



Investigating the Moderating Role of Economic Justice on the Relationship Between Communicative Rational Action and Organizational Citizenship Behavior

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Abstract

The importance that businesses place on the human factor is increasing. It is known that the human factor is affected positively or negatively by various variables in business life. The accurate determination and solution of these will increase the efficiency of the employees and thus make production and operation more effective. In this context, the study focuses on the sustainable improvement of the human factor in business life. This study aims to determine whether communicative rational action affects organizational citizenship behaviour and, if there is an effect between these two variables, to reveal whether economic justice has a moderating impact on this relationship. Economic justice and communicative rational action scales are newly added to the literature. Therefore, the number of studies on these two variables is very low. The originality of the study and its contribution to the literature are important. The sample group consists of 513 people. The participants are minimum-wage workers. The collected data were analyzed with the IBM SPSS 21 program. Multiple regression analysis and SPSS PROCESS v3.5 (model 1) methods were used in the analysis. As a result of the analysis, it was determined that communicative rational action has a positive effect on organizational citizenship behaviour. As a result, it was revealed that economic justice has a moderating role in the relationship between communicative rational action and organizational citizenship behaviour.

Keywords: *Economic Justice, Organizational Citizenship, Communicative Rational Action, Job Satisfaction, Organizational Justice*

Jel Codes: *A12, A14, M1*

İletişimsel Rasyonel Eylem ile Örgütsel Vatandaşlık Davranışı Arasındaki İlişkide Ekonomik Adaletin Düzenleyici Rolünün Araştırılması

Öz

İşletmelerin insan faktörüne verdikleri önem giderek artmaktadır. İş hayatında, insan faktörünün çeşitli değişkenler tarafından olumlu veya olumsuz etkilendiği bilinmektedir. Bu değişkenlerin doğru tespiti ve çözümü çalışanların verimini artıracak ve dolayısıyla üretimi ve işleyişi daha etkin hale getirecektir. Bu bağlamda, çalışma iş hayatında insan faktörünün sürdürülebilir iyileştirilmesi üzerine odaklanmaktadır. Bu çalışmanın amacı da, iletişimsel rasyonel eylemin örgütsel vatandaşlık davranışı üzerinde etkisinin olup olmadığını tespit etmek, eğer bu iki değişken arasında bir etki varsa bu ilişkide ekonomik adaletin düzenleyici etkisinin olup olmadığını ortaya koymaktır. Ekonomik adalet ve iletişimsel rasyonel eylem ölçekleri literatüre yeni kazandırılmış ölçeklerdir. Bu nedenle bu iki değişkenle ilgili araştırma sayısı çok azdır. Araştırmanın özgünlüğü ve literatüre yapacağı katkı önemlidir. Örneklem grubu 513 kişiden oluşmaktadır. Katılımcılar, asgari ücretli çalışanlardır. Toplanan veriler IBM SPSS 21 programıyla analiz edilmiştir. Analizde çoklu regresyon analizi ve SPSS PROCESS v3.5 (model 1) yöntemleri kullanılmıştır. Analiz sonucunda, iletişimsel rasyonel eylemin örgütsel vatandaşlık davranışı üzerinde olumlu etkisinin olduğu tespit edilmiştir. Sonuçta ekonomik adaletin, iletişimsel rasyonel eylem ve örgütsel vatandaşlık davranışı arasındaki ilişkide düzenleyici bir role sahip olduğu ortaya çıkmıştır.

Anahtar Kelimeler: *Ekonomik Adalet, Örgütsel Vatandaşlık, İletişimsel Rasyonel Eylem, İş Tatmini, Örgütsel Adalet*

Jel Kodu: *A12, A14, M1*

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INTRODUCTION

Research on organizations continues to expand and diversify due to social, institutional, technological, and innovative developments. Examining organizations from multiple perspectives highlights the interdisciplinary nature of organizational studies. The inclusion of the human factor in every organizational field such as management, production, marketing, and human resources naturally increases the importance of studies on individuals. In particular, the fact that organizations today want to be known as a 'firm family' or a social enterprise indicates the need to invest in the human factor. Although the incentive and motivation for robotic production and the use of artificial intelligence are increasing day by day, it is thought that humans, who represent muscle power and brain power, will maintain their importance and position in this development and change process.

