

# Organizational justice, sense of belonging, and cultural organizational change: Basis for enhanced organizational citizenship behavior framework

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## Abstract

This study explores in depth the dynamic relationship among organizational justice, cultural organizational change, and managerial employees' sense of belonging, with the ultimate goal of developing an Enhanced Organizational Citizenship Behavior (OCB) Framework within the context of China's commercial aerospace industry. Rooted in the rapidly evolving environment of science and technology enterprises in Beijing, the research recognizes the strategic importance of fair organizational practices and inclusive culture in enhancing employee alignment and discretionary behaviors during cultural transformation. Drawing on a sample of 412 managerial employees through a structured survey method. Results revealed that all four dimensions of organizational justice—distributive, procedural, interactional, and informational—were positively perceived by respondents and significantly correlated with cultural change components including innovation, consistency, and adaptability. The strongest correlation was observed between interactional justice and cultural innovation ( $r = .910, p < .001$ ), indicating the crucial role of respectful, transparent managerial interactions in fostering cultural renewal. Moreover, the study found a highly significant relationship between organizational justice and the sense of belonging, particularly in the dimensions of competence and perception. Informational and interactional justice demonstrated the strongest impact on belonging dimensions ( $r > .70, p < .001$ ). Similarly, cultural organizational change—especially cultural adaptability—was strongly linked to employees' sense of belonging, underscoring the role of agile, responsive organizational culture in fostering employee identification and engagement. The integration of these findings culminated in the formulation of a practical and theoretical Enhanced OCB Framework, which outlines how fairness in management practices and strategic cultural evolution directly contribute to strengthening employee belongingness and discretionary contributions. The study thus offers both a significant theoretical contribution to organizational behavior literature and valuable practical insights for science and technology enterprises undergoing transformative change.

**Keywords:** organizational justice, cultural organizational change, sense of belonging, Organizational Citizenship Behavior (OCB), managerial employees, aerospace enterprises, China

## **Organizational justice, sense of belonging, and cultural organizational change: Basis for enhanced organizational citizenship behavior framework**

### **1. Introduction**

Against the backdrop of increasingly fierce global competition and rapid technological changes, Beijing's technology enterprises, especially those in the aerospace industry, underwent profound changes in their cultural organizational structure to maintain competitiveness in the rapidly changing market. These changes involved reshaping corporate values and adjusting internal management structures. In this transformation process, the sense of belonging of the management played a crucial role. Organizational fairness had a significant impact on employees' psychological reactions and work behavior, shaping their professional ethics and participation. As an important concept in organizational behavior, organizational justice was widely studied and applied in various organizational contexts. At the same time, as a key aspect of management practice, it was directly related to employees' psychological perceptions and behavioral responses. Studies suggested that organizational justice had a significant impact on job satisfaction, employee engagement, and retention (Choi et al., 2019). Distributive justice referred to employees' perceptions of the fairness of resource allocation or decisions regarding rewards and punishments. Procedural justice involved employees' perceptions of whether the decision-making process itself was fair. Li et al.,(2020) stressed that transparency, participation, and procedural stability were the core elements of procedural justice during organizational change.

In the reform of cultural organizations, the leadership and communication styles of managers were particularly important, as they directly affected employees' sense of belonging and cultural adaptability. This dimension emphasized the interactive relationship between leaders and employees, especially how leaders influenced employees' perceptions of fairness through communication, respect, and trust. Research showed that the fairness of leader interactions directly affected employees' work motivation, job satisfaction, and performance (Soyer et al., 2021). Information fairness involves employees' perception of the fairness and transparency of information flow within the organization (Filstad et al., 2019). In the context of rapid development of technology-based enterprises, when the internal information flow of the enterprise is restricted or there are deviations, employees are prone to develop a sense of distrust, which will directly affect their loyalty and work engagement with the enterprise. Therefore, information transparency is crucial for employees' adaptability and sense of belonging. By providing accurate and timely information, companies can not only effectively alleviate employee anxiety, but also significantly enhance their sense of belonging and identity.

Cultural change usually included multiple dimensions, including cultural innovation (embracing new ideas and practices), cultural consistency (maintaining core values), and cultural adaptability (responding to environmental changes) (Denison et al., 2020; He et al., 2020). Among these aspects, cultural innovation was particularly important for technology companies. In such companies, the ability to continuously adapt and change was a key driver of success. However, when these changes were inconsistent with employees' expectations, they often led to conflicts and reduced employees' sense of belonging—especially among those in management positions who served as both executors and recipients of these changes (Shao et al., 2021). Cultural innovation referred to an organization's ability to promote cultural change in order to adapt to external and technological developments (He et al., 2020). In science and technology enterprises, cultural innovation was essential for advancing digital transformation and technological progress. It stimulated employees' creativity and innovative behavior, thereby promoting the sustainable development of the organization.

Cultural consistency referred to the stability and alignment of an organization's core values during periods of change (Denison et al., 2020). In the context of cultural organizational change, maintaining cultural consistency was crucial for preserving employees' sense of belonging and identity. For Beijing's science and technology enterprises, finding a balance between innovation and consistency was an urgent challenge during organizational

transformation.

