

## **Organizational Justice and Workplace Social Courage: Impacts on Employee Wellbeing in Jordan**

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**Abstract.** The paper investigated the mediating effect of workplace social courage on the relationship between organizational justice perceptions and employee wellbeing. Survey data were collected from 305 employees in Jordanian telecommunications companies. SEM-PLS analysis revealed organizational justice positively predicted workplace courage and wellbeing. Additionally, workplace courage mediated the positive association between organizational justice and wellbeing. The findings provide important theoretical insights into the interconnected dynamics shaping employee attitudes and wellbeing in organizations. For managers, cultivating organizational justice and social courage emerges as an impactful approach to improve employee wellbeing.

**Keywords:** Organizational Justice, Workplace Social Courage, Employee Well-being, Telecommunications Sector, Jordan.

## **1. Introduction**

Within the realm of organizational research, the notion of Organizational Justice and Workplace Social Courage (WSC) has steadily garnered momentum, denoting the subjective perception of equity that employees harbor with regards to the operational procedures and policies implemented within their respective workplaces (Al-Khasawneh, & Khadar, 2021; Bouazzaoui et al., 2020). Organizational justice serves to highlight the perception of fairness in the allocation of resources, the processes employed in decision-making, and the interpersonal treatment experienced within organizational contexts (Fernández-del-Río et al., 2022). Numerous scholarly investigations have indicated that the discernment of equity or its absence possesses significant ramifications for the attitudes, conduct, and holistic well-being of employees (Abdullah & Al-Abrow, 2020; Jehanzeb & Mohanty, 2020). The concept of employee wellbeing, which encompasses a comprehensive evaluation of an individual's physical, psychological, and social well-being within the confines of the workplace, holds utmost significance in ensuring the prosperity of both the individual and the organization (Swanson et al., 2022). In the realm of the telecommunications sector, an industry characterized by its dynamic nature, constant technological progress, and the ever-increasing expectations of consumers, it is of utmost importance to delve into the intricate relationship between organizational justice and the overall well-being of employees.

The measurement of employee wellbeing extends beyond mere contentment or happiness, covering their overall well-being, including physical health, drive, involvement, and commitment to the organization (Al-Khasawneh, 2013; Tugade & Arcinas, 2023). Properly utilizing and nurturing the workforce is more likely to result in increased levels of productivity, reduced instances of absenteeism, and a stronger sense of loyalty towards the organization. The intricate dynamics that exist between organizational justice and employee wellbeing are worthy of contemplation. Although researchers have extensively studied the positive outcomes resulting from the perception of justice, such as increased trust and dedication, the examination of potential mediators that could either reinforce or weaken this connection is still in its early stages of development. Social courage, within the confines of the professional realm, pertains to the inclination of individuals to confront possible hardships in order to uphold moral principles or advance the collective welfare of the institution (Mert & Köksal, 2022). This phenomenon can materialize through behaviors such as vocalizing opposition to unethical behaviors, advocating for marginalized colleagues, or questioning detrimental societal conventions. An expanding corpus of scholarly works posits that the existence or lack of social fortitude within a professional milieu can exert a notable influence on the impact of employees' perceptions of organizational justice on their overall well-being (Denny, 2023). Empowering employees to express their concerns without fear of reprisal may enhance the positive effects of perceived equity (Lewis, 2020).

The objective of this paper is to address the current void in scholarly literature by examining the mediating role of WSC in the link between organizational justice and the overall well-being of employees operating within the telecommunications industry in Jordan. The Jordanian telecommunications sector, characterized by its unique socio-cultural context, offers an opportune environment to delve into these conceptual frameworks. The sector has experienced substantial expansion and metamorphosis throughout recent decades, shifting from centralized monopolies to dynamic markets characterized by competition among numerous entities. Companies in this field have to deal with fast technological progress, fierce competition in the market, and changing rules and regulations. Given the aforementioned circumstances, this scholarly investigation endeavors to provide practical discernments for leaders within organizations, professionals in human resource management, and policymakers, enabling them to cultivate settings that prioritize the values of equity and courage, thereby augmenting the overall well-being of their employees.

## **2. Literature Review and Hypotheses Development**

### **2.1. Organizational Justice and Employee Wellbeing**

The investigation of organizational justice has emerged as a central theme within the field of organizational studies, garnering considerable attention and scholarly inquiry spanning numerous decades. Esteemed scholars such as Leventhal (1976) and Greenberg (1987) have established the fundamental frameworks that delineate organizational justice into three distinct dimensions: distributive, procedural, and interactional justice (Colquitt et al., 2001). Distributive justice is the idea that everyone should have an equal say in how outcomes are distributed or assigned within an organization. Procedural justice, on the other hand, is about how fair the steps and methods used to make decisions about claimed distribution are (Leventhal, 1976). Interactional justice refers to the extent to which employees perceive fairness in their interpersonal interactions within the organizational setting (Bies and Moag, 1986). Empirical investigations have substantiated the impact of organizational justice on diverse aspects of employee conduct and sentiments, including job satisfaction, organizational commitment, and turnover intentions (Al Muala et al., 2022; Alami et al., 2022; Moorman, 1991; Niehoff and Moorman, 1993). Employee wellbeing is a multifaceted concept that includes different aspects of individuals' professional lives, such as their physical, psychological, and social well-being. Currently, academic research has intensified its focus on understanding the factors and consequences that contribute to the overall condition of employee well-being. Researchers have thoroughly examined the influence of variables such as occupational requirements, level of control in the job, social assistance, and fairness within the organization on the overall well-being of employees (Ibrahim et al., 2021; Kuriakose et al., 2019; Piao & Managi, 2022).