In this study, concepts (scales) and the relationships between them, which focus on human issues such as behaviors, actions, reactions, and perceptions, were examined. No research has been found in the existing literature examining the relationship between communicative rational action and organizational citizenship behavior. There are a few studies examining communicative rational action with organizational concepts (Derelioglu, 2022). This indicates that there is insufficient data or a solid basis on this subject in the literature. It is thought that this research will make a serious contribution to the domestic and international literature.

Besides, there is no study in the literature regarding the perception of economic justice. In this respect, considering today's economic developments, the importance of the study and its contribution to the literature increases even more. Relationships, developments, and elements within the organization will, of course, have an impact on the attitudes and behaviors of employees. There is a lot of research on this. This situation covers an area that can be intervened. However, the impact of external factors on employees' attitudes and behaviors is also important. In this case, limited intervention opportunities increase the difficulty of the problem. As a matter of fact, the impact of an important issue in the current economic order, such as the perception of economic justice, on minimum wage workers, in particular, indicates an important situation. A systematic analysis of this issue will provide valuable insights, further emphasizing the significance of this research.

1. LITERATURE REVIEW

1.1. Communicative Rational Action and Organizational Citizenship Behavior

The theory of communicative rational action represents Habermas's attempt to establish human-centered relationships between individuals and societies on a humane basis. This theory aims to minimize the side effects of capitalism on the individual's relationships, mentality and goals. With this theory based on Weber's theory of rationalization, Habermas states that the modern economic system should not be remembered with purely economic features; the modern economic system sees people as its focal point (Ibsen, 2023). Therefore, a system that is fed by other fields such as philosophy, sociology, religion and politics is the need of humanity and societies. He wants to develop a mentality that sees the other person as a human being first, rather than an individual who thinks only of his own interests, which Weber calls purpose-rational. While he argues that this should happen on a ground referred to by religious concepts and contents, he does not prefer to use the religious concepts that he proposes in the theory he develops. Habermas assigns

this task to the communication factor in this entire process (Steinhoff, 2009). Communicative rational action, in short, means that the individual not only think about his own interests, but also gives importance to the interests others. For this purpose, many dynamics, rules, conditions and features lie behind one person's communication with another person.

Extensive conceptual research has been conducted on Habermas's theory of communicative rational action (Bonel & Melendes-Torres, 2023; Chriss, 2022; 2021b; O'Mahony, 2021). However, empirical studies on communicative rational action are very rare in the literature (Akpınar, 2023; Duran & Bayrak, 2020; Urhan, 2018). The study of converting theory to scale was carried out for the first time in the literature by Çamlı et al. (2021). In the study of developing the communicative rational action scale, 5 sub-dimensions were identified. These dimensions are rational communication, rational action, practical-rational action, value-rational action and firm family. Rational action depends on the individual getting rid of his emotions and putting his mind first when making decisions and putting these decisions into practice (Jovanoski & Sharlamanov, 2021; De Angelis, 2021). Rational communication means that individuals or parties communicate according to certain conditions and limits (Blau, 2020; Allen, 2020). Practical-rational action states that the individual should not act only purposively-rationally when making decisions or taking action. When an individual acts according to his own goals, he must do so according to certain religious, moral and traditional rules and within a certain mental system (Rundell, 2020; Ashenden, 2014). In value-rational action, the individual acts according to his emotions, the traditions he is affiliated with, or the rules of the religion he belongs to (Budiyanı, 2020). Firm family emphasizes that a business is not just a profit-oriented institution. In addition, this business indicates an understanding that respects even the smallest rights of all its employees and stakeholders and sees them as a party (Koomen, 2020). On the other hand, in this research, reliability analysis, relationship with the sample scale, test-retest, and cut-off analysis were also conducted.

The concept of organizational citizenship behavior generally refers to behaviors that are beneficial for the organization but are not based on any orders or directives. Motivation of employees to work beyond the official responsibilities imposed on them by their organization has always been a necessity for companies. Organizational citizenship behaviors are defined as business behaviors performed above the standard. This type of behavior can affect productivity and performance in many ways. For example, governance models can be adopted more effectively. The production process can be organized more dynamically. It can be easier to achieve goals. Problems encountered during the achievement of goals can be solved more quickly or crisis management can be carried out rationally. Process management can be organized successfully. It can establish effective coordination among team members and increase the organization's ability to adapt to changing and developing technology. They examined the concept of "organizational citizenship behavior" in five dimensions which are sportsmanship, courtesy, altruism, conscientiousness, and civic virtue (Basım & Şeşen, 2006).