Cultural adaptability referred to an organization's ability to quickly adjust its culture in response to changes in the external environment (Shao et al., 2021). Organizations with strong cultural adaptability helped employees adjust more rapidly to change, thereby enhancing their job satisfaction and sense of belonging. At the same time, adaptability fostered greater teamwork and a stronger sense of organizational identity among employees. "Competences for being" described the ability of employees to integrate into teams, build relationships, and make meaningful contributions. Research showed that employees with high emotional intelligence, strong communication abilities, and effective conflict resolution skills were more likely to develop a strong sense of belonging (Allen et al., 2021). In particular, in dynamic and changing environments, managerial employees with a strong sense of belonging adapted more effectively and supported team innovation and collaboration. "Motions to being" involved the efforts and emotional investment employees made in order to feel a sense of belonging. Managerial employees experienced the dual influence of personal motivation and external support systems (Chen et al., 2023). By stimulating employees' intrinsic motivation and providing external support, organizations enhanced both employees' sense of belonging and their organizational commitment.

Employees' sense of belonging was influenced not only by their intrinsic motivation and external opportunities, but also by their identification with and adaptation to organizational culture. Research showed that managerial employees' identification with organizational culture directly affected their work engagement and organizational loyalty (Allen et al., 2021). Although extensive research had been conducted globally on organizational justice, cultural organizational change, and employees' sense of belonging, there remained a lack of studies exploring the interaction among these variables—particularly their combined effects on managerial employees in high-change environments. In the context of science and technology enterprises such as those in Beijing's commercial aerospace sector, how to enhance the sense of belonging among managerial employees and strengthen their organizational commitment through effective cultural change strategies was still an urgent issue. Furthermore, it was necessary to examine how the unique dimensions of cultural change—innovation, consistency, and adaptability—interacted to influence these outcomes (Li et al., 2021; Zhang et al., 2023).

This study aimed to address the existing gap by examining the effects of cultural innovation, consistency, and adaptability on the commitment and sense of belonging among management-level employees in Beijing's technology enterprises. Through this investigation, the study sought to offer insights into how technology companies could more effectively manage cultural change, retain key personnel, and enhance organizational stability during periods of transition. Additionally, it intended to provide a theoretical foundation for improved organizational management practices.

With the rapid development of China's commercial aerospace and high-tech sectors, industry competition intensified, cultural changes became more frequent, and the stability and motivation of managerial employees grew increasingly critical. The research findings were expected to provide useful references and suggestions for these enterprises. Beyond practical implications, the study also aimed to contribute to academic knowledge in the field of human resource management. It viewed the study of "justice" and "sense of belonging" not merely as managerial concerns but as important issues related to humanistic care and social responsibility.

A strong sense of belonging among managerial employees fostered a collaborative environment, encouraged open communication, and promoted idea-sharing—factors vital to successful organizational transformation. Moreover, organizational justice—encompassing fairness in decision-making, resource allocation, and employee treatment—reinforced trust and loyalty, motivating employees to actively engage in and contribute to the organization's transformation journey. Through this research, the goal was to find a meaningful balance between effective enterprise management and humanistic care.

**Objectives of the Study** - This study aimed to assess organizational justice, sense of belonging, and cultural organizational change among management-level employees of a commercial aerospace company in China. Specifically, it sought to examine organizational justice in terms of distributive, procedural, interactional, and

informational justice; to assess the degree of respondents' sense of belonging based on competencies, opportunities, motivations, and perceptions; and to describe the nature of cultural organizational change in terms of cultural innovation, cultural consistency, and cultural adaptability. Furthermore, the study intended to test the significant relationships among organizational justice, sense of belonging, and cultural organizational change, and to develop an enhanced Organizational Citizenship Behavior framework tailored for the commercial aerospace company.

## 2. Methods

**Research Design** - This study used a descriptive research design to deeply understand the relationship between organizational justice, cultural organizational change, and the sense of belonging of management. Descriptive research design was a systematic method used to describe the characteristics of groups or phenomena and provide a detailed description of the "status quo," without manipulating variables.

**Participants of the Study** - In order to obtain high statistical power and data representativeness, a total of 412 valid questionnaires were collected, which were large enough to detect significant effects in different statistical tests and provide reliable results. This survey focused on the management staff and departments of this commercial aerospace company. It included managers and cases from different departments at all levels to ensure the diversity of samples. In addition to my subsidiary, it also covered the managers of other subsidiaries within the whole group, which was helpful to explore the relationship between organizational justice and the sense of belonging of management staff in similar technology-based enterprises from the perspective of cultural organizational change and provided theoretical support and practical guidance for enterprise management practice.

**Instrument of the Study** - This questionnaire comprehensively measured employees' perceptions of organizational justice, cultural and organizational change, and sense of belonging through multiple dimensions, which helped researchers understand how these factors affected employees' work attitudes and behaviors. At the same time, the questionnaire provided enterprise managers with valuable insights on how to enhance employees' sense of belonging by improving organizational justice and promoting cultural change, thereby improving the overall performance of the organization and employee enthusiasm. It also offered empirical support for the relationship between organizational justice, cultural organizational change, and employees' sense of belonging, and provided a theoretical framework and data basis for future related research.

The questionnaire used a four-point Likert scale, where respondents scored each question according to their own feelings (1: strongly disagree, 2: disagree, 3: agree, 4: strongly agree). This 4-point rating scale, a variant of the Likert scale, was typically used to avoid respondents choosing neutral options, thus forcing them to make a clear choice among the four options. The 4-point scale was also commonly used to measure attitudes, opinions, or feelings, but compared with the five-point scale, it reduced the presence of neutral responses. The questionnaire consisted of three main variables and 11 sub-variables derived from them. Using mature scales from the corresponding fields as references, the questionnaire included five questions for each variable, with a total of 55 questions. This study combined classic theories of organizational justice, cultural organizational change, and employee belonging, providing a solid theoretical basis for research in this field. Through dimension segmentation, the questionnaire captured the perception and emotional state of employees comprehensively and helped reveal the multi-level mechanism of employee belonging. The instrument was content validated by experts and underwent reliability testing.

