between HRM practices and organizational justice. Focusing on general HRM practices, Frenkel et al. (2012) identified positive relations between HRM practices and procedural and distributive justice. Benson et al. (2004) suggested that the provision of equal training opportunities and fair reimbursement of training tuition improves justice perceptions. Harold et al. (2016) found a positive relationship between fairness perceptions and the acceptance decision during the recruitment process. Pohler and Schmidt (2023) demonstrated that the perception of justice is influenced by the eligibility for manager bonuses in pay-for-performance systems. In contrast to previous studies that focused on the impact of HRM practices on justice perception in general, this study aims to provide a more detailed answer how specific HRM practices lead to different types of justice perceptions. Therefore, the following hypotheses are proposed to empirically test this relationship:

**H2:** There is a positive relationship between HRM practices (job analysis, recruitment, and selection, training and development, performance appraisal, compensation) and organizational justice (distributive, procedural, and interactional).

For the past several decades, management scholars have expressed great interest in exploring organizational justice and OCB (Moorman, 1991). This relationship was examined by various authors in different organizational and cultural settings. For example, Cheung (2013) demonstrated that perceived organizational support fully mediated the impact of organizational justice on OCB. In addition, Chou et al. (2013) demonstrated that the relationship between justice perceptions and OCB was significant when mediated by job commitment. Elamin and Tlaiss (2015) proposed that interactional justice has the strongest relationship with OCB. Haynie et al. (2016) found that distributive justice increased employee job engagement and led to greater OCB. Chan and Lai (2017) demonstrated that OCB was impacted by communication satisfaction and justice

perception. Sharma (2018) found a strong impact of corporate ethical values on OCB and alienation from work, with the moderating effect of justice perception in this relationship. Özbek et al. (2016) found that interactional justice and distributive justice significantly impact the three categories of OCB (conscientiousness, altruism, and civic virtue).

While organizational justice and OCB have been extensively studied, no prior research has examined this relationship with separating OCB from individuals and organizations in the context of a developing country like Kosovo. Therefore, the following hypothesis was developed to investigate this relationship:

**H3:** There is a positive relationship between organizational justice perceptions (distributive, procedural, and interactional) and OCB (OCB-I and OCB-O).

OCB was introduced by Organ (1988), describing it as “Individual behavior that is discretionary, not explicitly recognized by the formal system and that in the aggregate promotes the effective functioning of the organization” (p. 4). Williams and Anderson (1991) organized OCB into groups based on the objective or direction of the behaviors. More specifically, behaviors focused on benefiting other individuals were termed OCB-I, whereas behaviors focused on benefiting the organization were termed OCB-O.

The literature has indicated that justice perception has constantly been recognized as one of the most significant determinants of OCB (Podsakoff et al., 2000). Remarkably, procedural justice perceptions were more significantly related to OCB-O (Organ & Ryan, 1995), whereas interpersonal justice perceptions were more significantly related to OCB-I (Colquitt, 2001). Thus, variables that include employee attitudes seem to be the main causes of OCB. In the literature, organizational characteristics are the antecedents of OCB, which consists of organizational formalization, organizational inflexibility, advisory or staff support, team cohesiveness, rewards beyond the leader’s control, spatial distance from leader, and perceived organizational support (Moorman et al., 1998; Podsakoff et al., 2000).

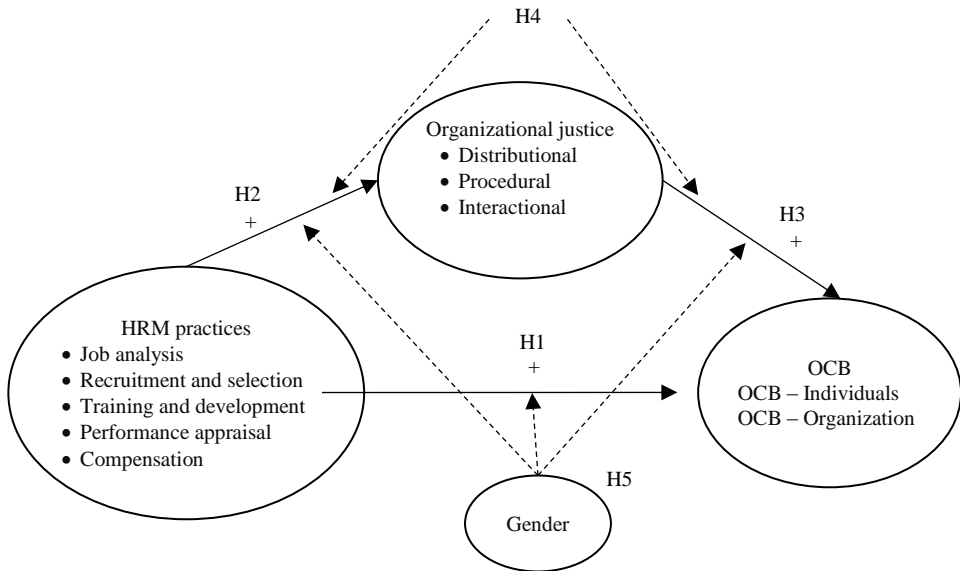
Although the literature indicates that the relationship between HRM practices, organizational justice, and OCB is a sufficiently explored area of knowledge. As far as we know, no previous studies have examined the mediating roles of justice perceptions between specific HRM practices and different types of OCB. Therefore, this study aims to provide empirical evidence regarding how different types of HRM practices lead to different types of OCB toward individuals or organizations, with the mediating effect of different justice perceptions. To address this gap, the following hypothesis was developed and will be tested in this study:

**H4:** Organizational justice perceptions (distributive, procedural, and interactional) play a mediating role in the relationship between HRM Practices (job analysis, recruitment and selection, training and development, performance appraisal, compensation) and OCB (OCB-I and OCB-O).

Studies have indicated that there are perceptual, attitudinal, and behavioral differences between genders in the relationship among HRM practices, justice perceptions, and OCBs (Leslie et al., 2017). Jepsen and Rodwell (2009) suggested that distributive justice drives men's job satisfaction and OCB, but procedural justice is a driver for women's OCB directed toward individuals. Different dimensions of OCB are influenced by gender differently. For example, some studies found that women tend to report higher levels of OCB related to altruism, conscientiousness, and civic virtue, while men report higher levels of sportsmanship (Zhang, 2014). Another crucial aspect is how gender moderates the expression of constructs between genders. For instance, Miao and Shen (2011) found that men who engage deeply in OCBs may experience a stronger organizational commitment than women involved to the same extent, reflecting gender-specific expectations related to competence and assertiveness for men, and warmth and sociability for women. Based on these differences the following hypothesis was developed.

**H5:** Gender plays a moderating role in the relationship between HRM Practices and OCB, HRM Practices and Organizational Justice perceptions, and Organizational Justice perceptions and OCB

The research model showing the variables and research hypotheses is presented in Figure 1.



**Figure 1.** Research model

Source: Authors' own elaboration.

### 3. Research methodology

#### 3.1. Sample

Data for this research were collected using a questionnaire survey from 459 employees working in 10 private commercial banks in Kosovo. The data were collected from the responding bank headquarters in collaboration with the general management and the HR departments of each bank after getting the required permissions from the managers. The convenience sampling method was used to collect data between 2019 and 2020. The questionnaires are distributed with the paper version to increase the return rate and control the correctness. For each of the banks that represented a study population, 100 questionnaires were randomly distributed. The return rate from the targeted population was 45.9 percent. The distribution of the sample was 47% of females and 70% of married respondents, the mean age was 33.49 years old (SD = 6.22, range from 21 to 50), the average tenure was 5.28 years (SD = 4.08 years, from one month to 18 years), and education levels are 2.83% with high school, 64.49% with a bachelor degree, and 32.68% with a master degree. The positions of participants were cashier (n = 172, 61% of



them females), loan analyst (n = 43, 44% of them females), financial analyst (n = 100, 57% of them females), low-level manager (n = 106, 42% of them females), and medium-level manager (n = 38, 45% of them females).

### **3.2. Measures**

**HRM practices.** The construct of the HRM practices survey comprised five subscales: job analysis, recruitment and selection, training and development, performance appraisal, and compensation (De Cieri & Kramar, 2008). A five-point rating scale labeled from 1 – strongly disagree to 5 – absolutely agree was used for assessing 20 items (four items for each). Example items included, “My particular job duties and requirements were determined in detail” (job analysis) and “my selection process was done based on clear assessment criteria” (recruitment and selection). Cronbach’s alphas ranged from .79 to .89.

**Organizational justice perceptions.** The construct of organizational justice perceptions consisted of three subscales: distributive justice, procedural justice, and interactional justice (Moorman, 1991). A Likert scale ranging from 1 – strongly disagree to 5 – absolutely agree was used for 19 items for the assessment. Examples of the items included “I feel that my job responsibilities are fair” (distributive justice) and “to make job decisions, my manager collects accurate and complete information” (procedural justice). Cronbach’s alphas ranged from .89 to .96.

**OCB.** The construct of OCB consisted of five subscales: altruism, courtesy, sportsmanship, conscientiousness, and civic virtue (Podsakoff & MacKenzie, 1989). The 20-item scale was assessed on a Likert scale ranging from 1 – strongly disagree to 5 – absolutely agree. Examples of the items included “I help my co-workers who have heavy work-loads.” (altruism) and “I waste a lot of time complaining about trivial matters (reverse item)” (sportsmanship). Cronbach’s alphas ranged from .75 to .87.