Previous research has extensively examined the relationship between organizational justice and employee well-being, revealing a substantial body of evidence supporting a favorable link (Hsu et al., 2019; Huong et al., 2016; Majumdar & Kumar, 2022; Elayan & Shamout, 2020). Perceived organizational justice is a vital factor that fosters a positive organizational environment, enhancing employee satisfaction, involvement, and overall well-being. The implementation of procedural justice, characterized by transparent and equal decision-making procedures, has a crucial role in fostering trust and legitimacy within an organization. This, in turn, contributes to the development of a stable and psychologically secure environment for workers (Kim & Kiura, 2023). Roberson and Scott (2022) found that implementing distributive justice, which involves equitably sharing outcomes, fosters feelings of contentment, bolsters self-esteem, and improves work satisfaction. According to Agarwal (2014), the provision of interactional justice, which involves the fair and ethical treatment of individuals in interpersonal interactions, fosters a feeling of inclusion and social assistance inside the organizational context. Collectively, the many aspects of organizational justice have a role in improving the overall well-being of employees by reducing stress levels, increasing work satisfaction, and cultivating a supportive culture inside the firm.

The examination of the correlation between perceived organizational justice and employee well-being has been a central focus in a varied assortment of contemporary research. The central proposition examined in these studies is the possible beneficial association between workers' perceptions of organizational justice and their well-being in different organizational settings (Ahmed et al., 2018; Majumdar & Kumar, 2022). Aggarwal and Mittal (2021) shed light on the importance of organizational justice and its impact on employee engagement levels. While Abbas et al. (2021) provide empirical findings that examine the link between organizational justice and the development of leader-member exchange relationships, as well as its effects on employee's psychological well-being. Additionally, Ali et al. (2023) and Na'imah et al. (2023) highlight the considerable impact of perceptions of organizational justice on the development of inclusive environments. Moreover, their research illustrates the potential synergy between organizational supports and spiritual components in augmenting employee well-being. The integration of several scholarly viewpoints lends credence to the notion that organizational justice

plays a pivotal role in influencing the well-being of employees. This emphasizes the notion that organizational justice is a multifaceted variable that might potentially have a positive influence on the pattern of employee well-being. Ahmed et al. (2018) revealed that employee perceptions play a crucial role in shaping the overall well-being of employees. While, Majumdar and Kumar (2022) emphasizes on the crucial significance of different dimensions of organizational justice, including procedural and distributive justice, in augmenting the psychological well-being of employees. Previous studies demonstrate a notable association, highlighting the considerable impact of organizational justice on several dimensions of employee well-being.

**H1:** *Perceived organizational justice is positively associated with employee wellbeing.*

## **2.2. Organizational Justice and Workplace Social Courage**

The phenomenon of WSC refers to the inclination of people to confront challenges in order to uphold ethical standards or promote collective advantages, even in the face of potential threats or uncertainties (Djordjevic et al., 2017). Researchers have conducted analyses of social courage in various circumstances, such as whistleblowing, organizational reform, and interpersonal disputes (Detert and Bruno, 2017). According to Sekerka and Bagozzi (2007), there is evidence to support the notion that WSC plays a crucial role in fostering ethical cultures, stimulating innovation, and improving collective well-being. The impact of perceived organizational justice in influencing workers' psychological states and behaviors in the workplace is significant. It serves as a powerful catalyst for the manifestation of WSC (Mert et al., 2022). Rupp et al. (2017) identified organizational justice as a significant factor that influences workers' perceptions of fairness regarding decision-making processes, distribution of results, and interpersonal treatment inside a corporation. Employees who perceive a high degree of organizational justice experience feelings of appreciation, respect, and being treated with dignity and fairness (Bockorny & Youssef-Morgan, 2019). This heightened psychological state facilitates the ideal setting for the emergence of WSC (Santisi et al., 2020). This state empowers employees and motivates them to participate in interpersonal activities that involve risk-taking, such as challenging injustices, questioning established norms, and expressing ideas and concerns that contribute to organizational improvement and the development of ethical courage.

In an organizational setting characterized by principles of justice and fairness, workers are inclined to transcend their inhibitions rooted in fear and uncertainty, which often impede acts of courage, such as the apprehension of criticism, reprisal, or rejection (Kish-Gephart et al., 2009; Mert et al., 2022). The favorable view of organizational justice serves as a strong protective factor against these anxieties, allowing people to effectively handle social intricacies and challenges with a resilient attitude (Andersen et al., 2021). Organizational justice establishes a conducive and equitable environment that fosters workers' moral orientation and internal drive, therefore promoting their inclination to undertake ethical and socially responsible behaviors, even when confronted with possible risks or challenges (Beugré, 2007; Deng et al., 2023). The increased inclination towards exhibiting social courage has advantages not only for individual workers in terms of their ethical and personal advancement but also enhances the overall well-being of the organization, ethical atmosphere, and overall efficacy by promoting a culture that values and utilizes courageous actions and voices for ongoing improvement and ethical enhancement (Detert & Bruno, 2017). Perceived organizational justice greatly enhances the display of WSC, thereby fostering a dynamic and morally robust company environment.