Reliability results demonstrated strong internal consistency across all variables. In Organizational Justice, the sub-variables of Distributive Justice ( $\alpha=0.885$ ) exhibited good reliability, while Procedural Justice ( $\alpha=0.910$ ), Interactional Justice ( $\alpha=0.978$ ), and Informational Justice ( $\alpha=0.949$ ) all fell within the excellent range. The overall reliability for Organizational Justice ( $\alpha=0.978$ ) was also excellent, indicating a high level of consistency among the items. For Cultural Organizational Change, Cultural Innovation ( $\alpha=0.893$ ) demonstrated good reliability, while Cultural Consistency ( $\alpha=0.956$ ) and Cultural Adaptability ( $\alpha=0.914$ ) achieved excellent reliability. Overall reliability score of 0.972 suggested that the measures effectively captured the underlying variable with a high

degree of precision. In Managerial Employee Sense of Belonging, all sub-variables including Competencies for Belonging ( $\alpha=0.941$ ), Opportunities to Belonging ( $\alpha=0.934$ ), Motivations to Belonging ( $\alpha=0.940$ ), and Perceptions of Belonging ( $\alpha=0.909$ ) demonstrated excellent reliability. Overall reliability score for Managerial Employee Sense of Belonging ( $\alpha=0.928$ ) further reinforced the robustness of the measurement tool. Overall, these results indicated that the survey instruments used in this study were highly reliable, ensuring consistent and dependable measurement of the intended variables.

**Table 1***Reliability Results*

| Variables                                     | No. of Items | $\alpha$ value | Interpretation |
|---|--------------|----------------|----------------|
| <b>Organizational Justice</b>                 |              |                |                |
| Distributive Justice                          | 5            | 0.885          | Good           |
| Procedural Justice                            | 5            | 0.910          | Excellent      |
| Interactional Justice                         | 5            | 0.978          | Excellent      |
| Informational Justice                         | 5            | 0.949          | Excellent      |
| Overall                                       | 20           | 0.978          | Excellent      |
| <b>Managerial Employee Sense of Belonging</b> |              |                |                |
| Competencies for belonging                    | 5            | 0.941          | Excellent      |
| Opportunities to belonging                    | 5            | 0.934          | Excellent      |
| Motivations to belonging                      | 5            | 0.940          | Excellent      |
| Perceptions of belonging                      | 5            | 0.909          | Excellent      |
| Overall                                       | 20           | 0.928          | Excellent      |
| <b>Cultural Organizational Change</b>         |              |                |                |
| Cultural Innovation                           | 5            | 0.893          | Good           |
| Cultural Consistency                          | 5            | 0.956          | Excellent      |
| Cultural Adaptability                         | 5            | 0.914          | Excellent      |
| Overall                                       | 15           | 0.972          | Excellent      |

*Legend* > 0.9 =Excellent; >0.8=Good;>0.7=Acceptable;>0.6=Questionable;>0.5=Poor;<0.5=Unacceptable

**Data Gathering Procedure** - In order to ensure the reliability of the questionnaire and the accuracy of the data sample, the researchers in this study referred to a large number of relevant literatures as important references for the questionnaire design. During the research process, the collected data were analyzed and interpreted one by one with reference to existing studies. In-depth exchange interviews and on-site interviews were conducted with participants during data collection. At the same time, the questionnaire accurately evaluated the relationship between organizational justice, cultural organizational change, and employees' sense of belonging by incorporating mature scales and a solid theoretical framework. The scales used were derived from many classic organizational behavior and social psychology theories, which ensured the scientific rigor and practicality of the questionnaire.

This study mainly collected data through an online questionnaire survey. The questionnaire was distributed primarily through the internal OA system, email, or social media platforms. The target group consisted of management employees of a commercial aerospace company in China, mainly including middle and senior managers across various functional departments. According to the size of the company, a combination of random sampling and stratified sampling was adopted to ensure the representativeness of the sample. Regarding in-depth interviews, this method served as a key means of data collection in qualitative research, allowing researchers to engage in face-to-face communication with respondents and obtain rich, detailed, and in-depth information. To ensure diversity and representativeness, management employees from different levels, departments, and years of service were selected as interviewees. Especially important were key individuals who had directly participated in or witnessed organizational change, as their experiences and opinions were crucial for understanding changes in organizational justice, sense of belonging, and the essence of cultural organizational change during the transformation process.

**Data Analysis** - Weighted mean and rank were used to determine organizational justice in terms of distributive, procedural, interactional, and informational justice; assess respondents' sense of belonging in terms of competencies, opportunities, motivations, and perceptions; and describe cultural organizational change in terms of cultural innovation, cultural consistency, and cultural adaptability. The results of the Shapiro-Wilk test showed that

p-values for all variables were less than 0.05, indicating that the data set was not normally distributed. Therefore, Spearman's rho was used as part of the non-parametric tests to determine significant relationships. All analyses were performed using SPSS version 28.

**Ethical Considerations** - Ethical considerations were critical for this study, focusing primarily on obtaining informed consent, ensuring data privacy and confidentiality, and adhering to local regulatory frameworks governing data collection and research practices. All participants were required to sign informed consent forms prior to participating in the survey. This process ensured that participants fully understand the study's purpose, the conditions for participation, the types of data collected, and the intended use of their responses. Participants retain the right to withdraw from the study at any time without any obligation or need to provide a reason. Researchers provided a detailed consent form written in clear, accessible language and ensured that every participant is aware of their rights and the voluntary nature of their participation. In China, the Personal Information Protection Law (PIPL), enacted in 2021, serves as the key legislative framework ensuring data privacy and protection. This law sets strict rules for the collection, storage, processing, and sharing of personal information. In compliance with PIPL, this study anonymized all responses so that no identifying information is linked to the survey data. Additionally, data were securely stored, accessible only to the research team, and is used exclusively for academic purposes. The research instrument has also undergone an ethics review and received clearance from the university's ethics review committee.