**Control variables.** We asked for participants’ gender, age, marital status, education, and tenure in the organization for controlling the analyses. We looked at the normality statistics of skewness and kurtosis values, taking into account cut-off criteria from –1.96 to 1.96 as a reference.

### 3.3. Statistical analysis

Confirmatory factor analyses were conducted to test the validity of the instruments by confirming original factorial patterns. After the structural confirmation, Cronbach's alpha reliabilities were calculated for consistency or reliabilities. For testing the hypotheses, we used the PROCESS macro for SPSS, an observed variable ordinary least squares and logistic regression path analysis modeling tool, constructing 14 different models by including demographic variables.

## 4. Results

We conducted the Steel–Dwass–Critchlow–Fligner pairwise ranking non-parametric method (Spurrier, 2006) for comparing possible differences across all variables among all organizations (coded from 1 to 10). The results showed that there are no significant differences in the variables of job analysis, recruitment, training (except between 5 and 2:8:7, and 8), performance appraisal (except between 5 and 1:6:8), compensation (except between 1 and 6:7:8), distributional justice (except between 8 and 4:7), procedural justice, interactional justice (except between 1 and 4), altruism (except between 1 and 4), courtesy, sportsmanship (except between 1 and 5:6:7:2, and 6:7:4 and 6:7), conscientiousness (except between 1 and 6:8, and 5:6:7), and civic virtue (except between 1 and 4:4, and 5:6:7:8). Despite a couple of differences between some organizations for some variables, the vast majority of comparisons showed the similarity among variables across the organizations.

The results of the validity and reliability of all instruments are presented in Table 1.

**Table 1.** Confirmatory analyses of instrument

Instruments	$\chi^2/df$	CFI	TLI	RMSEA	CR	AVE
HRM practices (Job analysis/Recruitment/ Training/Perf. appraisal /Compensation)	3.884	.944	.927	.079	.80/.79 .89/.84 .85	.57/.66 .81/.63 .66
Organizational justice (Distributional/ Procedural /Interactional)	3.892	.970	.961	.079	.89/.92 .96	.69/.71 .82
OCB (I-O)	3.993	.925	.906	.081	.90/.93	.61/.60

Source: Authors' own elaboration.

The CFA results of all three instruments indicated that all estimates are within the acceptable range with very few variations (for HRM practice scale:  $\chi^2/df = 3.884$ , CFI = .944, TLI = .927, RMSEA = .079, CR = .79 to .89, AVE = .57 to .81; for organizational justice scale:  $\chi^2/df = 3.892$ , CFI = .97, TLI = .961, RMSEA = .079, CR = .89 to .96, AVE = .69 to .82; for OCB scale:  $\chi^2/df = 3.993$ , CFI = .925, TLI = .906, RMSEA = .081, CR = .90 and .93, AVE = .60 and .61).

In addition, a correlation analysis was performed to determine whether there was a relationship between the variables and the direction and strength of the relationship. The correlation analysis results are shown in Table 2.

**Table 2.** Descriptive results and correlations

Specification	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Age	33.33	6.13	1													
2. Gender	-	-	.158**	1												
3. Marital status	-	-	.584**	.074	1											
4. Education	-	-	.164**	.047	.102*	1										
5. Tenure	5.24	4.06	.523**	-.124**	.415**	.188**	1									
6. Job analysis	4.27	.58	-.074	-.054	-.010	.092*	.102*	1								
7. Recruitment	4.56	.53	.033	-.010	.059	.159**	.070	.513**	1							
8. Training	3.67	.83	.057	-.071	-.009	.081	.123**	.452**	.332**	1						
9. Perf. appraisal	3.97	.67	-.007	.084	-.072	.104*	.020	.489**	.466**	.404**	1					
10. Compensation	4.17	.68	.054	.068	.062	.064	.025	.393**	.323**	.327**	.484**	1				
11. Distributinal justice	3.36	.71	.015	.061	-.096*	.190**	-.089	.434**	.366**	.446**	.623**	.461**	1			
12. Procedural justice	3.86	.76	-.021	.037	-.166**	.079	-.056	.361**	.342**	.376**	.606**	.355**	.735**	1		
13. Interactional justice	3.96	.81	.000	.065	-.147**	.069	-.043	.370**	.294**	.420**	.568**	.411**	.671**	.865**	1	
14. OCB-I	4.39	.49	-.082	-.022	-.165**	.115*	.027	.344**	.363**	.296**	.518**	.338**	.427**	.562**	.563**	1
15. OCB-O	4.18	.40	-.053	-.058	-.172**	.030	-.002	.251**	.311**	.322**	.410**	.331**	.447**	.521**	.515**	.598**

Source: Authors' own elaboration.