**H2:** *Perceived organizational justice is positively associated with the exhibition of workplace social courage.*

## **2.3. Workplace Social Courage and Employee Wellbeing**

The concept of WSC is a crucial element that is shown by employees' readiness to confront challenges, ambiguity, and the possibility of reprisal in social situations inside the workplace, driven by a moral or commendable objective (Howard et al., 2017). Within the professional setting, the development of

social courage empowers individuals to voice their perspectives, question harmful norms, and champion constructive transformations, despite the potential hazards of facing censure or adverse reactions (Howard & Holmes, 2020; Magnano et al., 2022). This practice not only facilitates the development of a psychologically secure and inclusive workplace climate but also nurtures a feeling of autonomy and significance among workers (Khaddam et al., 2023). According to Edmondson (2018), employees who perceive a sense of psychological safety at their workplace, where they can confidently voice their opinions and advocate for important matters without facing negative consequences, are more likely to report higher levels of job satisfaction, engagement, and well-being. The capacity to demonstrate courage within social environments in the workplace is of significant importance in fostering a feeling of purpose and worth among workers, therefore augmenting their psychological resilience and overall well-being (Haldorai et al., 2023; Newman et al., 2017).

The presence of WSC is also conducive to the development of strong interpersonal connections and the establishment of social support networks within the organizational context (Morrison, 2014). The demonstration of social courage by employees often cultivates a feeling of unity and reciprocal esteem among members of a team, hence augmenting interpersonal trust and collaborative synergy (Detert & Edmondson, 2011). According to Howard and Holmes (2020), the presence of acts of social daring in a workplace is positively associated with employees' sense of connection, support, and understanding. This, in turn, leads to the improvement of their social well-being and general well-being. Strong support networks and favorable interpersonal relationships play a crucial role in mitigating the impact of work-related stresses and challenges, hence fostering resilience and enhancing the overall well-being of workers. Hence, the demonstration of social courage inside the workplace indirectly fosters a cohesive and supportive social structure within the firm, hence playing a crucial role in enhancing the well-being of employees. WSC plays a significant role in building a vibrant corporate atmosphere that encourages innovation, ongoing improvement, and ethical behavior (Mkheimer et al., 2023; Sekerka et al., 2014). Within this particular context, it is probable that those who are part of the workforce would have a greater sense of significance in their tasks, as well as a perception that their efforts are esteemed and influential. Consequently, this will result in an increase in internal motivation and overall contentment with their occupation. This practice has been shown to have significant positive effects on individuals' psychological well-being since it fosters a perception of competence and accomplishment. Moreover, within a context that promotes social courage, it is probable that individuals employed in such an environment will encounter an alignment between their personal values and the practices implemented by the organization. This alignment serves to strengthen their perception of organizational identification and sense of belonging, thereby augmenting their overall state of well-being (Detert & Edmondson, 2011). Therefore, WSC plays a significant role in enhancing employee well-being by fostering a thriving organizational environment that encompasses psychological resilience, meaningful work, and pleasant social relationships.

Contemporary organizational research is increasingly providing empirical evidence to support the correlation between WSC and employee well-being. Mert and Köksal (2022) contribute substantially to the ongoing discussion by examining the impact of WSC on life satisfaction, a crucial aspect of employee well-being. The expression of social courage within the organizational setting pertains to the inclination and ability of workers to confront risks in interpersonal domains, advocate for ethical principles, and handle challenges with moral strength (Detert & Bruno, 2017). The presence of courage is believed to play a crucial role in bolstering workers' perception of their purpose, alignment with ethical principles, and ability to bounce back from adversity, hence making a beneficial impact on their overall contentment with life and well-being (Worline, 2017). Therefore, this study supports the hypothesis by providing empirical data that highlights the significance of WSC as a strong indicator of increased satisfaction, therefore, greater employee well-being in organizational contexts.

**H3:** *Workplace social courage is positively associated with employee wellbeing.*

## **2.4. The Mediating Role of Workplace Social Courage**

Extensive research has demonstrated that perceived organizational justice has a substantial influence on the psychological and emotional well-being of employees (Ghaderi et al., 2023; Greenberg & Colquitt, 2013). According to Yang and Jiang (2023), employees are more likely to foster feelings of trust, respect, and security inside their workplace when they see a significant degree of justice within their organization. Employees inclination to confront interpersonal uncertainties within the organizational context in order to advance just and virtuous objectives (Majluf & Abarca, 2021; Pirson, 2022; Elayan et al 2023) can be understood as the manifestation of WSC, which is fostered by the presence of a supportive atmosphere. In a context characterized by a perceived sense of justice, employees are inclined to demonstrate courage in expressing their viewpoints, opposing unfair practices, and promoting constructive transformations inside the firm. The inclination towards exhibiting social courage within the professional setting contributes to the employee perception of having control over their job, active involvement in decision-making processes, and making valuable contributions to the business. These aspects are closely associated with the improvement of employee well-being. Research in the field of organizational psychology has consistently shown that employees who possess a sense of empowerment and are willing to demonstrate social courage in the workplace have improved psychological well-being (Detert & Burris, 2007; Kaltiainen et al., 2024).