### 3. Results and discussion

**Table 2**

*Summary Table of Organizational Justice*

| Indicators     | WM   | VI    | Rank |
|----------------|------|-------|------|
| Distributive   | 3.37 | Agree | 1    |
| Procedural     | 3.36 | Agree | 2    |
| Interactional  | 3.31 | Agree | 3    |
| Informational  | 3.30 | Agree | 4    |
| Composite Mean | 3.34 | Agree |      |

*Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree*

As shown in Table 2, the composite mean for organizational justice is 3.34, verbally interpreted as Agree. This indicates that managerial employees generally perceive the organizational justice practices to be present and moderately effective across all four dimensions: distributive, procedural, interactional, and informational. Organizational justice has long been considered a critical factor influencing employees' motivation, performance, and commitment (Li et al., 2025). In dynamic and highly competitive sectors such as commercial aerospace, ensuring fairness in decisions, communication, treatment, and outcomes becomes essential to cultivating trust, stability, and organizational alignment (Zhang et al., 2022). The highest-rated dimension was Distributive Justice, with a mean score of 3.37, ranked 1st. This suggested that employees were relatively satisfied with the fairness of outcomes such as compensation, workload distribution, and rewards. In high-pressure roles, especially in technologically advanced sectors, perceived equity in resource allocation was vital for maintaining morale and reducing internal competition.

The second-highest mean was recorded for Procedural Justice, with a score of 3.36. This suggested that respondents generally believed the organization used consistent and transparent procedures when making decisions. It also reflected the perception that processes used in evaluating and promoting employees were fair. The perception of fair procedures contributed significantly to employee trust in the organization and acceptance of management decisions. Interactional Justice received a mean score of 3.31, which indicated a generally favorable perception of interpersonal treatment within the organization. Respondents felt that supervisors communicated clearly and respectfully and recognized employee contributions. Maintaining a respectful and sincere interactional climate was crucial in preserving employee dignity and fostering a sense of inclusion.

Informational Justice had the lowest mean among the four dimensions, scoring 3.30, though still within the Agree range. This result suggested that employees saw room for improvement in the thoroughness, clarity, and timeliness of the information provided to them. In the context of ongoing organizational changes, clear and detailed communication became especially important to mitigate uncertainty and enhance transparency. Limited informational fairness may have negatively impacted employee understanding and compliance during strategic transitions (Das et al., 2023). Improving communication by ensuring more personalized and detailed procedural explanations may have helped bridge this gap (He et al., 2020).

**Table 3**

*Summary Table of Sense of Belonging*

| Indicators     | WM   | VI    | Rank |
|----------------|------|-------|------|
| Competencies   | 3.19 | Agree | 1    |
| Opportunities  | 3.11 | Agree | 3    |
| Motivations    | 3.09 | Agree | 4    |
| Perceptions    | 3.18 | Agree | 2    |
| Composite Mean | 3.14 | Agree |      |

*Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree*

As shown in Table 3, the respondents' overall perception of their sense of belonging in the organization resulted in a composite mean of 3.14, which is verbally interpreted as Agree. This suggests that managerial employees generally feel a moderate level of belonging within the organization, with strengths in certain areas such as competencies and perceptions, while some areas such as motivations and opportunities reveal room for improvement. Sense of belonging is widely recognized as a fundamental psychological need that influences employees' engagement, loyalty, and performance Riyanto et. al.,(2021). Particularly in complex and dynamic industries like commercial aerospace, a sustained sense of belonging helped retain talent, improved team effectiveness, and fostered psychological resilience (Nguyen et al., 2021;Khaw et al., 2022).

The highest-rated dimension was *Competencies*, with a mean score of 3.19, ranked 1st. This reflected that managerial employees perceived themselves as having sufficient skills in communication, collaboration, and emotional awareness to integrate effectively within teams. These competencies were essential for promoting inclusion, constructive conflict management, and shared decision-making. According to Ding et. al.,(2025), competence in interpersonal and team-based skills facilitated deeper connection and trust among colleagues. Similarly, Blau (2023) found that when employees were confident in their capabilities, they were more likely to experience psychological ownership and a stronger sense of organizational identity.

Mid-range dimensions included: *Perceptions*, with a mean of 3.18, ranked 2nd, suggesting that employees generally felt accepted and supported in their workplace relationships; and *Opportunities*, with a mean of 3.11, ranked 3rd, indicating that while opportunities for engagement and inclusion existed, they might not have been fully optimized or equitably distributed across the organization. These results showed that while organizational support systems were present, the effectiveness and visibility of these opportunities might not have been consistent for all employees, pointing to potential gaps in inclusion strategies and leadership reinforcement.

The lowest-rated dimension was *Motivations*, with a mean score of 3.09, ranked 4th. While still falling under the Agree category, this lower score suggested that some employees lacked strong internal drive to actively integrate into organizational life or perceived limited personal value in doing so. This could have been attributed to factors such as cultural misalignment, low morale, or minimal recognition of discretionary efforts. Gonzalez et al. (2021) highlighted that intrinsic motivation was a core predictor of long-term engagement and psychological safety. Hidayat et. al.,(2024) found that employees who did not feel emotionally invested in their work community were less likely to contribute to collective goals or adapt to organizational change.

