





Mediating Role of Intrinsic Motivation in Relationship Between Perception of Organizational Justice and Extra-Role Behaviors Among Wasit University Faculty Members

Hayder. Abdulridha Hussein Shihmani¹, Gholamreza. Manshaee^{2*}, Adnan. Marid Jabur³, Ali. Mahdad²

¹ PhD Student in Educational Psychology, Department of Psychology, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran

² Associate Professor, Department of Psychology, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran

³ Professor, Department of Psychology, University of Wasit, Wasit, Iraq

* Corresponding author email address: smanshaee@yahoo.com

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ABSTRACT

Objective: This study aims to analyze the mediating role of intrinsic job motivation in relationship between perception of organizational justice and extra-role behaviors of faculty members of Wasit University in Iraq.

Methodology: Research method was correlational-descriptive and statistical population included all faculty members of Wasit University in the spring and summer 2024. 250 people were selected from mentioned statistical population through convenience sampling method, and answered to three questionnaires of extra-role behaviors (Lee & Allen, 2002), perception of organizational justice (Colquitt, 2001), and intrinsic job motivation (Gagne et al., 2015). Research data were analyzed using Pearson's correlation coefficient and Structural Equation Modeling (SEM) by using SPSS version 26 and AMOS version 25.

Findings: The results showed that the perception of organizational justice has a significant relationship with internal job motivation and extra-role behaviors ($p < 0.01$). Moreover, the results of structural equation modeling showed that intrinsic job motivation is a complete mediating variable in the relationship between the perception of organizational justice and extra-role behaviors.

Conclusion: Based on the findings of the present study, it is necessary to implement and develop fair policies in distributive, procedural and interactive fields in order to develop extra-role behaviors and internal job motivation of university faculty members in academic settings. It should be considered by policymakers of higher education system in Iraq.

Keywords: extra-role behaviors, intrinsic motivation, organizational justice, faculty members, Iraq

1 Introduction

Universities and institutions of higher education, as the most important centers of thought and science creation, have always been responsible for various tasks and roles, and day by day these roles have become more complex, heavier and more unpredictable than in the past (Darabi, 2022). In such a way that during recent decades, the functional and structural conditions of educational institutions have radically changed, elite systems have given their place to inclusive systems, teaching-learning environments have been deeply transformed, information technologies and communication has come to the front and higher education is faced with challenging factors both at the level of organizational structure and at the level of operational processes, and this makes universities face issues such as efficiency, professionalism, quality control, appropriateness, international cooperation and educational justice. (Darabi, 2022). For this reason, one of the possible ways of this empowerment and efficiency of organizational systems, including universities in countries like Iraq, which is developing and establishing the sustainable development and progress towards the future, is the promotion and dissemination of extra-role behaviors at all levels of board members. (Hsu et al., 2015). Based on this, and in order to deal with such challenging conditions, university faculty members are expected not only to have high task performance, but also to show extra-role and adaptive performance. Extra-role behaviors are extra-task behaviors that are outside the description of people's duties, which do not result in a clear payment and reward in the organization's payment system, but are performed by employees in the work context for various reasons and create the basis for greater performance and efficiency. Within the organization, the social and human climate of the work environment becomes desirable (Fan et al., 2023). In one of the most accepted classifications, these behaviors are divided into extra-role behaviors directed toward individuals and extra-role behaviors directed toward organization. Extra-role behaviors aimed at individuals include a variety of helpful behaviors, altruism, respect and politeness, and finally support of colleagues and clients, and extra-role behaviors aimed toward organization also include a range of responsible behaviors beyond duty to try to promote organizational virtues as much as possible. And it includes more effective unsolicited participation in promoting the attractiveness and value of the organization (Nikolova et al., 2023). Based on the conducted researches, extra-role

behaviors have been associated with perceived justice components (Farid et al., 2023; Kiranmayi et al., 2024; Mehdad & Khoshnami, 2016; Sujono et al., 2020; Suprpto & Widigdo, 2021; Tziner et al., 2020), job motivation (Moqhtadari Isfahani & Mehdad, 2023; Suprpto & Widigdo, 2021; Sutanto, 2018) and also job motivation with extra-role behaviors (Faris et al., 2024; Priscilla et al., 2024; Tziner et al., 2020). In addition, the findings of Artatania et al., 2023, showed that the perception of organizational justice has an effect on extra-role behaviors through job motivation (Artatanaya & Widhari, 2023). Therefore, based on the review of research literature, in present study it is assumed that perceived justice has a relationship with extra-role behaviors regarding the mediating role of intrinsic motivation in faculty members of Wasit University in Iraq.