Previous studies have shown that feeling empowered correlates with decreased levels of stress and anxiety in the workplace (Brown & May, 2012; Zhou & Chen, 2021; Sleimi et al 2022). Furthermore, it has been shown that when employees perceive a supportive environment for displaying social daring, there is a significant enhancement in their level of job satisfaction and an overall improvement in their work-life balance (Al-Khasawneh et al., 2022; Elrehail et al., 2019; May et al., 2004). The aforementioned results underscore the crucial significance of a conducive organizational environment that fosters and endorses acts of courage among its employees (Adams & Balfour, 2015). The demonstration of social courage by individuals has a significant impact on both personal and social well-being, leading to the establishment of a culture characterized by support, respect, and empathy (O'Connell et al., 2002; Sarbaitinil et al., 2023). The previously mentioned behaviors associated with social courage have a significant role in facilitating the transformation of perceptions of justice inside an organization, ultimately leading to enhanced employee well-being (Zhang et al., 2020). In the past few years, a considerable body of academic literature has surfaced, offering valuable insights into the interconnectedness and underlying processes that connect organizational justice, employee well-being, and WSC. Scholarly research has shown that the existence of social courage serves as a mediator in the relationship between notions of justice and many outcomes inside an organization, including ethical behavior and innovation (Mert et al., 2022; Sekerka & Bagozzi, 2007). Mert et al. (2022) elucidates the importance of seeing fairness and justice within an organizational context. This impression fosters a favorable environment that enables employees to exhibit social daring, eventually resulting in enhancements in their overall wellbeing. Furthermore, Magnano et al. (2022) suggest that, under a just organizational framework, the cultivation of social courage assumes a pivotal role in augmenting both employee productivity and psychological wellbeing. Upon synthesizing the findings of these studies, it becomes apparent that WSC plays a crucial role in facilitating the beneficial effects of perceived organizational justice on several aspects of employee well-being. Nevertheless, there is a noticeable gap in the existing research regarding a thorough investigation of the role of WSC as a mediator between organizational justice and employee well-being. This gap is especially evident when considering specific industrial and geographical settings, such as the telecommunications industry in Jordan (Figure 1. research model).

**H4:** *Workplace social courage mediates the relationship between perceived organizational justice and employee wellbeing.*

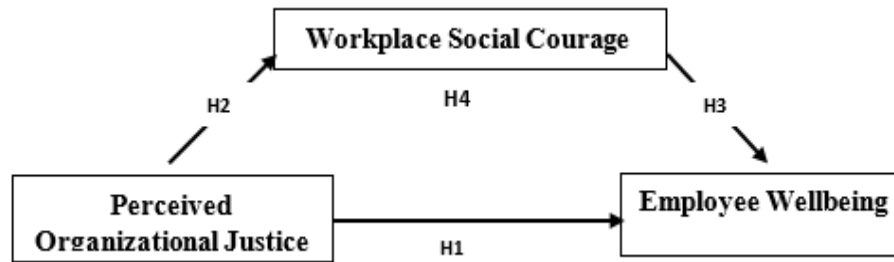


Fig.1: The Research Model

### 3. Research Methodology

Participants in the Jordanian telecommunications sector was carefully selected using a random sampling technique to examine the influences and relationships between the variables in question in this paper, which employed a quantitative approach. It sent 450 invitations to the staff of 3,476 individuals in this sector, ensuring a diverse and representative sample. The researcher distributed the invitations for participation over a span of two months, specifically from July to September 2023, using a range of communication channels. The means of communication employed encompassed official organizational emails, direct messages on WhatsApp, and posts published across multiple social media platforms, thereby ensuring a broad and diverse reach within this sector. This strategy was formulated to be comprehensive and extensive, with the objective of encompassing a wide array of viewpoints from employees at diverse hierarchical positions and in various functional capacities within the telecommunications firms. A total of 308 responses were received from the 450 employees contacted. However, three responses containing incomplete or irrelevant data were discarded. As a result, the paper effectively incorporated 305 participants who offered valuable insights. The paper achieved a response rate of approximately 68.22%, which demonstrates a significant level of employee engagement and enhances the credibility of the study's findings. Ethical considerations were at the forefront of the data collection process. An atmosphere of respect and assurance enveloped the participants, emphasizing their anonymity and the confidentiality of their responses. Furthermore, participants were assured that there were no 'right' or 'wrong' answers, which encouraged authenticity and reduced the inclination towards socially desirable responses, as per Podsakoff et al. (2012).

The paper employed Structural Equation Modeling (SEM) with Partial Least Squares (PLS) path modeling as its analytical framework. This technique is particularly effective for investigating intricate relationships among multiple variables. SEM-PLS is highly efficient in managing models that involve multiple constructs and indicators, as it enables the simultaneous analysis of multiple variables. This capability was essential for analyzing the complex dynamics within Jordan's telecommunications sector. The paper employed a two-step approach when utilizing SEM-PLS. First, we evaluated the measurement model to ensure the dependability and accuracy of the constructs. The process included assessing the reliability of the indicators, the consistency within the indicators, the agreement between the indicators, and the distinction between the indicators. Next, we analyzed the structural model. In this phase, we evaluated the path coefficients to determine the magnitude and direction of the relationships between constructs. The researcher comprehensively understood the fundamental patterns and connections among the variables being studied by meticulously implementing SEM-PLS.