Results from the correlation analysis showed that there are positive relations between HR practices with OCB-I and OCB-O ranging from .251 to .518 ( $p < .01$ ), HR practices and organizational justice sub-dimensions ranging from .294 to .623 ( $p < .01$ ), and organizational justice sub-dimensions with OCB-I and OCB-O ranging from .427 to .563 ( $p < .01$ ).

We constructed Models 1 and 2 for testing H1 and sub-hypotheses with controlling demographics. The results in Table 3 indicate that there are positive relations between recruitment (beta= .127,  $p < .01$ ) and performance appraisal (beta = .360,  $p < .01$ ) with OCB-I, and recruitment (beta = .150,  $p < .01$ ), training (beta = .150,  $p < .01$ ), performance appraisal (beta = .240,  $p < .01$ ), and compensation (beta = .165,  $p < .01$ ) with OCB-O after controlling demographic variables, indicating partial support for H1 and sub-hypotheses.

**Table 3.** Regression results for H1 and H2

OCB-I		OCB-O		Distributinal justice		Procedural justice		Interactional justice	
Model 1	Beta	Model 2	Beta	Model 3	Beta	Model 4	Beta	Model 5	Beta
1. Age	-.038	1. Age	.058	1. Age	.137	1. Age	.104*	1. Age	.105*
2. Gender	-.025	2. Gender	-.076	2. Gender	-.010	2. Gender	-.009	2. Gender	.028
3. Marital status	-.162**	3. Marital status	-.210**	3. Marital status	-.082	3. Marital status	-.161**	3. Marital status	-.158**
4. Education	.053	4. Education	-.037	4. Education	.128**	4. Education	.022	4. Education	.011
5. Tenure	.068	5. Tenure	.029	5. Tenure	-.200**	5. Tenure	-.091*	5. Tenure	-.077
6. Job analysis	.021	6. Job analysis	-.086	6. Job analysis	.103*	6. Job analysis	.038	6. Job analysis	.060
7. Recruitment	.127**	7. Recruitment	.150**	7. Recruitment	.003	7. Recruitment	.047	7. Recruitment	-.019
8. Training	.049	8. Training	.150**	8. Training	.190**	8. Training	.136**	8. Training	.201**
9. Perf. appraisal	.360**	9. Perf. appraisal	.240**	9. Perf. appraisal	.408**	9. Perf. appraisal	.475**	9. Perf. appraisal	.382**
10. Compensation	.106	10. Compensation	.165**	10. Compensation	.154**	10. Compensation	.057	10. Compensation	.144**
R2	.276		.224		.443		.376		.366
F	21.32		15.86		45.27		31.98		30.06
Sig.	.000		.000		.000		.000		.000

Source: Authors' own elaboration.

Models 3, 4, and 5 were used for testing H2. The results show that there are positive relations between training (beta distributinal = .190,  $p < .01$ ; beta procedural = .136,  $p < .01$ ; beta interactional = .201,  $p < .01$ ) and performance appraisal (beta distributinal = .408,  $p < .01$ ; beta procedural = .475,  $p < .01$ ; beta interactional = .382,  $p < .01$ ) with all justice dimensions, and between compensation (beta = .150,  $p < .01$ ) with distributinal (beta = .154,  $p < .01$ ), and interactional justice (beta = .144,  $p < .01$ ), indicating partial support for H2 and sub-hypotheses.

**Table 4.** Regression results for H3 and H4

OCB-I		OCB-O		OCB-I		OCB-O	
Model 6	Beta	Model 7	Beta	Model 8	Beta	Model 9	Beta
1. Age	-.106*	1. Age	.014	1. Age	-.071	1. Age	.010
2. Gender	-.016	2. Gender	-.078	2. Gender	-.032	2. Gender	-.079
3. Marital status	-.067	3. Marital status	-.120*	3. Marital status	-.096*	3. Marital status	-.143**
4. Education	.068	4. Education	-.044	4. Education	.062	4. Education	-.050
5. Tenure	.122**	5. Tenure	.081	5. Tenure	.082	5. Tenure	.072
6. Distributinal justice	.012	6. Distributinal justice	.137*	6. Job analysis	.010	6. Job analysis	-.110*
7. Procedural justice	.276**	7. Procedural justice	.211*	7. Recruitment	.122**	7. Recruitment	.144**
8. Interactional justice	.309**	8. Interactional justice	.240**	8. Training	-.009	8. Training	.075
				9. Perf. appraisal	.209**	9. Perf. appraisal	.050
				10. Compensation	.075	10. Compensation	.118*
				11. Distributinal justice	-.131*	11. Distributinal justice	.048
				12. Procedural justice	.217**	12. Procedural justice	.203*
				13. Interactional justice	.267**	13. Interactional justice	.193*
R2	.365		.321		.408		.358
F	31.76		26.11		24.86		18.76
Sig.	.000		.000		.000		.000

Source: Authors' own elaboration.