Perceived organizational justice covers the existence of justice and fairness in all intra-organizational processes and interactions (Mehdad et al., 2018). The four main dimensions of perceived organizational justice include distributive, procedural, informational and interpersonal justice (Mehdad, 2023). Perceived distributive justice is the employees' perception of the degree of fairness in the distribution and allocation of resources and rewards, along with fairness in the work plans of individuals, Procedural justice is the perception of people about the fairness of the current procedures in the organization, and especially the observance of the principles of justice and fairness in the decision-making processes, implementation and communication of decisions, and interpersonal justice is also the degree of respecting the respect and dignity of employees and also observing politeness. Finally, informational justice includes a person's perception of the fairness of communication systems and channels, the transparency of expectations, and social responsibility (Shibaoka et al., 2010). Perceived justice in each of the mentioned areas, by creating positive emotions and feelings, aligns people with the policies of the organization in the field of short-term to long-term goals. In this context, organizational justice has been perceived and its dimensions have a positive and meaningful connection with extra-role behaviors.

Motivation in the work environment covers two areas of extrinsic motivation (referring to the dependence of the individual's motivational state on external factors such as receiving a reward or any other tangible and intangible achievement) and intrinsic motivation (Baluarte et al., 2023). Intrinsic motivation is a form of motivation based on the desire to do duties and tasks solely based on gaining personal satisfaction along with a sense of autonomy, personal

mastery, and motivational purpose in doing things and tasks (Nikolova et al., 2023). People with intrinsic motivation need the least supervision, orders and guidance in doing things and tasks, they try to do duties and tasks with the greatest precision and accuracy, they get the most internal satisfaction from doing things, and they pay much attention to the fact that they don't have any achievements for doing things (Setrojoyo et al., 2023; Stockkamp et al., 2023). According to the self-determination theory, intrinsic motivation is determined at the end of the continuum of motivation levels, with high level self-determination and efforts to maintain it (Ryan & Deci, 2000). This means that people with high intrinsic motivation have a serious desire to control, determine and manage the matters assigned to them (Nehra, 2023). From the point of view of this approach, it can be said that the perception of organizational justice can strengthen the feeling of self-determination in people with a positive attitude and perception, and from this point of view, the field of strengthening intrinsic motivation as a mediating variable in the relationship between the perception of organizational justice with Provide extra-role behaviors.

In the final review and based on the evidence presented and reviewed, it can be concluded that perceived organizational justice has the potential to establish a relationship with extra-role behaviors. In addition, according to the theory of self-determination, the variable of intrinsic job motivation has the ability to play a mediating role in the mentioned relationships. Despite the existing theoretical and research evidence, the effort to find a study that paid attention to and investigated the mentioned roles and relationships among university faculty members in a country like Iraq was not found. This lack of scientific knowledge and essential evidence for Iraq's higher education system, which faces considerable opportunities and threats in the shadow of a valuable and unique extra-role behaviors, is extremely important. In this regard, the importance and necessity of the current study is to fill a part of the void of evidence and platforms for strengthening the efficiency and capability of the higher education system in Iraq. This study paves the way for future researchers to conduct more scientific studies on models that strengthen performance in both areas of in-role performance and extra-role behaviors in the Iraqi higher education system. Therefore, the present study was conducted with the aim of determining the mediating role of intrinsic job motivation in the relationship between the perception of organizational justice and the extra-role behaviors of Wasit University faculty members, and it aims to answer the question: Is there a relationship

between the perception of organizational justice and the extra-role behaviors of Wasit University faculty members? Is there a relationship with considering the mediating role of intrinsic job motivation?

2 Methods and Materials

2.1 Study Design and Participants

This research is a correlation type of structural equation modeling (SEM). Population of study consists of all faculty members at the University of Wasit in Iraq during the summer of 2024. A sample of 250 individuals was selected through convenience sampling from the mentioned population. After the questionnaires were returned, no distorted questionnaires were found. Entry criteria included willingness and agreement to participate in the research and membership in the faculty at the University of Wasit. For data collection in this research, the following questionnaires were used. It should be noted that these questionnaires were initially translated from Persian to Arabic by a psychologist proficient in Arabic and then translated back to Persian by an Arabic language specialist. After comparing the two stages, any differences were corrected and then implemented.