The paper utilized structured questionnaires as the cornerstone for gathering essential data, ensuring the collection of rich and systematic data. The researchers meticulously selected and adapted the survey questions, drawing inspiration from pre-existing Western-based research (see Table 1), to suit the context of this study. Two linguistic experts engaged in the back-translation method to ensure the maintenance of the essence and integrity of each question, enhancing the validity of the translation. Before officially commencing the data collection process, we executed a pilot survey involving 15

individuals. This exploratory step was instrumental in evaluating the clarity, relevance, and impact of each question within the context of the study. The feedback obtained from this initial phase facilitated minor yet significant modifications to the questionnaire, thereby enhancing its effectiveness and alignment with the research objectives. The paper employed carefully selected measurement tools, sourced from reputable academic sources, to guarantee the dependability and applicability within the study's specific framework. The initial instrument employed was designed to assess 'Organizational Justice' and comprised of 16 items derived from Niehoff and Moorman's 1993 study. This tool was crucial for evaluating the perceptions of equity within the workplace. Howard et al. (2017) conducted research to derive 10 items for the second instrument, which focuses on 'Workplace Social Courage'. The measure aimed to assess the extent to which employees were inclined to participate in bold social actions within the professional environment. Finally, we measured 'Employee Wellbeing' using a 7-item scale derived from studies conducted by Khatri & Gupta in 2019 and Zheng et al. in 2015. This instrument played a crucial role in evaluating the overall well-being of employees within the organizational setting. The researcher chose each of these instruments based on their demonstrated efficacy and relevance, ensuring that the gathered data would provide comprehensive insights into the variables of interest in the research.

Table 1. Measuring Instruments

No.	Variable	No. of Items	Adapted
1	Organizational Justice	16	Niehoff and Moorman, (1993)
2	Workplace Social Courage	10	Howard et al. (2017)
3	Employee Wellbeing	7	Khatri & Gupta (2019); Zheng et al. (2015)

## 4. Data Analysis and Results

### 4.1. Profile of Demographics

The research analysis concerns the demographic characteristics of the respondents, which include gender, age, educational level, and years of service in the Jordanian commercial banks in Jordan. A total of 305 valid responses were considered in the analysis. The results of the demographics revealed the majority of the study responses were male (59.3%), but females represented about 40.7%. The results of the sample age groups showed the majority of them aged between 30 and 40 years old represented about 33.4%, followed by those aged between 41 and 50 years old (97), with a percentage of 31.8%. Meanwhile, the results of the educational level of the participants revealed that the majority of them were bachelor degree holders, 66.9% (204). On the other hand, the results of years of service in these banks showed that most of the participants had service years above 10 years (166 responses) (54.4%), which indicated diversity in the demographic characteristics of the sample involved in this study and would reflect on their perceptions about the study variables (see table 2).

Table 2. Demographics Results

Variable	Frequency	Percentage
<b>Gender</b>		
Male	181	59.3
Female	124	40.7
<b>Age</b>		
Less than 30 years	37	12.1
30-40 years	102	33.4
41-50 years	97	31.8
Above 50	69	22.6
<b>Educational level</b>		



High school	11	3.6
Diploma degree	57	18.7
Bachelor degree	204	66.9
Post graduate degree	33	10.8
<b>Experience level</b>		
Less than 4 years	37	12.1
5-10 years	102	33.4
Above 10 years	166	54.4

#### 4.2. Measurement Model Analysis

The present research model is examined through the approach of partial least squares (PLS) analyses by the software of SmartPLS 3. The assessment of the measurement model was conducted in order to assess the key types of validity, such as convergent validity and discriminant validity. The measures used to evaluate the validity of the research model include average variance extracted (AVE) and composite reliability (CR) (Lutfi et al., 2022; Ramayah et al., 2018; Saad et al., 2022). The key aim of convergent validity is to determine the indicators' correlation, and this validity is achieved through the process of identifying the measures of each latent construct. The analysis of this validity provides the items' outer loading and Average Variant Extracted (AVE) results that they considered to test the convergent validity. A suggestion is that in order to meet great results in the convergent validity, the outer loading should have values greater than 0.5 (Abdillah & Jogiyanto, 2015).

The second type of validity considered in this analysis is called discriminant validity, which is tested to confirm whether the measures of the constructs have significant factor loadings on their respective constructs. The analysis of the discriminant validity used the cross-loading values as the indicators are declared to achieve this validity if the cross-loading values for all indicators of a variable are larger compared to other constructs. Also, the results of the Fornell and Larcker criteria were considered to assess this validity. Further, the analysis of indicator reliability was conducted using the values of composite reliability and strengthened with the values of Cronbach Alpha. The acceptable, favorable, and recommended results for the composite reliability should be at least 0.70, but Hair et al. (2010) indicated that values of composite reliability between 0.60 and 0.70 can be acceptable (see table 3).

Table 3. Measurement Model Results

Latent Variable	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
<b>Organizational Justice</b>		<b>0.962</b>	<b>0.966</b>	<b>0.654</b>
OJ1	0.723			
OJ2	0.830			
OJ3	0.867			
OJ4	0.857			
OJ5	0.810			
OJ6	0.874			
OJ7	0.742			
OJ8	0.758			
OJ9	0.802			
OJ10	0.801			
OJ11	0.857			
OJ12	0.768			
OJ13	0.822			
OJ14	0.748			
OJ15	0.845			

OJ16	Deleted <0.60			
<b>Employee Wellbeing</b>		<b>0.907</b>	<b>0.926</b>	<b>0.643</b>
EWB1	0.806			
EWB2	0.800			
EWB3	0.825			
EWB4	0.867			
EWB5	0.743			
EWB6	0.873			
EWB7	0.679			
<b>Workplace Social Courage</b>		<b>0.925</b>	<b>0.937</b>	<b>0.601</b>
WSC1	0.759			
WSC2	0.628			
WSC3	0.821			
WSC4	0.824			
WSC5	0.775			
WSC6	0.814			
WSC7	0.773			
WSC8	0.745			
WSC9	0.804			
WSC10	0.790			