1.2. Economic Justice and Communicative Rational Action-Organizational Citizenship Behavior

Economic justice, in its broadest sense, refers to the fair allocation of economic resources and opportunities among individuals. This concept is used by many disciplines. It is difficult to obtain a clear conclusion on this concept, as it is defined with an idealistic approach by different groups and formations. Moreover, there is no common definition of the concept among economists. Sadece ortak bir tanıma odaklanmak yerine, daha kritik bir endişe, ekonomik adaletin nasıl sağlanacağı veya mevcut ekonomik adaletsizliklerin nasıl ortadan kaldırılacağıdır. A fundamental question in this discussion is whether economic injustice exists. If the individual does not believe that there are injustices in economic life,

then he does not make any effort for justice. In our opinion, the second biggest mistake on this issue is the confusion of the concepts of economic injustice and economic inequality (inequality of income distribution). It is the reduction of the concept of economic injustice to the concept of income distribution inequality. This problem completely blocks the paths to a solution. Approaching problems in this way involves a kind of manipulation and if a non-capitalist system is desired, it aims to achieve this goal within the boundaries of capitalism. It is equivalent to Habermas trying to soften the organic problems of modern capitalism with communicative rational action and looking for the solution in modernism or capitalism. For this reason, it can be said that economic justice is a higher ideal, an understanding above politics. The third challenge is the individual's perception of justice. How many of those working for minimum wage can say that there is justice in economic life? Many problems like these can be mentioned. It is quite difficult to argue over such a concept. For this reason, no study has been found in the national and international literature that statistically measures, discusses or tries to compare this concept.

According to the scale development study conducted by Çamlı et al. (2023) economic justice has three dimensions: Social justice, distributive justice, participatory justice. Although social justice is a concept that spreads to a broad base, from an economic perspective, it means eliminating the ever-deepening gaps between social classes and protecting economically disadvantaged groups compared to other higher groups. Distributive justice refers to the share that individuals in a society should receive from the total income or rights based on their abilities and positions. The participatory justice dimension has a political basis. In line with a democratic understanding, it means that the individual can express his thoughts, efforts and contributions in processes such as economic policies, production and the creation of national income, without any legal or actual obstacles.

Çamlı et al. (2022) examined whether communicative rational action had a moderating role in emotional labor and job satisfaction. In the analysis conducted on a group of 427 people consisting of foreign-funded bank managers, the degree to which emotional labor affects job satisfaction also increases as the level of communicative rational action increases. In the study where the sub-dimensions were also examined, it was determined that the rational action, rational communication, practical-rational action sub-dimensions affected this relationship positively.

In his study, Derelioğlu (2022) investigated the effect of communicative rational action on organizational performance on a sample group of 391 participants, within the framework of the public and private sectors. According to Derelioğlu's findings, communicative rational action has a regulatory effect on organizational performance, according to data received from employees in both sectors. This effect is also valid for lower dimensions.

In his study, Akpınar (2023) measured the communicative rational action tendencies in the decisions of senior managers. In his study on the managers of Turkey's 500 largest industrial companies, he examined the relationship between managers' public relations perception and communicative rational action perception. According to the results, when the participants' perception of public relations is improved, there will be an improvement in their communicative rational action levels and this improvement is expected to be at a moderate level. It states that a one-unit increase (improvement) in managers' public relations perceptions will result in a 0.82-unit increase in their communicative rational action levels. This positive effect is also parallel in terms of sub-dimensions.

Duran and Bayrak (2022) conducted a study on communication rationality in the banking sector. Researchers interviewed managers and staff of all banks operating in Rize. They found that a high level of communication rationality increases the productivity of employees. In the research conducted by Urhan (2018), the participants were university students. The proving process of this group was analyzed according to the theory of rational action.

Since the perception of economic justice is a newly added scale to the literature, there is no research on this subject yet. The communicative rational action scale was also introduced to the literature in 2020 and there are several studies containing analysis on the subject. For this reason, there is no study examining the effects of both communicative rational action and economic justice on organizational citizenship behavior. On the other hand, there are studies measuring the effect of concepts similar to the concept of communicative rational action on organizational citizenship behavior (Chen et. al., 2024; Jiang et. al., 2023; Kao et. al., 2023; Elche et. al., 2020; Eatough et. al., 2011).