2.2 Research Instrument

Extra-role behaviors Questionnaire: The Extra role behaviors Questionnaire (Citizenship), developed by Lee and Allen (2002), consists of 16 questions with a 7-point Likert scale (ranging from never to always) (Lee & Allen, 2002). This questionnaire was first used in Iran by Mehdad & Arifin (2009), employing the translation and back-translation method (Mehdad & Arifin, 2009). The reported Cronbach's alpha for extra-role behaviors directed towards individuals and towards organization, as cited by Mehdad and Arifin (2009), is 0.83 and 0.77, respectively. In addition, the reported reliability by Mehdad and Arifin (2009), using the Cronbach's alpha method for Iranian participants in general, behaviors directed towards individuals and organization, were reported as 0.934, 0.885, and 0.903, respectively (Mehdad & Arifin, 2009). The reliability of the mentioned questionnaire, according to Mirzaeian and Mehdad (2016) and Mehdad and Minaeian (2020), based on Cronbach's alpha, were reported as 0.870 and 0.850, respectively (Mehdad & Minaeian, 2019; Mirzaeian & Mehdad, 2016). In the present study, Cronbach's alpha coefficient was obtained 0.930.

The intrinsic job motivation questionnaire: The intrinsic job motivation was measured using the Gagne et al. (2015) questionnaire. According to the authors' report, the validity of this questionnaire has been confirmed using exploratory factor analysis and has been used in several countries (Gagne et al., 2015). It was first used in Iran by Mirzaeian and Mehdad (2016) (Mirzaeian & Mehdad, 2016). The questionnaire consists of 19 items and 6 dimensions, including Amotivation (with three questions), external social motivation (with three questions), external material motivation (with three questions), interjected motivation (with four questions), identified motivation (with three questions), and intrinsic motivation (with three questions). In the present study, the dimension of intrinsic motivation was used with three questions. The response to the questions in this questionnaire is based on a 7-point Likert scale ranging from "not at all" to "completely". The reliability reported by the developers using Cronbach's alpha was 0.92 for Norwegian participants, 0.89 for German participants, 0.90 for Chinese participants, and 0.91 for Indonesian participants. Furthermore, the reliability reported by Mirzaeian and Mehdad (2016) and Moghtadari & Mehdad (2023) using the Cronbach's alpha for Iranian participants in dimension of intrinsic motivation were reported as 0.88 and 0.893 respectively, and in present study, it was 0.66 (Mirzaeian & Mehdad, 2016; Moghtadari Isfahani & Mehdad, 2023).

Organizational justice perception questionnaire: The Colquitt questionnaire (2001) was used to measure organizational justice perception. This questionnaire consists of 18 closed-ended items. The translation, validity, and reliability of this questionnaire have been reported as acceptable by Hashemi Sheikh Shabani (Arab et al., 2013). The Likert scale (very low, 1; low, 2; moderate, 3; high, 4; very high, 5) is used in this questionnaire. The Cronbach's alpha coefficient for this questionnaire was reported 0.94 in the study by Behroozi (2008). In the present study, the reliability of the questionnaire using Cronbach's alpha was obtained as 0.79.

2.3 Data Analysis

The research questionnaires were answered in the form of self-reporting. The collected data were analyzed by using Pearson correlation coefficient along with the mean and standard deviation and finally after examining the statistical assumptions of normality through the Shapiro-Wilk test and the linearity of the relationship of variables through the scatter diagram, by using analysis of structural equation modeling (SEM) with SPSS software version 25 and AMOS software version 26.

3 Findings and Results

In Table 1, the demographic characteristics of the research sample group are presented.

Table 1

Demographic characteristics of the research sample group (n=250)

Variable	Frequency	Percentage
education		
MA	148	59.2
PhD.	102	40.8
Tenure		
Up to 5 years	70	28
6 to 10 years	82	32.8
11 to 15 years	46	18.4
16 years and above	52	20.8
Age groups		
Up to 30 years	43	17.2
31 to 40 years	129	51.6
41 years and above	78	31.2

As can be seen in Table 1, 148 of the participants had MA and 102 had PhD. Degree, most of them have 6 to 10 years of work experience and are in the age group of 31 to 40 years.

In Table 2, the mean, standard deviation, and correlation between the research variables are presented.

Table 2

Mean, standard deviation, and correlation between the research variables

variables	M	SD	1	2	3
organizational justice perception	76.63	6.64	-		
intrinsic job motivation	14.42	2.39	0.294**	-	
Extra role behaviors	69.23	8.71	0.55**	0.52**	-

**p<0.01

As can be seen in Table 2, all research variables have a positive and significant relationship (p<0.01).