The relations between justice perceptions and OCB were tested in Models 6 and 7. The results in Table 4 reveal that there are positive relations between procedural and interactional justice with OCB-I (beta procedural = .276,  $p < .01$ ;

beta interactional = .309,  $p < .01$ ) and OCB-O (beta procedural = .211,  $p < .01$ ; beta interactional = .240,  $p < .01$ ), and between distributional justice and OCB-O (beta = .137,  $p < .01$ ), indicating partial support for H3 with supporting all sub-hypotheses except for H3a.

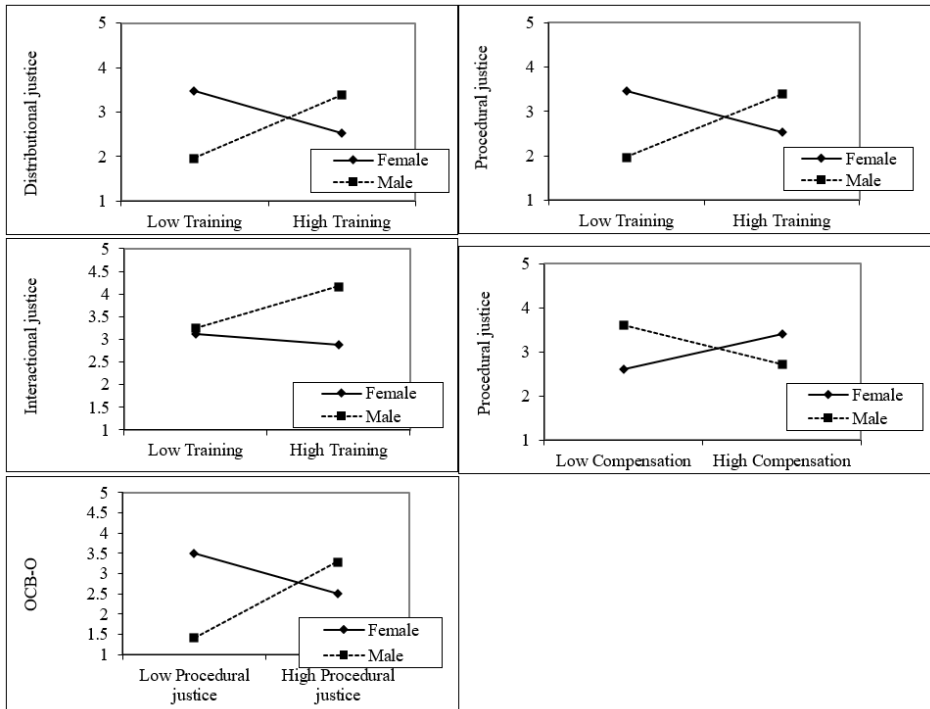
The mediating role of justice perceptions was tested in Models 8 and 9 with the results of Models 3, 4, and 5 by calculating the indirect influences (a (IV to M) x b (M to DV)) for each relation. Based on the results, procedural justice (Sobel test statistic = 3.11,  $p < .01$ , Point estimate = .096), and interactional justice (Sobel test statistic = 3.58,  $p < .01$ , Point estimate = .086) have mediating roles in the relationship between performance appraisal and OCB-I, procedural justice (Sobel test statistic = 2.265,  $p < .05$ , Point estimate = .060) has a mediating role in the relationship between performance appraisal and OCB-O, and interactional justice has mediating roles in the relationship between training (Sobel test statistic = 2.156,  $p < .05$ , Point estimate = .023), performance appraisal (Sobel test statistic = 2.327,  $p < .05$ , Point estimate = .055), compensation (Sobel test statistic = 1.961,  $p < .05$ , Point estimate = .020) and OCB-O. These findings, in some relations among sub-dimensions, partially support H4.

