

# Impact of perceived organisational justice, support and identity on workplace behaviour through job attitudes: verification in the role of LOC

Perceived  
organisational  
justice

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Received 3 January 2022  
Revised 7 April 2022  
20 April 2022  
Accepted 20 April 2022

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## Abstract

**Purpose** – This study used attribution and social exchange theories as bases to test a model comprising the most significant variables, namely, perception, attitudes and positive behaviour. The current research concentrated on the effects of three variables (i.e. organisational justice, support and identity) on task performance and organizational citizenship behaviour via job satisfaction, organisational commitment and work engagement. Additionally, this study aims to determine the external locus of control's moderator role.

**Design/methodology/approach** – A questionnaire-based quantitative design was used as basis in collecting data from 1,125 industrial sector (i.e. electricity and oil industry) employees in southern Iraq.

**Findings** – Analysis of data reinforced the majority of the relationships in the research model. Results showed the mediator variables' significance in providing explanation to the majority of the relationships and the external locus of control's role in moderating such relationships. Research outcomes were used as bases in discussing several theoretical and practical implications, as well as presenting a few recommendations for studies in the future.

**Originality/value** – This research centres on determining the antecedents of positive behaviours via six circumstantial variables and one personal variable in a single model. Moreover, this study is applied in a developing country's industrial sector with a moderately large sample size to yield evident and significant outcomes. Consequently, practitioners and academics are provided with a reference on managing and changing workplace behaviour.

**Keywords** Justice, Support, Identity, Satisfaction, Commitment, Engagement, Task performance, OCB

**Paper type** Research paper

## Introduction

Organisational behaviour analyses individuals and groups' influences on organisations' general behaviour (Abdullah *et al.*, 2021), thereby affecting these organisations' performance and effectiveness. The majority of studies in the organisational behaviour field uses different methods in attempting to comprehend factors and variables creating positive individual behaviour at work (Cesário and Chambel, 2017; Ahmad and Begum, 2020). Given the significance of comprehending individual behaviour in effective management (Ivancevich *et al.*, 2013), individual behaviour is considered by members of organisations a means of working, thereby affecting directly or indirectly organisations effectiveness