Table 3 presents the results of structural equation modeling analysis.

Table 3

Paths of justice perception model with extra-role behaviors according to the mediating role of intrinsic motivation

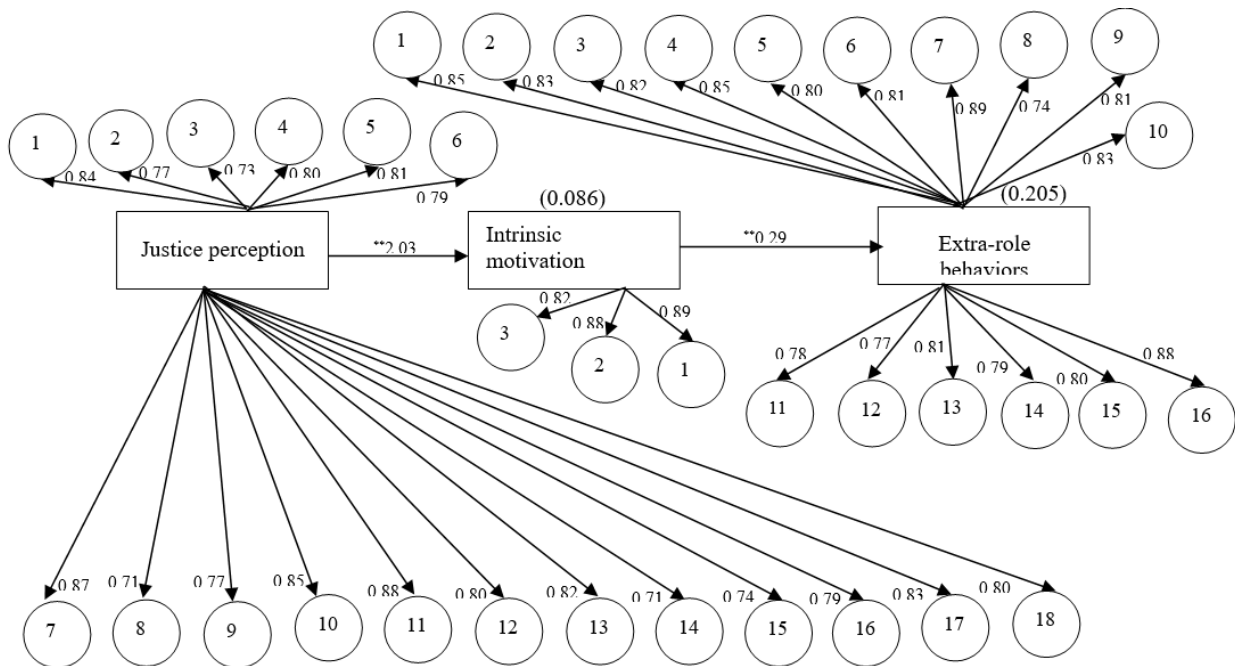
R ²	p	β	SE	Paths of model	row
0.086	0.001	0.29	0.02	justice perception → intrinsic motivation	1
0.205	0.001	0.23	1.66	intrinsic motivation → extra-role behaviors	2

As can be seen in Table 3, the perception of justice (p < 0.01, β = 0.29) has a significant relationship with intrinsic motivation and was able to explain 8.6% of the variance of this variable. Moreover, intrinsic motivation (p<0.01,

β=2.03) had a significant relationship with extra-role behaviors and was able to explain 20.5% of the variance of this variable. Figure 1 shows the final structural model of the research.

Figure 1

The final structural model of the research (for extra-role behaviors)



As seen in Figure 1, the perception of justice has an indirect effect on extra-role behaviors through intrinsic

motivation. In Table 4, the indirect effects mentioned in the final model (Figure 1) are presented.

Table 4

Indirect effects of the final research model in standard and non-standard mode for extra-role behaviors

row	indirect effects	criterion :extra-role behaviors	
		non-standard	standard
1	indirect effects of justice perception on extra-role behaviors through intrinsic motivation	0.782	0.597

As can be seen in [Table 4](#), the indirect coefficients of justice perception for extra-role behaviors through intrinsic

motivation are significant ($p < 0.01$). The fit indices of the final model are presented in [Table 5](#).