It is obvious that an increase or decrease in income will have an impact on the employee's motivation (Utami et. al., 2021; Anser et. al., 2021; Donglong et.al., 2020), corporate belonging (Udin et. al., 2020; Jehanzeb & Mohanty, 2020) and performance (Walz & Brian, 2000; Dalal, 2005). It can be said that the individual will work more efficiently as his income increases. Likewise, it can be said that as the individual's income decreases, his motivation will decrease. Based on existing literature, it is reasonable to hypothesize that individuals with a strong perception of economic justice are more likely to exhibit higher levels of organizational citizenship behavior, whereas those with a weaker perception may demonstrate lower engagement in such behaviors.

2. METHODOLOGY

2.1. Research Model

This study aims to examine the moderating effect of economic justice perception on the relationship between communicative rational action and organizational citizenship behavior through regression analysis.

Analyses were performed with IBM SPSS 21 software. First, the frequency distributions of demographic variables were determined. Kurtosis and skewness coefficients were determined. It was revealed that the data were suitable for normal distribution. Parametric statistical methods were continued. As a result of revealing the correlations, multiple regression analysis was used. SPSS PROCESS v3.5 (Model 1) method was applied and the results of the moderator effect were obtained. The PROCESS v3.5 macro was deemed suitable for analysis. The Process was developed by Andrew F. Hayes. This method, called the Hayes Process, is suitable for the focus of the research and can be used free of charge.

This study has two assumptions. The first is that 'communicative rational action positively affects organizational citizenship behavior'. Secondly, and most importantly, the perception of economic justice plays a moderating role in the positive relationship between communicative rational action and organizational citizenship behavior. The main hypothesis of the research is presented in the figure below.

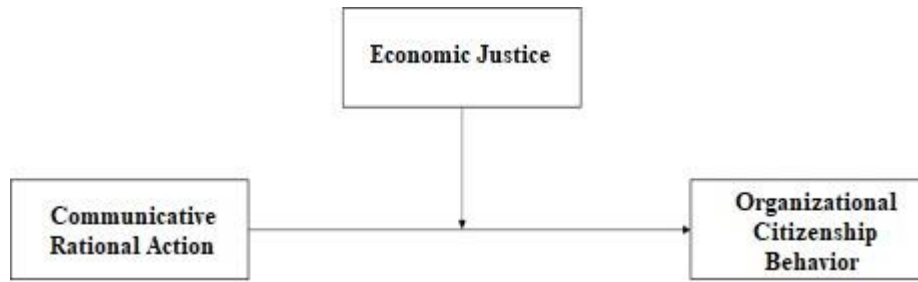


Figure 1. The Model of the Study

2.1.1. Participants

The population of the study consists of minimum wage workers in local and international businesses in Manisa Organized Industrial Zone, Izmir Ataturk Organized Industrial Zone, Izmir Kemalpaşa Organized Industrial Zone, Salihli Organized Industrial Zone and Kula. The sample consists of 513 employees through convenience sampling. Face-to-face surveys were conducted with the participants. The surveys were administered at the participants' own workplaces. Since the participants focused on the study were minimum wage workers, there was no sector criterion when conducting the survey. In addition to the scales, demographic characteristics, including variables such as gender and education, were also asked. A survey was conducted with a total of 564 minimum wage workers. Since it was determined that 51 of the data obtained were incomplete, incorrect and random, the research continued with 513 surveys.

Data regarding demographic information can be seen in Table 1.

Table 1. Demographic Variables

Variables	Groups	f	%
Gender	Female	232	45.2
	Male	281	54.8
Grade	Primary School	75	14.62
	High School	306	59.65
	Vocational High S.	93	18.13
	University/Master	39	7.6
Company	Local Company	110	21.44
Company	Foreign Capital Company		
		403	78.56
	Total	513	100.0

2.1.2. Instruments

Communicative rational action, organizational citizenship behavior, and economic justice scales were used to collect data. The Communicative Rational Action Scale was introduced by Çamlı et al. in 2021. This scale contains 21 items. In the research, the data were tested with validity and reliability analysis and a scale with five sub-dimensions emerged. Organ (1988) created the Organizational Citizenship Behavior Scale. This scale consists of 19 items. It was adapted into Turkish by Basım and Şeşen in 2006. At the same time, validity and reliability analyzes of the scale are available in the study. Like the other scale, this scale also has five subscales. The Economic Justice Scale was developed by Çamlı et al. (2023). In their study, they revealed a three-factor structure and a 26-item scale. Besides, validity and reliability analyses were conducted, and the scale was confirmed to be a valid and reliable measurement tool.