The results of the indicator factor loading showed great values above 0.6 (only one item for organizational justice, OJ16), which indicated good relations between the research latent variables and measures. According to the results of the convergent validity, it can be concluded that the indicators and their variables in the research framework are valid. Additionally, as given by the results of the loading factor, the test of convergent validity can be drawn from the findings of Average Variance Extracted (AVE). The given results showed that the AVE values are greater than 0.5, thus the convergent validity of the constructs has been met. Evidence of discriminant validity is shown through the values of the cross-loading for all indicators of each variable (see table 4)

Table 4. Fornell and Larcker Results

Variables	1	2	3
1 Employee Wellbeing	0.802		
2 Organizational Justice	0.788	0.808	
3 Workplace Social Courage	0.768	0.772	0.775

The measurement model (see Figure2 Table5) places employee wellbeing (Y) as a research-dependent variable, while organizational justice (X) is positioned as an independent variable. The value of the R2 value is 0.649, so it is interpreted that organizational justice is able to explain the variation in employee wellbeing by 64.9%, and the remaining 35.1% is influenced by other variables not considered in the present research model. Similarly, the model places WSC (Y) as a research-dependent variable, while organizational justice (X) is positioned as an independent variable. The value of the R2 value is 0.754, so it is interpreted that organizational justice is able to explain the variation of WSC by 75.4%, and the remaining 24.6% is influenced by other variables not considered in the present research model.

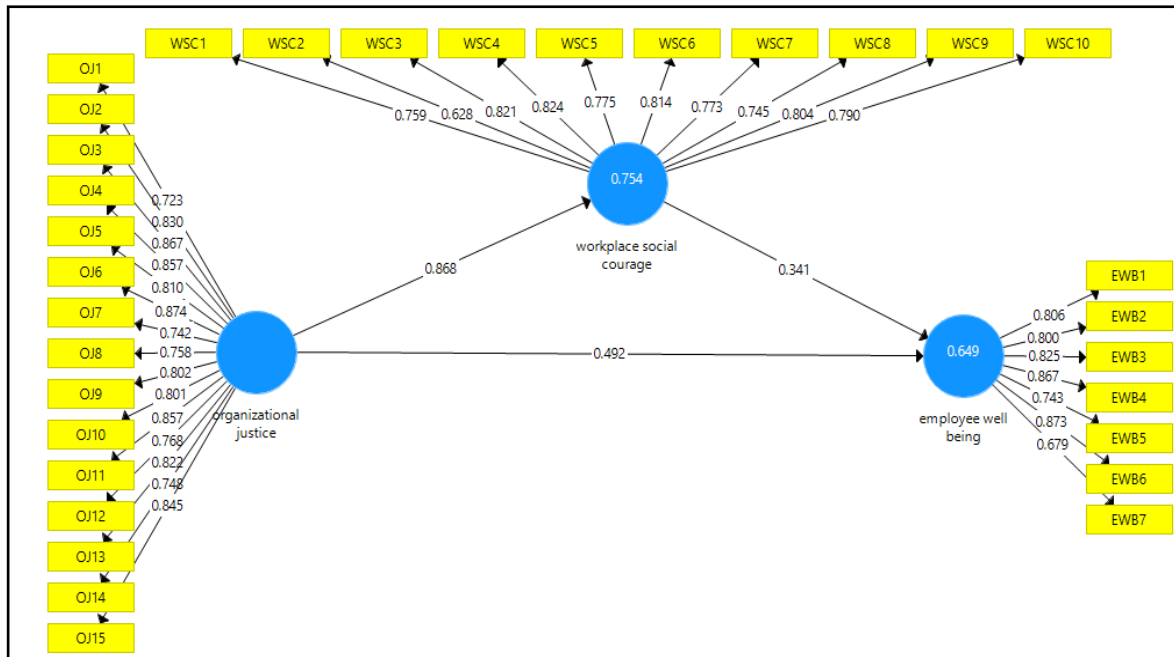


Fig.2: Measurement Model Converted in SmartPLS3

Table 5: Cross Loading Value

	<b>EWB</b>	<b>OJ</b>	<b>WSC</b>
<b>EWB1</b>	0.806	0.669	0.688
<b>EWB2</b>	0.800	0.635	0.672
<b>EWB3</b>	0.825	0.641	0.574
<b>EWB4</b>	0.867	0.761	0.727
<b>EWB5</b>	0.743	0.534	0.499
<b>EWB6</b>	0.873	0.667	0.653
<b>EWB7</b>	0.679	0.445	0.419
<b>OJ1</b>	0.534	0.723	0.701
<b>OJ2</b>	0.581	0.801	0.667
<b>OJ3</b>	0.677	0.857	0.726
<b>OJ4</b>	0.560	0.768	0.641
<b>OJ5</b>	0.607	0.822	0.652
<b>OJ6</b>	0.583	0.748	0.642
<b>OJ7</b>	0.689	0.845	0.705
<b>OJ8</b>	0.708	0.830	0.747
<b>OJ9</b>	0.711	0.867	0.737
<b>OJ10</b>	0.639	0.857	0.717
<b>OJ11</b>	0.613	0.810	0.623
<b>OJ12</b>	0.671	0.874	0.740
<b>OJ13</b>	0.788	0.742	0.699
<b>OJ14</b>	0.538	0.758	0.732
<b>OJ15</b>	0.593	0.802	0.773
<b>WSC1</b>	0.752	0.659	0.759
<b>WSC2</b>	0.551	0.706	0.790
<b>WSC3</b>	0.623	0.524	0.628
<b>WSC4</b>	0.605	0.728	0.821
<b>WSC5</b>	0.593	0.690	0.824
<b>WSC6</b>	0.638	0.698	0.775