**Table 5.** Regression results for H5

Distributional justice		Procedural justice		Interactional justice		OCB-I		OCB-O	
Model 10	Beta	Model 11	Beta	Model 12	Beta	Model 13	Beta	Model 14	Beta
1. Age	.106	1. Age	.082	1. Age	.085	1. Age	-.060	1. Age	.017
2. Gender	-.318	2. Gender	.161	2. Gender	.707	2. Gender	-.071	2. Gender	-.641
3. Marital status	-.068	3. Marital status	-.156**	3. Marital status	-.153**	3. Marital status	-.100*	3. Marital status	-.153*
4. Education	.142**	4. Education	.038	4. Education	.017	4. Education	.065	4. Education	-.058
5. Tenure	-.207**	5. Tenure	-.085	5. Tenure	-.082	5. Tenure	.080	5. Tenure	.040
6. Job analysis	.174	6. Job analysis	.138	6. Job analysis	.347	6. Job analysis	-.102	6. Job analysis	.014
7. Recruitment	-.050	7. Recruitment	.088	7. Recruitment	.136*	7. Recruitment	.212	7. Recruitment	.146
8. Training	-.472**	8. Training	-.246	8. Training	-.104	8. Training	-.082	8. Training	.003
9. Perf. appraisal	.499**	9. Perf. appraisal	.279	9. Perf. appraisal	.277	9. Perf. appraisal	.135	9. Perf. appraisal	.331
10. Compensation	.332**	10. Compensation	.394**	10. Compensation	.236	10. Compensation	.061	10. Compensation	.003
11. GxJA	-.226	11. GxJA	-.275	11. GxJA	-.730	11. GxJA	.267	11. GxJA	-.329
12. GxRec	.120	12. GxRec	-.153	12. GxRec	-.512	12. GxRec	-.280	12. GxRec	-.044
13. GxTra	1.179**	13. GxTra	.690**	13. GxTra	.567*	13. GxTra	.148	13. GxTra	.053
14. GxPerf	-.205	14. GxPerf	.468	14. GxPerf	.251	14. GxPerf	.170	14. GxPerf	-.679
15. GxComp	-.459	15. GxComp	-.848**	15. GxComp	-.233	15. GxComp	.038	15. GxComp	.381
						16. Distributional justice	.048	16. Distributional justice	-.262
						17. Procedural justice	-.102*	17. Procedural justice	-.492
						18. Interactional justice	.571	18. Interactional justice	.547*
						19. GxDist	-.375	19. GxDist	.581
						20. GxProc	.629	20. GxProc	1.425**
						21. GxIntre	-.577	21. GxIntre	-.681
R2	.54	.44		.42			.43		.39
F	34.642	22.992		21.096			15.372		13.089
Sig.	.000	.000		.000			.000		.000

Source: Authors' own elaboration.

The moderating role of gender was tested in the Models 10, 11, 12, 13, and 14. The results from Table 5 show that gender has a moderating role between training and all organizational justice sub-dimensions. More specifically (in Figure 1), the relationship between training and all organizational justice sub-dimensions is positive for males but negative for females. In addition, gender has a moderating role between compensation and procedural justice, indicating that this relationship is positive for females but negative for males. Lastly, gender has a moderating role between procedural justice and OCB-O, indicating that this relationship is positive for males but negative for females. All these results partly support H5.



**Figure 2.** Moderating roles of gender

Source: Authors' own elaboration.

Figure 2 illustrates the moderating roles of gender in the relationship between (a) distributional justice and training, (b) procedural justice and training, (c) interactional justice and training, (d) procedural justice and compensation, and (e) OCB-O and procedural justice.

## 5. Discussion

The first aim of this study was to explore the roles of HRM practices of recruitment and selection, training and development, performance appraisals, and compensation in OCB-I and OCB-O. Given the first aim, we found that recruitment and performance appraisal positively affected and increased OCB-I. Moreover, we found that recruitment, training, performance appraisal, and compensation positively affected and increased OCB-O. These findings indicated that HRM practices had a partial effect in enhancing the OCBs of employees in the context of the banking sector in Kosovo. In this context, the influence of HRM practices on OCB might be particularly pronounced due to several factors unique to this sector. Policies and practices related to recruitment could directly impact OCB-I by influencing the ability of individuals hired. In a competitive banking industry, selecting employees with both necessary skills and a predisposition toward cooperative and supportive behaviors can help create a favorable environment for OCB-I. Employees recruited based on values aligned with the organization's goals and fair procedures might naturally engage in behaviors that support their colleagues. Performance appraisals could enhance OCB-I by reinforcing a sense of fairness and recognition. When employees perceive that their efforts are acknowledged and evaluated fairly, they might feel more motivated to go beyond their formal job roles and contribute positively to their team or organization. Similarly, OCB-O might be influenced by various HRM practices in Kosovo's banking sector. Training and development initiatives could equip employees with the necessary skills and knowledge to contribute effectively to the organization's goals, which is reflected in enhanced OCB-O. Compensation, when perceived as equitable and competitive within the industry, might motivate employees to exhibit OCB-O by fostering a sense of loyalty and commitment. In the context of the existing literature, these results were consistent with the findings of previous empirical findings, which suggest that employees benefitting from HRM practices engage in their extra-role behaviors (He et al., 2021; Mo & Shi, 2017; Rawski & Conroy, 2020; Snape & Redman, 2010).