Communicative Rational Action Scale Cronbach's α values were determined as 0.899 for the entire scale. Considering the sub-dimensions of the scale, the following values were reached: The value of the rational action sub-dimension is 0.816. The value of the practical rational action sub-dimension is 0.801. The value of the rational communication sub-dimension is 0.802. The value of the value rational action subdimension is 0.778. The value of the company family sub-dimension is 0.817.

Cronbach's α values of Organizational Citizenship Behavior were calculated as 0.790. Considering the sub-dimensions, the following values were reached: The value of the altruism sub-dimension is 0.844. The value of the politeness subscale is 0.781. The value of the consciousness sub-dimension is 0.833. The value of the civic virtue subscale is 0.703. The value of the sportsmanship subscale is 0.762.

Cronbach's α values of the Economic Justice Scale were found to be 0.905 for the entire scale. Considering the sub-dimensions of the scale, the following values were reached. The value of the social justice subscale is 0.721. The value of the distributive justice subscale is 0.896. The value of the participatory justice sub-dimension is 0.745.

According to Nunnally (1978), a Cronbach's α value above 0.70 is considered acceptable, while values above 0.80 indicate high reliability. In this study, all scales demonstrated acceptable to high reliability.

2.2. Results

The basic statistics of the communicative rational action, organizational citizenship behavior, and economic justice levels of the participants are shown in Table 2.

Table 2. The Basic Statistics of the Communicative Rational Action, Organizational Citizenship Behavior, and Economic Justice Variables

	Min.	Max.	Mean	Std. Dev.	S.	K.	Cut Off Points		
							Low	Medium	High
Communicative Rational Action	55	93	86.2452	7.4789	-0.07	-1.491	0-65	66-82	83-95
Organizational Citizenship Behavior	70	91	81.2398	7.2132	0.231	-1.298	0-73	74-80	81-95
Economic Justice	62	89	79.9710	6.9656	0.231	-1.322	0-72	73-86	87-95

According to Table 2, it can be said that minimum wage employees have a high level of communicative rational action mean. The mean level of organizational citizenship behavior is high, while the economic justice mean is at a medium level. The skewness and kurtosis coefficients fall within the acceptable range (-2 to +2), indicating that the data are approximately normally distributed (George & Mallery, 2016).

The Pearson correlation analysis was conducted to determine the direction and severity of the effects between communicative rational action, organizational citizenship behavior and economic justice. The correlations between variables are shown in Table 3.

Table 3. The Correlation Coefficients between Variables

	CRA	OCB	EJ
CRA	1.000	0.711 **	0.139**
OCB	0.612**	1.000	0.081
EJ	0.027	0.215 **	0.693 **

** Correlation was significant at the 0.01 level (2-tailed). * Correlation was significant at the 0.05 level (2-tailed). CRA: Communicative Rational Action; OCB: Organizational Citizenship Behavior; EJ: Economic Justice.

According to the Pearson correlation analysis, Table 3, a significant and positive relationship can be seen to exist between communicative rational action and organizational citizenship behavior ($r = .612$; $p < .001$); a positive relationship between communicative rational action and economic justice ($r = .027$; $p < .001$); and a positive correlation between organizational citizenship behavior and economic justice ($r = .215$; $p < .001$).

As it is known, the ability to analyze the moderator effect of economic justice depends on the suitability of the correlation values. According to Table 3 all variables have a positive relationship.

3. MODERATOR EFFECT ANALYZES

To determine the moderating effect of economic justice, multiple linear regression analysis was used with SPSS PROCESS V3.5 (model 1).

Table 4. The Moderator Effect of Economic Justice on the Effect of Communicative Rational Action Exhibited by Employees on Organizational Citizenship Behavior

Variable\Model	Model 0	Model 1
CRA	0.219**	0.381**
EJ	0.195	0.338**
CRA X EJ		0.347**
R²	0.613	0.661
F	71.255	83.473
P	0.000	0.000
N	513	513

** : Regression coefficient is significant at the 0.01 level (2-tailed).

It can be seen that the regression model ($F = 71.255$; $p = 0.000$) and communicative rational action ($\beta = 0.219$; $p = 0.000$) in model 0 being significant. In this case, hypothesis 1 was accepted.