**Table 4***Summary Table of Cultural Organizational Change*

| Indicators            | WM   | VI    | Rank |
|-----------------------|------|-------|------|
| Cultural Innovation   | 3.23 | Agree | 3    |
| Cultural Consistency  | 3.30 | Agree | 1    |
| Cultural Adaptability | 3.25 | Agree | 2    |
| Composite Mean        | 3.26 | Agree |      |

*Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree*

In Table 4, the respondents evaluated their perceptions of cultural organizational change, resulting in a composite mean of 3.26, which was interpreted as Agree. This indicated that, overall, the managerial employees acknowledged the presence and impact of cultural transformation within their organization, although the responses suggested moderate intensity across the three dimensions of innovation, consistency, and adaptability. Cultural organizational change was a multidimensional process that enabled firms to align their values, behaviors, and systems with dynamic external conditions (Rodrigues et al., 2020). In sectors like commercial aerospace, where technological disruptions and strategic pivots were frequent, adaptive cultural change was especially critical for maintaining innovation capability and workforce alignment (De Cuyper et al., 2020).

Among the three indicators, cultural consistency achieved the highest average score of 3.30, ranking first. This showed that even when the external environment changed, the organization was considered able to maintain the stability of its values, systems, and behaviors. According to Khaw et. al.,(2022), cultural consistency was essential to reduce uncertainty and improve the effectiveness of organizational change. A stable cultural framework served as a psychological anchor for employees to promote their commitment and sustainability in turbulent times (Bantilan et al., 2024). This consistency also strengthened the trust between leaders and staff, making the implementation of strategic initiatives more smooth.

Cultural adaptability ranked second with an average score of 3.25, and cultural innovation ability ranked third with an average score of 3.23. Results showed that respondents also recognized the organization's ability to adapt to change and introduce new ideas, although these abilities were slightly less prominent than consistency. Relatively close scores among the three factors suggested a generally balanced organizational cultural profile, albeit with some opportunity to enhance innovation capacity and employee involvement in adaptive learning.

The lowest-rated factor was Cultural Innovation, with a mean score of 3.23. Although it was still interpreted as Agree, its position in the ranking indicated that the organization might have needed to provide more structured support and incentives for innovation. Allen et. al.,(2021) argued that innovation-oriented cultures were positively linked to employee creativity and firm performance, especially in knowledge-intensive industries like commercial aerospace. Enhancing the innovation climate through open idea platforms, cross-functional collaboration, and recognition systems might have further reinforced cultural change.

Table 5 presented the correlation between organizational justice—measured through four dimensions: distributive, procedural, interactional, and informational—and three key facets of cultural organizational change: cultural innovation, cultural consistency, and cultural adaptability. All correlation coefficients were significant at the 0.01 level, indicating highly significant relationships. Among these, interactional justice exhibited the strongest correlation with cultural innovation ( $\rho=.910$ ), while distributive justice showed the strongest correlation with cultural adaptability ( $\rho=.824$ ). These results revealed that the greater the perception of organizational justice, the stronger the capacity for successful cultural transformation in organizations, and perceptions of fairness within the organization were positively and significantly associated with the successful implementation of cultural organizational changes. In other words, the greater the perceived organizational justice, the higher the degree of innovation, consistency, and adaptability in the organizational culture.

**Table 5***Relationship Between Organizational Justice and Cultural Organizational Change*

| Variables             | rho    | p-value | Interpretation     |
|-----------------------|--------|---------|--------------------|
| <b>Distributive</b>   |        |         |                    |
| Cultural Innovation   | .596** | <.001   | Highly Significant |
| Cultural Consistency  | .721** | <.001   | Highly Significant |
| Cultural Adaptability | .824** | <.001   | Highly Significant |
| <b>Procedural</b>     |        |         |                    |
| Cultural Innovation   | .761** | <.001   | Highly Significant |
| Cultural Consistency  | .757** | <.001   | Highly Significant |
| Cultural Adaptability | .703** | <.001   | Highly Significant |
| <b>Interactional</b>  |        |         |                    |
| Cultural Innovation   | .910** | <.001   | Highly Significant |
| Cultural Consistency  | .775** | <.001   | Highly Significant |
| Cultural Adaptability | .794** | <.001   | Highly Significant |
| <b>Informational</b>  |        |         |                    |
| Cultural Innovation   | .852** | <.001   | Highly Significant |
| Cultural Consistency  | .760** | <.001   | Highly Significant |
| Cultural Adaptability | .780** | <.001   | Highly Significant |

Legend: Significant at  $p\text{-value} < 0.01$

Organizational justice was widely recognized as a key driver of organizational culture and transformation, particularly in dynamic and knowledge-intensive environments. First, the notably strong link between interactional justice and cultural innovation aligned with recent studies emphasizing the impact of respectful leadership communication on employees' innovative behavior. According to Ding et al., (2025), when employees felt respected and valued during change processes, they were more likely to offer novel ideas and embrace innovation. A culture of interpersonal fairness reduced psychological resistance, fostered psychological safety, and encouraged proactive cultural participation.

The high correlation between distributive justice and cultural adaptability ( $\rho = .824$ ) reflected how fairness in outcomes contributed to employees' openness and agility. Research by Qi et al., (2023) found that when employees believed that the distribution of workload, promotion, and rewards was fair, they showed greater consistency with the changing organizational values and priorities. Especially in the transition stage, the fairness of distribution became a stable force, encouraging individuals to make constructive adjustments.