The findings of our second aim underscore the pivotal role of HRM practices in shaping perceptions of justice among employees in Kosovo's banking sector. Our results show that there are positive relations between training and performance appraisal with all justice dimensions. Furthermore, there are positive relations between compensation with distributional and interactional justice, indicating partial support for H2 and its sub-hypotheses. The positive relations

revealed between these practices and various dimensions of justice align with the established literature and hold substantial implications (Benson et al., 2004; Frenkel et al., 2012). Fairness perceptions during recruitment further highlight the significance of HRM practices right from the hiring stage in influencing subsequent perceptions of justice (Harold et al., 2016). Overall, these findings emphasize the relations between HRM practices, perceptions of justice, and employee behaviors within Kosovo's banking sector, indicating a critical role of justice perceptions in shaping employee engagement and retention.

Based on our H3, we found positive relations between procedural and interactional justice with OCB-I and OCB-O, and between distributional justice and OCB-O, indicating partial support for H3. These findings reflect the Kosovo banking sector's reliance on justice perceptions to drive employee OCBs. Procedural justice plays a significant role in Kosovo's banking sector due to its emphasis on adherence to regulations, precision in operations, and transparency of procedures. Employees often engage in OCB-I when they perceive the decision-making processes to be fair and transparent. Moreover, the positive relation of procedural justice with OCB-O reflects how employees are more inclined to go beyond their formal roles when they believe that the organization's decision-making processes are fair and just. Interactional justice is vital in a service-oriented industry like banking. Positive relations between interactional justice and OCB indicate that employees are more likely to exhibit discretionary behaviors and contribute positively when they feel respected, heard, and fairly treated by their peers, supervisors, and the organization (Elamin & Tlaiss, 2015; Özbek, Yoldash, & Tang, 2016). However, distributional justice specifically showed a positive relationship with OCB-O. In the banking sector, equitable distribution of rewards or outcomes is crucial for fostering a sense of fairness among employees. This suggests that when employees perceive that rewards are allocated fairly, they are more likely to engage in behaviors that benefit the organization beyond their job descriptions (Haynie et al., 2016).

Given our H4, we found the mediating roles of procedural justice and interactional justice between HRM practices and OCBs. Specifically, we discovered the mediating roles of procedural justice and interactional justice in the relationship between performance appraisal and OCB-I. These findings suggest that when employees perceive fairness in the appraisal process (procedural justice) and interpersonal treatment (interactional justice), they are more likely to engage in OCB-I (Colquitt, 2001; Organ & Ryan, 1995). In the banking context, this implies a transparent and fair performance appraisal process, which fosters



a sense of trust and fairness, encouraging employees to extend their support to colleagues. Moreover, we found the mediating roles of procedural justice in the relationship between performance appraisal and OCB-O. This signifies that when employees perceive fairness in the procedures related to performance evaluation, they are more inclined to exhibit OCB-O (Organ & Ryan, 1995). This suggests that a fair and well-structured performance appraisal process likely instills a sense of trust and commitment among employees in the banking sector in Kosovo, prompting them to contribute beyond their job roles. Lastly, we found a mediating role of interactional justice in the relationship between training, performance appraisal, compensation, and OCB-O. This suggests that when employees perceive fair treatment and communication during training, appraisal, and compensation discussions, they are more likely to engage in behaviors beneficial to the organization (Moorman et al., 1998; Podsakoff et al., 2000). In the context of Kosovo's banking sector, this implies that clear communication and respectful treatment are pivotal in perceiving fairness in HRM practices, which encourages employees to contribute actively to the organization's objectives. Overall, these findings underline the significance of procedural and interactional justice in shaping employee behaviors, emphasizing the impact of fair procedures and respectful interactions in fostering both OCB-I and OCB-O within Kosovo's banking sector.

The third aim of this study was to examine the moderating role of gender in all interactions among variables. Given this aim, our results show that gender has a moderating role between training and all organizational justice sub-dimensions. More specifically, the relationship between training and all organizational justice sub-dimensions is positive for males but negative for females. These results suggest gender's moderating effect in the relationship between training and organizational justice dimensions and show positive relations for males but negative for females, reflecting gender-based divergences in perceiving fairness. This implies that women often value procedural and interpersonal fairness more, whereas men prioritize distributive justice and equity. This aligns with prior research emphasizing women's emphasis on equality and formal processes, mirroring gender stereotypes (Jepsen & Rodwell, 2009). In addition, our results suggest that gender has a moderating role between compensation and procedural justice. The moderating role of gender in the relationship between compensation and procedural justice, being positive for females but negative for males, reflects differing perceptions of fairness in reward allocation. In the context of the Kosovo banking sector where equitable compensation is crucial, this