Data showed that the regression model ($F = 83.473$; $p = 0.000$), economic justice variable ($\beta = 0.338$; $p = 0.0195$), and the communicative rational action X economic justice interaction ($\beta = 0.347$; $p = 0.001$) in model 1 being significant indicates that economic justice has a moderating effect on the effect of communicative rational action on organizational citizenship behavior.

Table 5. The Conditional Effects of the Focus Estimator at Different Levels of EC

RE	Effect	SE	t	P	LLCI	ULCI
Low	0.4190	0.0892	6.1445	0.0000	0.3490	0.5543
Medium	0.6274	0.0617	14.0538	0.0000	0.5799	0.7017
High	0.8169	0.0421	17.8396	0.0000	0.6968	0.9126

As economic justice increases, the positive effect of communicative rational action on organizational citizenship behavior becomes stronger, meaning that employees who perceive higher economic justice exhibit more organizational citizenship behavior when engaging in communicative rational action.

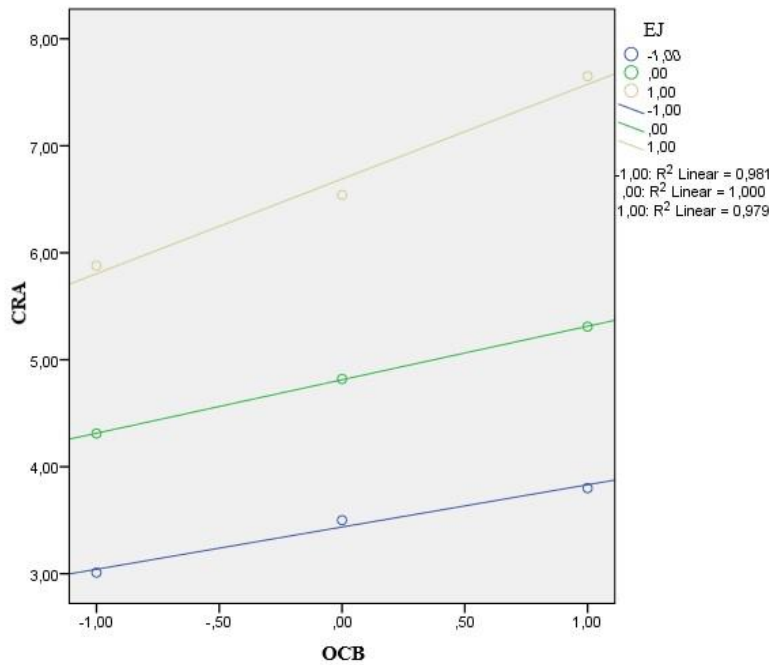


Figure 2. The Moderator Effect of Economic Justice on the Effect of Communicative Rational Action on Organizational Citizenship Behavior

Figure 2 shows the lines drawn for different levels of economic justice. At levels where the perception of economic justice remains low for participants, the slope of the line is also low. When the perception of economic justice remains at medium levels, the slope of the line begins to steepen. As the perception of economic justice reaches a higher level, the slope of the line becomes steeper. As seen in Figure 2, when the perception of economic justice is low, the relationship between communicative rational action and organizational citizenship behavior is weak. As the level of economic justice increases, the effect of communicative rational action on organizational citizenship behavior increases. It can be said that economic justice has a moderating effect on the effect of communicative rational action on organizational citizenship behavior.