<b>WSC7</b>	0.577	0.703	0.814
<b>WSC8</b>	0.538	0.640	0.773
<b>WSC9</b>	0.491	0.667	0.745
<b>WSC10</b>	0.556	0.694	0.804

### 4.3. Structural Model Analysis

Table 6 and Figure 3 represent the path coefficient testing of the parameters, including t-statistics and p-values. There are three direct path coefficients that showed a significant effect and only one mediating path coefficient that also had a significant effect. The results of the estimation of the structural model using PLS algorithms showed the path coefficient values between the research constructs, as illustrated in Figure 2. The structural model results obtained through PLS found significant values of t-statistics (>1.96) and p-values (<0.01) among the construct model. Furthermore, the findings indicated that the perception of organizational justice has an effect on employee well-being ( $t = 7.113 > 1.96$ ;  $p < 0.01$ ), thus H1 is accepted. Also, organizational justice showed an effect on WSC ( $t = 54.734 > 1.96$ ;  $p < 0.01$ ), thus H2 is accepted. WSC spirituality also affected employee well-being ( $t = 4.628 > 1.96$ ;  $p < 0.01$ ), thus H3 is accepted. Therefore, it can be concluded that organizational justice and WSC can improve the Jordanian commercial bank employees' wellbeing. For the specific indirect effect of the WSC on the relationship between organizational justice and employee well-being, the results confirmed the mediating role of the WSC in this association ( $t = 4.647 > 1.96$ ;  $p > 0.01$ ), thus 4 is accepted.

Table 6. Hypotheses Testing

Path	Original sample	Sample mean	Standard deviation	t-Statistic	p-Value	Result
<b>OJ ---&gt; EW</b>	0.492	0.501	0.069	7.113	0.000	Accepted
<b>OJ ---&gt; WSC</b>	0.868	0.870	0.016	54.734	0.000	Accepted
<b>WSC ---&gt; EW</b>	0.341	0.333	0.074	4.628	0.000	Accepted
<b>OJ ---&gt; WSC---&gt; EW</b>	0.296	0.290	0.064	4.647	0.000	Accepted