finding highlights gender differences in assessing the fairness of procedural aspects related to compensation. These findings are consistent with prior research which suggests that although women are still underrepresented in top organizational positions and high-paying jobs (Paustian et al., 2017), the justice perception of men and women is different with women's focus on relational issues and men's concern with material issues (Jepsen & Rodwell, 2009). Lastly, our results show gender's moderating role in the relationship between procedural justice and OCB-O, being positive for males but negative for females. This indicates how women might be less influenced by fair procedures in exhibiting behaviors beneficial to the organization. This finding extends the prior research of Jepsen and Rodwell (2009) who suggested that while distributive justice drives men's job satisfaction and OCB, it plays no role in women's behavior. Thus, procedural justice serves as a driver for men's organizational citizenship behavior (OCB), but it adversely affects motives for women. These gender-based differences in justice perceptions and subsequent behaviors echo the existing literature on gender's influence on justice perceptions, OCB, and career outcomes. Women's emphasis on procedural fairness and the impact of gender stereotypes align with their expectations regarding fairness and formal processes. Conversely, men's prioritization of distributive justice mirrors their focus on equity and reward-related fairness. These findings highlight the nuanced ways gender shapes perceptions of justice, behaviors, and career experiences within Kosovo's banking sector, underlining the importance of considering gender-specific perspectives in HRM practices and organizational policies.

## 6. Conclusions

This study contributes significantly to the understanding of HRM practices, organizational justice, and OCBs within the specific context of Kosovo's banking sector. First, our analysis of HRM practices is distinct and comprehensive, focusing on five key dimensions: job analysis, recruitment, training, performance appraisal, and compensation. We developed a 20-item scale, with four items representing each dimension, allowing for a nuanced evaluation of the implementation levels of these practices within Kosovan organizations. Second, our adaptation of Moorman's (1991) multidimensional organizational justice scale to the Kosovan cultural setting marks a significant step in understanding perceptions of distributive, procedural, and interactional justice within the banking sector in Kosovo. This adaptation provides a valuable tool for assessing and

analyzing justice perceptions in future studies within this specific cultural context. Moreover, our introduction of a 20-item scale to measure OCB within Kosovo's banking sector, focusing on behaviors benefiting both individuals and organizations, fills a critical gap in the literature. By aligning these behaviors with Kosovan cultural norms and the banking industry, we have laid the groundwork for future investigations into OCB in this context. Additionally, this study pioneers the examination of interactions among HRM practices, organizational justice perceptions, OCBs, and gender moderation. Our hypotheses, developed based on anticipated relationships between these variables, pave the way for a deeper understanding of these intricate connections. The diversity of our sample, drawn from employees across ten commercial banks in various regions of Kosovo, strengthens the generalizability and robustness of our findings. This breadth ensures that our conclusions offer insights into HRM practices, justice perceptions, and OCBs that are applicable across different segments of Kosovo's banking industry. Lastly, our empirical evidence from the relatively new cultural context of Kosovo enhances the understanding of HRM dynamics, justice perceptions, and OCBs within this specific cultural setting.

From the practical perspective, this study holds value for commercial banks in Kosovo by shedding light on HRM practices and organizational justice as critical drivers of employee OCBs. It emphasizes the need for bank management to evaluate these practices, as they significantly influence employee behaviors that impact organizational performance. Creating sustainable relationships with employees, addressing their needs, boosting job satisfaction, and investing in training programs are vital strategies highlighted by this research to retain top talent within commercial banks. Additionally, the study underscores the significance of considering gender as an important factor in organizational practices, urging employers to recognize its impact on employee dynamics within the banking sector.

This study has limitations that offer avenues for future research. First, there is no consensus on the most suitable HRM practices for examining their impact on OCBs in commercial banks in Kosovo. Future studies should approach this cautiously, considering the variability in the effectiveness of these practices. Second, this research was cross-sectional, using quantitative survey data without longitudinal analysis or qualitative insights from interviews. Incorporating longitudinal and mixed-method approaches could yield more comprehensive and nuanced findings. Third, relying on personal perceptions of bank employees may introduce method bias. Future studies could benefit from incorporating data from

an organizational perspective for a more comprehensive understanding. Finally, this study's focus on commercial banks in Kosovo might limit generalizability across other industries in the country and within the banking industry in developed countries due to cultural differences.

These limitations pave the way for future studies on OCB antecedents. Addressing gaps in the national literature, future research should focus on longitudinal and mixed-method approaches to better understand the impact of HRM practices and organizational justice on OCBs. Additionally, examining this model across various industries in Kosovo can test the validity of multidimensional scales in different cultural contexts.

### Disclosure statement

No potential conflict of interest was reported by the authors.

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