4. DISCUSSION

The findings of the study indicate that the perception of economic justice affects employees in the work process. Employees with a high level of economic justice perceive communicative rational action more strongly. These employees can experience a high level of organizational citizenship behavior (Lehtinen & Aaltonen). Employees with a low level of economic justice have a lesser perception of communicative rational action. These people have a low level of organizational citizenship behavior (Yang & Wang, 2022). Businesses want to have employees with a high perception of communicative rational action to increase their job satisfaction or corporate belonging (Baah et.al., 2020). Managers should help their employees to increase their economic justice perception. They can achieve their goals in this regard by helping employees

specialize in their fields, paying equal wages for equal work, meeting wage expectations at a reasonable level, increasing their sense of corporate belonging, paying overtime on time, and demonstrating a participatory governance model (Cihangiroğlu & Yılmaz, 2010). To eliminate the negative effects of communicative rational action on organizational citizenship behavior, the perception of economic justice can be increased (Velter et.al., 2020). Company managers can act more sensitively and rationally and provide in-service training to employees. This step is not completely result-oriented, but it has a partial effect. This is because the phenomenon of economic justice has a much deeper socio-philosophical structure (Dhanesh, 2020). In-service training is not among the main goals of companies. These are secondary. On the other hand, if a company provides such developmental training to its employees, it provides motivation for the employee to achieve basic goals. Although the degree of impact alone is not very common, institutional improvement is seen when other components come into play. Keeping the perception of economic justice at a high level is important for all these (Kantabutra, 2020).

A meaningful relationship was seen to exist between the perception of communicative rational action and organizational citizenship behavior. As mentioned above, no study has been found in the literature regarding these two variables. Also, there is no study examining the perception of economic justice. The sub-dimensions of these variables were not investigated. Besides, there are very few statistical studies (Chebbi et. al, 2020). It can be said that communicative rational action and organizational citizenship behavior relationship is important for organizations.

More generally, a company that adopts the perception of economic justice and communicative rational action can be successful in many organizational outcomes, especially crisis management. For example, more rational decisions are made regarding reducing stress within the business, preventing conflict, planning time well, improving marketing, efficiency of production, and ensuring more efficient functioning of human resources (Weidner et al., 2020). Problem solving methods are developed. Happy employees are revealed. Institutional belonging is improved (Santos et al. 2023). Corporate identity is produced, and a culture is created. Strategically forward-looking projects that improve and develop the company are created (Sefidan, et al. 2021). It becomes easier to motivate employees. As a result, a high perception of economic justice reflects positively on the working environment for all company employees (Moslehpour, et al., 2019).

The hypothesis' "there is a positive relationship between communicative rational action and organizational citizenship behavior" and "economic justice has a moderating role in the relationship between communicative rational action and organizational citizenship behavior" accepted.

CONCLUSIONS

The results confirm that employees' perception of economic justice strengthens the positive relationship between communicative rational action and organizational citizenship behavior. Therefore, this research, which pays attention to the organizational citizenship behavior levels of individuals and argues that the level of communicative rational action should be increased, is useful for companies and managers to make more rational decisions on such issues.

There are some limitations in the study. First of all, this research has a quantitative feature. Causal assumptions regarding the results obtained regarding the variables used cannot be fully stated. Conducting qualitative studies can provide a better understanding of the subject. Subsequently, data obtained from the private sector were used in this study. Also the results

cannot be generalized to all minimum wage workers. In addition, the moderating effect of economic justice on the relationship between communicative rational action and organizational citizenship behavior was examined. Future research can be designed according to different organizational variables. The data obtained generally revealed the positive effects of economic justice. Producing qualitative research to identify the reasons for the data can carry these results and interpretations to different fronts. Finally, the current study determines that the perception of economic justice increases the level of communicative rational action, which in turn increases organizational citizenship behavior. A study that investigates the factors that led to the emergence of this expression could make a significant contribution to the literature.

It can be suggested that researchers examine the effects of different variables such as emotional labor, psychological capital, organizational justice, institutional belonging, employee motivation, and employee trust on communicative rational action and organizational citizenship behavior. More complex tests can be conducted. The effects of these variables on the relationship between communicative rational action and organizational citizenship behavior can be examined in terms of both mediation and moderation. In addition, sub-dimensions of these variables can be added to the analysis. Comparisons can be made between private and public sector data.

ETİK BEYAN VE AÇIKLAMALAR

Etik Kurul Onay Bilgileri Beyanı

Bu çalışma için etik kurul izni Manisa Celal Bayar Üniversitesi'nde 30.10.2024 tarih ve 2024/14 sayılı toplantısında görüşülmüş olup, makale çalışmasının etik yönden uygunluğuna karar verilmiştir.

Yazar Katkı Oranı Beyanı

Yazarlar tüm çalışmaları birlikte yürütmüştür.

Çıkar Çatışması Beyanı

Çalışmada potansiyel bir çıkar çatışması bulunmamaktadır.

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