It also showed that there was a significant correlation between adequate, timely, and honest communication and cultural innovation ( $\rho = .852$ ) and cultural adaptability ( $\rho = .780$ ). Procedural fairness also provided a sense of predictability and control, which were key psychological anchors during periods of cultural restructuring (Tang, 2025). It played a particularly important role in uncertain times, enabling employees to understand changes and stay connected with organizational goals.

The absence of justice in any dimension could have hindered or reversed the progress of cultural change. Employees who perceived injustice might have disengaged from innovation efforts, resisted new norms, or undermined cultural cohesion. For example, when communication lacked transparency or decision-making was inconsistent, the resulting distrust fragmented organizational culture and inhibited the emergence of shared values (Zampetakis et al., 2024).

Organizational justice was a fundamental enabler of cultural organizational change. Fairness in interaction, process, outcome, and communication cultivated the psychological readiness, motivation, and clarity required for innovation, consistency, and adaptability. To foster a resilient and transformation-oriented culture, organizations needed to systematically strengthen justice across all four dimensions, aligning ethical leadership with cultural strategy. These findings reinforced the idea that organizations aiming to implement cultural change must have prioritized fairness in both practice and perception. Fostering organizational justice not only improved employee attitudes but also enhanced the overall effectiveness and sustainability of cultural transformation efforts (Dai et al., 2022).

**Table 6***Relationship Between Organizational Justice and Sense of Belonging*

| Variables            | rho    | p-value | Interpretation     |
|----------------------|--------|---------|--------------------|
| <b>Distributive</b>  |        |         |                    |
| Competencies         | .780** | <.001   | Highly Significant |
| Opportunities        | .629** | <.001   | Highly Significant |
| Motivations          | .603** | <.001   | Highly Significant |
| Perceptions          | .508** | <.001   | Highly Significant |
| <b>Procedural</b>    |        |         |                    |
| Competencies         | .624** | <.001   | Highly Significant |
| Opportunities        | .530** | <.001   | Highly Significant |
| Motivations          | .506** | <.001   | Highly Significant |
| Perceptions          | .487** | <.001   | Highly Significant |
| <b>Interactional</b> |        |         |                    |
| Competencies         | .691** | <.001   | Highly Significant |
| Opportunities        | .737** | <.001   | Highly Significant |
| Motivations          | .683** | <.001   | Highly Significant |
| Perceptions          | .671** | <.001   | Highly Significant |
| <b>Informational</b> |        |         |                    |
| Competencies         | .740** | <.001   | Highly Significant |
| Opportunities        | .721** | <.001   | Highly Significant |
| Motivations          | .701** | <.001   | Highly Significant |
| Perceptions          | .711** | <.001   | Highly Significant |

*Legend: Significant at p-value<0.01*

Table 6 presented the correlation between the four dimensions of organizational justice—distributive, procedural, interactional, and informational—and the four dimensions of managerial employees' sense of belonging: competencies, opportunities, motivations, and perceptions. All correlation coefficients were significant at the 0.01 level, indicating that each form of justice had a highly significant relationship with various facets of employees' sense of belonging. Notably, distributive justice showed the strongest correlation with competencies ( $\rho=.780$ ), while interactional justice was most strongly correlated with opportunities ( $\rho=.737$ ), and informational justice showed balanced high correlations across all four belonging dimensions. These results emphasized that employees' perceptions of fairness within the organization were positively associated with their feelings of belonging and inclusion in the workplace, and a just organizational environment played a critical role in enhancing employees' psychological connection to their organization.

A sense of belonging was foundational for employee engagement, organizational commitment, and positive workplace behavior. It referred to the extent to which individuals felt accepted, valued, and connected within the organizational context. Organizational justice served as a psychological anchor that reinforced this connection, especially in environments undergoing cultural change or facing external uncertainty. The strong relationship between distributive justice and competencies ( $\rho=.780$ ) suggested that when outcomes such as recognition, rewards, and development opportunities were distributed fairly, employees were more likely to recognize and believe in their own abilities. According to Hermanto et. al.,(2024), perceived fairness in reward systems directly affected individuals' self-efficacy and professional identity, which were core elements of belonging in knowledge-based organizations.

Interactional justice exhibited its strongest influence on the dimension of opportunities ( $\rho=.737$ ), indicating that respectful and dignified interpersonal treatment enhanced employees' perceptions of growth and participation.

Informational justice showed consistently high correlations with all four belonging dimensions, especially with motivations ( $\rho=.701$ ) and perceptions ( $\rho=.711$ ). This indicated that transparent, consistent, and honest communication reinforced employee trust and reduced uncertainty about their organizational role. As noted by Kim et. al.,(2021), clear communication increased employees' internalization of organizational goals and values, thereby improving their intrinsic motivation and emotional connection to the organization.

Procedural justice, while slightly lower in correlation coefficients than the other dimensions, still showed

significant relationships—particularly with competencies ( $\rho=.624$ ) and opportunities ( $\rho=.530$ ). Fairness in processes such as promotions, resource access, and performance evaluation provided structural support for developing and sustaining employee belonging.

The absence of justice in any form could have weakened employees' sense of belonging. If reward systems were seen as biased (distributive injustice), or if leaders provided incomplete or misleading information (informational injustice), employees might have felt excluded or devalued. This could have led to alienation, reduced engagement, and even turnover. Particularly in the context of high-performing or change-oriented organizations, overlooking justice in everyday practices might have eroded the social fabric necessary for cohesion and collaboration.