Table 5

fit indices of the modified final model of the research

Results	Value	Acceptable value	Fit indices	
favorable	54.3 & 74.0= p	Being non significant	χ^2	1
favorable	0.590	Less than 3	χ^2 .df	2
favorable	0.096	0.9 and above	GFI	3
favorable	1	0.9 and above	CFI	4
favorable	1	0.9 and above	IFI	5
favorable	0.040	0.5 and less	RMR	6
favorable	0.010	0.08 and less	RMSEA	7

As can be seen in [Table 5](#), all the fit indices of the final model of the research, in comparison with the level of acceptable values ([Wang & Wang, 2012](#)), have a favorable situation. This means that the final research model has a favorable condition. Therefore, according to the results presented in tables 3 to 5, the research model is confirmed that there is a relationship between the perception of organizational justice and extra-role behaviors regarding the mediating role of intrinsic job motivation in Wasit University faculty members.

4 Discussion and Conclusion

This research was conducted with the aim of determining the mediating role of intrinsic job motivation in the relationship between the perception of organizational justice and extra-role behaviors among faculty members of Wasit University in Iraq. The results showed that the internal job motivation plays the role of a complete mediating variable in the relationship between the perception of organizational justice and extra-role behaviors. This result is in agreement with the research results of several studies ([Farid et al., 2023](#); [Kiranmayi et al., 2024](#); [Mehdad & Khoshnami, 2016](#); [Sujono et al., 2020](#); [Suprpto & Widigdo, 2021](#); [Tziner et al., 2020](#)), based on the relationship between the perception of

organizational justice and extra-role behaviors, and the authoritative prior research ([Moqhtadari Isfahani & Mehdad, 2023](#); [Suprpto & Widigdo, 2021](#); [Sutanto, 2018](#)), based on the relationship between the perception of organizational justice and job motivation, as well as the other studies based on the relationship between job motivation and extra-role behaviors ([Faris et al., 2024](#); [Priscilla et al., 2024](#); [Tziner et al., 2020](#)). In addition, the findings of the current research with the research findings of [Artatania et al., 2023](#), showed that the perception of organizational justice has an effect on extra-role behaviors through job motivation, it has complete alignment ([Artatanaya & Widhari, 2023](#)).

In explaining this finding, it can be stated that perceived justice in each of the mentioned areas, by creating positive emotions and feelings, puts people in line with the policies of the organization in the field of short-term to long-term goals. In this context, organizational justice has been perceived and its dimensions have a positive and meaningful connection with extra-role behaviors. Also, from the perspective of this approach, it can be said that the perception of organizational justice can strengthen the feeling of self-determination in people with a positive attitude and perception, and from this point of view, the field of strengthening intrinsic motivation as a mediating variable in relation to the perception of organizational justice. It

provides extra-role behavior. In addition, internal motivation, as a form of motivation, is based on the desire to do things and tasks due to gaining personal satisfaction, along with a sense of autonomy, a sense of personal mastery, and a sense of purpose, which motivates doing things, tasks, and tasks. Therefore, people who have internal motivation, they need the least supervision, orders and guidance in doing things, they try to do things and tasks with the utmost accuracy and accuracy, they get the most internal satisfaction from doing things. And they don't pay much attention to what they get for doing things. According to the self-determination theory, intrinsic motivation is determined at the end of the continuum of motivation levels, with high level self-determination and efforts to maintain it (Ryan & Deci, 2000). This means that people with high intrinsic motivation have a serious desire to control, determine and manage the matters assigned to them (Nehra, 2023). Based on this, due to the perception of organizational justice, the faculty members of Wasit University are internally motivated not only to perform assignments and job duties, but also show extra-role behaviors that not only do not expect such behaviors from them, Rather, they do not expect to receive any reward for performing such behaviors.

Finally, it is necessary to pay attention to the limitations that existed in this study. The first limitation is that this study was conducted on the faculty members of Wasit University through the seeding method available in Iraq, for this reason, it is necessary to be cautious in generalizing the results to other statistical communities such as the faculty members of other universities in Iraq. In order to solve this limitation, it is necessary to carry out this study on faculty members of other universities using random sampling method, so that the generalizability of the results can be determined more fully. Also, the officials of Wasit University in particular and the officials of other universities in Iraq are suggested to develop fair policies in the distributive, procedural and interactive areas to create the necessary grounds for changing the direction from external to intrinsic motivation among the board members. to provide the necessary ground for the development of extra-role behaviors in the fields of individuals and organizations among faculty members.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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