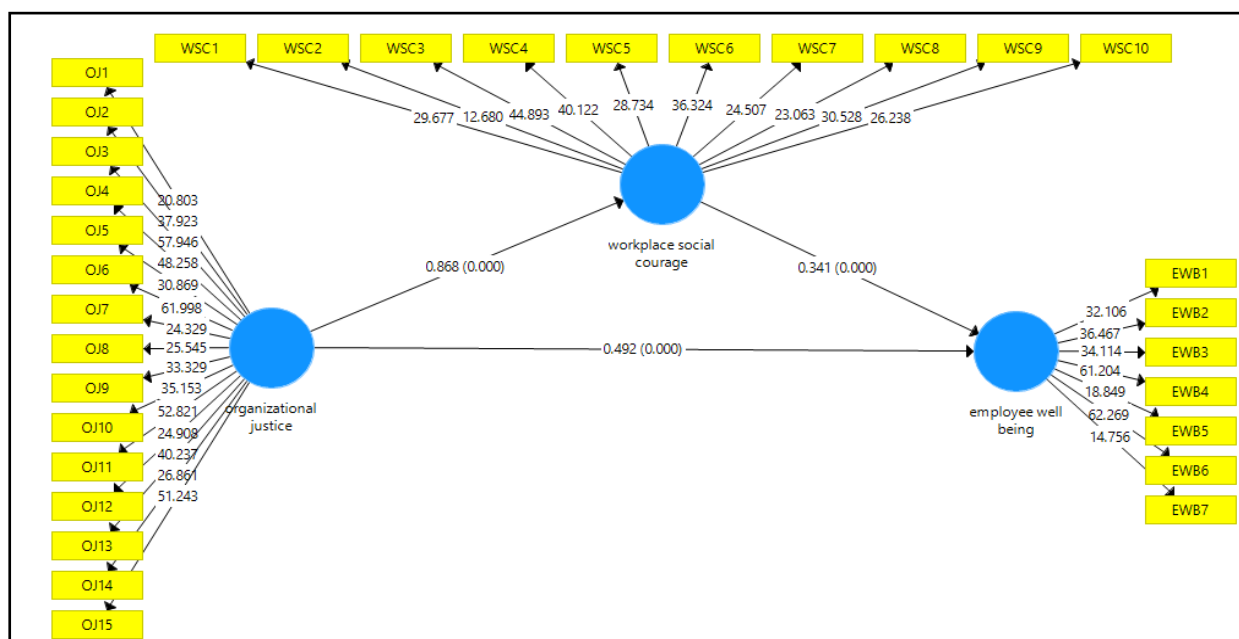


Fig.3: Path Coefficients

## **5. Discussion**

The empirical data acquired demonstrated substantial evidence for all four hypotheses initially proposed in the study. Validation of the first hypothesis (H1) confirms a positive correlation between organizational justice and employee well-being. Individuals who possessed a greater perception of organizational justice exhibited an elevated state of well-being. This perspective is congruent with the prevailing body of scholarly work such as Ahmed et al. (2018), Majumdar and Kumar (2022), and Na'imah et al. (2023), emphasizing the importance of cultivating a perception of justice and impartiality in both the operational mechanisms of organizations and the dynamics of interpersonal connections. Such an environment serves as a catalyst for nurturing the psychological and emotional well-being of employees. The second hypothesis (H2) posited a direct relationship between perceived organizational justice and the manifestation of WSC. The results of the study supported the aforementioned hypothesis, shedding light on the fact that when individuals perceive justice within their organization, they are more likely to demonstrate acts of social courage within the professional setting. This finding came in line with previous research (e.g., Bockorny & Youssef-Morgan, 2019; Mert et al., 2022; Santisi et al., 2020). It appears that a conducive and equitable organizational environment fosters a profound sense of assurance and empowerment, thereby emboldening employees to undertake interpersonal ventures and champion virtuous and principled endeavors. The findings of the paper provided empirical evidence in favor of the third hypothesis (H3), indicating a discernible correlation between WSC and the overall well-being of employees. Observations indicate that individuals who exhibit elevated levels of social courage report an augmentation in their overall state of well-being. This assertion substantiates the notion that the ability to manifest courage within the realm of social and interpersonal interactions in a workplace setting serves as a catalyst for enhancing an individual's courage, contentment, and holistic psychological well-being (Mert & Köksal, 2022; Santisi et al., 2020). Finally, the fourth hypothesis (H4) posited that WSC serves as a mediator in the intricate interplay between perceived organizational justice and the overall well-being of employees. The empirical evidence has substantiated the mediation hypothesis, demonstrating that WSC plays a pivotal role in facilitating the positive impact of perceived organizational justice on employees' well-being (Magnano et al., 2022; Mert et al., 22).

## **6. Conclusion and Implications**

The results of this paper make key theoretical contributions by unraveling the complex relationships between organizational justice, workplace courage, and employee wellbeing. The findings confirm the mediating role of workplace courage in transmitting the positive effects of justice perceptions to enhance wellbeing. For practice, the research highlights the need for organizations to proactively build fairness, transparency, and avenues for courageous voice to support employee wellbeing and productivity. However, the limitations of the cross-sectional design point to the value of future experimental and longitudinal investigations to deepen our understanding of causality. Overall, by empirically demonstrating the profound impacts organizational justice and social courage have on employee wellbeing, this study yields valuable insights for fostering positive and empowering work environments. The research findings suggest that prioritizing justice in the organizational climate is highly favorable for cultivating WSC. This, in turn, empowers employees to effectively navigate the various challenges that arise in the workplace, assert their ethical stances, and immerse themselves more profoundly in their professional responsibilities, all while feeling a heightened sense of safety and assurance. Furthermore, through the promotion and support of WSC, organizations have the potential to augment the holistic well-being of their employees, a crucial factor that underpins productivity, engagement, and retention. Henceforth, it is conceivable to devise organizational strategies and interventions with the purpose of cultivating social courage. This may entail the establishment of secure environments wherein individuals feel comfortable expressing their apprehensions, the fostering of ethical advocacy, and the promotion of interpersonal dynamics that are conducive to providing support. The practical implications of such applications highlight the importance of adopting a comprehensive

and integrated approach to organizational development and the improvement of employee well-being. Firmly rooting this approach in the principles of justice and courage is crucial.

The present paper has undertaken a comprehensive exploration of the intricate links between perceived organizational justice, WSC, and employee well-being. The empirical evidence consistently supports the notion that perceptions of organizational justice play a crucial role in fostering WSC and, consequently, improving the well-being of employees. The research has shed light on the significance of WSC as a pivotal intermediary, connecting perceptions of organizational justice to improved well-being outcomes. The aforementioned insights possess profound theoretical implications, thereby bolstering and broadening the current scholarly discourse pertaining to these constructs. In practical terms, this study provides crucial guidance for the development of organizational strategies and interventions. It emphasizes the significance of nurturing organizational environments characterized by principles of fairness, ethical integrity, and courage. These factors are instrumental in promoting enhanced well-being among employees. Hence, the discoveries function as a strategic guide for organizational leaders and practitioners who aspire to establish a thriving organizational environment characterized by heightened employee well-being.

## **7. Limitations and Future Research**

Despite the notable contributions of this study, it is important to acknowledge that it is not without its limitations. These limitations, however, serve to open up new avenues for future research endeavors. Initially, it is imperative to acknowledge that the cross-sectional design employed in this study imposes limitations on our capacity to ascertain causal relationships between the constructs under investigation. Consequently, it becomes imperative for future investigations to adopt longitudinal or experimental designs in order to unravel the intricate causal pathways and temporal dynamics under consideration. In addition, using self-report measures raises concerns about common method bias. To make the results more reliable and stronger, future studies will need to include multi-source or objective measures. The study's limitations are evident in the contextual boundaries, which restrict the findings to particular organizational and cultural contexts. This implies that future research should encompass a wide range of organizational settings and industries to improve the overall validity and practicality of the insights. Moreover, it would be prudent for future investigations to embark upon an exploration of potential moderating variables, including but not limited to organizational culture, leadership styles, and individual differences. Such an endeavor has the potential to unveil intricate layers of influence and interaction effects, thereby enhancing the comprehension of the intricate interplay between organizational justice, WSC, and the well-being of employees. It is possible to get a deeper and more varied understanding by looking into bigger and more complicated issues. This, in turn, makes it easier to come up with theories and practical solutions that explain how complex organizational dynamics and the wide range of interactions between employees work together.

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