Organizational justice was a key antecedent of employee sense of belonging, affecting how employees perceived their role, value, and place within the organization. Distributive and informational justice enhanced personal competency and trust, while interactional and procedural justice built interpersonal security and long-term identification. To cultivate a cohesive and motivated workforce, organizations needed to actively promote fairness in outcomes, processes, interactions, and communication, thereby strengthening employees' psychological ownership and engagement.

The critical role of organizational justice in shaping managerial employees' sense of belonging was evident. Each justice dimension—distributive, procedural, interactional, and informational—demonstrated a significant and positive correlation with employees' feelings of competence, engagement, motivation, and inclusion. The strongest associations were found in distributive and informational justice, underscoring the importance of fairness in both outcomes and communication. These findings suggested that fostering justice at all organizational levels could have served as a strategic pathway to strengthen employees' psychological connection to the organization and enhance overall workforce engagement and cohesion (Choi et al., 2020).

**Table 7**

*Relationship Between Cultural Organizational Change and Sense of Belonging*

| Variables                    | rho    | p-value | Interpretation     |
|------------------------------|--------|---------|--------------------|
| <b>Cultural Innovation</b>   |        |         |                    |
| Competencies                 | .650** | <.001   | Highly Significant |
| Opportunities                | .671** | <.001   | Highly Significant |
| Motivations                  | .631** | <.001   | Highly Significant |
| Perceptions                  | .609** | <.001   | Highly Significant |
| <b>Cultural Consistency</b>  |        |         |                    |
| Competencies                 | .741** | <.001   | Highly Significant |
| Opportunities                | .662** | <.001   | Highly Significant |
| Motivations                  | .653** | <.001   | Highly Significant |
| Perceptions                  | .622** | <.001   | Highly Significant |
| <b>Cultural Adaptability</b> |        |         |                    |
| Competencies                 | .895** | <.001   | Highly Significant |
| Opportunities                | .805** | <.001   | Highly Significant |
| Motivations                  | .791** | <.001   | Highly Significant |
| Perceptions                  | .730** | <.001   | Highly Significant |

Legend: Significant at  $p\text{-value}<0.01$

Table 7 outlined the relationship between cultural organizational change—measured by three core dimensions: cultural innovation, cultural consistency, and cultural adaptability—and four facets of employee sense of belonging: competencies, opportunities, motivations, and perceptions. All correlation coefficients were statistically highly significant ( $p<.001$ ). The strongest correlation was observed between cultural adaptability and competencies ( $\rho=.895$ ), followed by adaptability's correlations with opportunities ( $\rho=.805$ ) and motivations ( $\rho=.791$ ). These results indicated that employees' sense of belonging was highly influenced by their perception of how culture evolved, adapted, and remained consistent within the organization, and suggested highly significant relationships between cultural change and belongingness indicators among management employees. These findings supported the strategic value of embedding cultural transformation within broader organizational

development efforts, particularly in knowledge-intensive and innovation-driven industries (Ha, 2023).

Responsive and value-driven organizational culture was essential for nurturing a deep sense of belonging among employees. As enterprises continued to pursue agile transformation and innovation breakthroughs, cultural change became an important way for employees to establish identity, promote inclusiveness, and unite common goals. Research data strongly confirmed that cultural transformation was not only a structural change, but also a profound change involving human nature and psychology. The data showed that in all dimensions of sense of belonging, ability training showed the strongest correlation ( $\rho=.895$ ). This meant that when the enterprise maintained flexibility, adapted to the changes of the times, and allowed employees to participate in normative innovation, employees felt stronger competence and a sense of achievement in their positions.

According to Choi et. al.,(2020), adaptive culture created a dynamic learning environment, allowing employees to achieve personal growth and adapt to organizational changes, thereby enhancing self-efficacy and loyalty. Coherence and stability of the values and behavioral norms reflected in this culture were significantly correlated with employee abilities ( $\rho=.741$ ) and work motivation ( $\rho=.653$ ). A continuously developing corporate culture provided employees with a sense of psychological security and clear role positioning, which was crucial for establishing trust relationships and stimulating deep participation. Kwahk et. al.,(2020) found that consistent cultural values—especially during organizational change—served as a sense-making mechanism that helped employees internalize their purpose and connect more deeply with the organization.

Cultural innovation, defined as the organization’s capacity to promote novel ideas and challenge traditional norms, showed moderate to strong correlations with all belonging dimensions, especially opportunities ( $\rho=.671$ ) and motivations ( $\rho=.631$ ). This indicated that when employees perceived the organization as innovative and forward-looking, they were more likely to perceive greater development opportunities and intrinsic alignment with the company’s direction. According to Wang et. al.(2020), innovative environments often empowered employees to take initiative, experiment, and co-create, which deepened their identification with the organization. Failure to align cultural change efforts with employee psychological needs could have backfired. If cultural innovation lacked follow-through or if adaptability led to perceived instability, employees might have felt alienated or uncertain about their role. Inconsistencies between stated and practiced values, or poorly communicated transformations, could have eroded trust and reduced emotional commitment, especially among long-tenured staff (Ling et al., 2024). The results confirmed that cultural organizational change significantly shaped employees’ sense of belonging, particularly through adaptability, innovation, and value consistency. When cultural transitions were managed in a participatory, stable, and forward-thinking manner, employees were more likely to feel competent, valued, and emotionally connected to the organization. To build a resilient, committed workforce, leaders needed not only to initiate cultural change but also to ensure it reinforced psychological inclusion and personal meaning for every member of the organization.

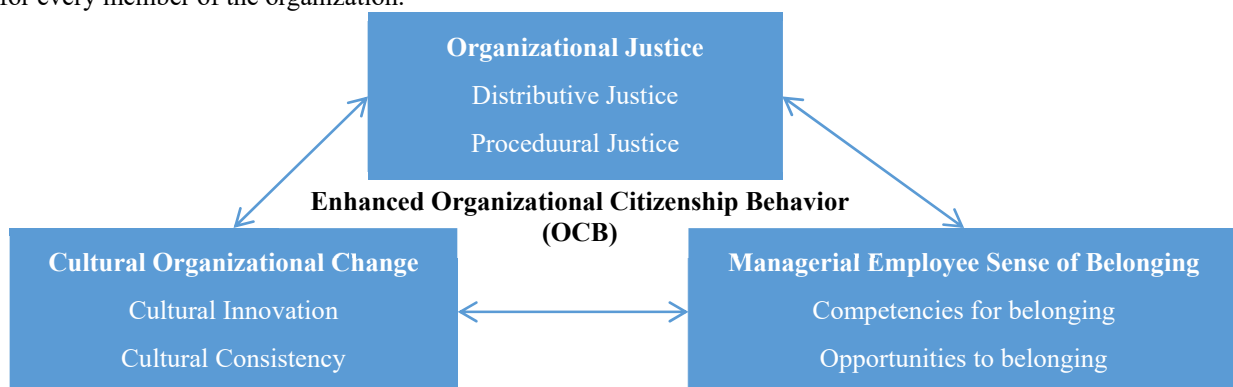


Fig 1. The theoretical framework structure and model of enhanced organizational citizenship behavior (OCB)

Organizational justice, as a leading variable, significantly influenced employees’ sense of belonging by

enhancing their cognitive and emotional engagement with the organization. Employees' sense of belonging acted as a cognitive-emotional mediator between organizational systems and cultural identity, forming the psychological foundation for organizational citizenship behavior (OCB). A high level of sense of belonging further drove the endogenous motivation for cultural organizational change, motivating employees to actively support and drive reforms. These three factors collectively influenced employees' organizational citizenship behaviors (OCB), including initiative, loyalty, responsibility, and teamwork spirit.

Based on the analysis of data results and theoretical synthesis, this study proposed an "Enhanced Organizational Citizenship Behavior (OCB) Framework" that established a causal chain model to promote employees' positive behavioral performance through three dimensions: organizational systems (organizational justice), employee psychology (sense of belonging), and organizational culture (cultural organizational change).

The four dimensions of organizational justice were found to have a significant positive correlation with employees' sense of belonging, particularly the relationship between interactional justice and the "ability" dimension of employee sense of belonging. This indicated that whether managers acted fairly, respectfully, and communicated promptly in daily operations significantly impacted employees' self-identity and sense of value. As a mediating variable, sense of belonging not only served as the psychological outcome of employees' cognitive evaluations but also acted as the starting point influencing their support or resistance to cultural change. Data showed that employees with high sense of belonging demonstrated stronger willingness and actions to participate positively when facing corporate culture innovation or system adaptation.

Cultural organizational change, as a responsive variable, was driven by both organizational systems and employee identity while also providing an environment conducive to OCB behaviors. For instance, in organizations with strong cultural alignment, employees were more willing to voice opinions and participate in collective goals, effectively promoting OCB behaviors such as voluntary assistance, constructive suggestions, and additional responsibility-taking.

This research offered valuable insights for organizational leaders, particularly those in dynamic, high-tech industries. It highlighted the importance of cultivating a fair, respectful, and inclusive work environment as a means of enabling cultural change and strengthening employee engagement. Furthermore, the study contributed to the development of a culturally responsive and empirically grounded OCB model suited for China's rapidly evolving commercial space and tech landscape. Most importantly, this study provided enterprises with an OCB management framework grounded in organizational justice, cultural transformation, and a sense of belonging. It not only strengthened theoretical foundations for management practices but also proposed actionable improvement strategies. Particularly for technology-driven companies undergoing rapid technological changes, establishing a human-centered management mechanism centered on employee psychology and organizational culture represented a critical direction to enhance competitiveness and organizational cohesion.

#### **4. Conclusions and recommendations**

Respondents generally agreed on the presence of all four dimensions of organizational justice - distributive, procedural, interactional, and informational justice. The managerial employees generally sensed a moderate level of belonging within the organization in terms of all four dimensions—competencies, opportunities, motivations, and perceptions—which received agreement from the respondents. The respondents moderately agreed on cultural organizational change across its three core dimensions—cultural innovation, consistency, and adaptability. There was a highly significant correlation between organizational justice and cultural organizational change, organizational justice and sense of belonging, and cultural organizational change and sense of belonging. An enhanced Organizational Citizenship Behavior Framework for the Commercial Aerospace Company was proposed.

Corporate leaders and senior managers may prioritize strengthening organizational justice practices, particularly in interactive justice and informational justice. It is recommended that technology-driven enterprises emphasize both cultural consistency and adaptability when advancing cultural organizational transformation.

Companies may foster an internal environment that supports innovation, tolerates failures, and encourages experimentation to stimulate employees' performance in cultural innovation dimensions, thereby enhancing organizational adaptability. Management may strengthen mechanisms for cultivating "sense of belonging capabilities" within organizations to enhance embeddedness and sense of responsibility among managerial staff. Enterprises may strengthen the development of organizational justice mechanisms to enhance employees' perception of fairness. Future research may expand to other high-tech-intensive industries, different regions, or organizational levels to further validate the broad applicability of this study's findings and explore differences in organizational culture and justice mechanisms across industries.

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