

# RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN IRANIAN GOVERNMENTAL BODIES AND ORGANIZATIONS

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**Abstract-** The purpose of this study is to perform the relationship between organizational justice and organizational citizenship behavior among governmental bodies and organizations. The aspects of organizational justice was worked out through the distributive justice, procedural justice, intercourse justice and organizational citizenship behavior variables through subscales of loyalty, work ethic, civic virtue, honor and reverence, and altruism. The studied society and sample volume were determined as governmental organization and simple random sampling method, respectively. The data collection tools were two standard questionnaires. The findings analysis indicates the existence of positive and meaningful relationship between organizational justice and organizational citizenship behavior, and also the relationship between their aspects. The result of this study shows that through organizational justice behavior, the level of organizational citizenship behavior of governmental bodies and organizations also increases.

**Keywords-** Organizational justice, Distributive justice, Procedural justice, Interactive justice, organizational citizenship behavior

## I. INTRODUCTION

Organizations are inseparable elements of the society. Concerning the importance of organizations it merely sufficient to be said that since birth till death, the humans depend on them and life without organizations is not possible. The organization is a highly sophisticated social system which its survival and sustainability depend on existence of a strong link among its composing elements. In organizations, the employees always compare themselves with their other colleagues and monitor the manner of receiving managers in distributive bonus, partnership and decision making and in different interactions. An in case they feel injustice, the same shall definitely have no good effect on their mentality and in long term, this issue affects performance, effectiveness and success of the organization. In this study it has been tried that organizational justice aspects and effects are studied and their relationship are studied with the organizational citizenship behavior. Today, one of the capitals of any country which is considered as the one of the main capitals is the human resources. Always the organizations have tried to take benefit from effective manpower, i.e. those people who enjoy ethical commitment, specialty in different fields and have skills and creativity; those who enjoy working and devote themselves to the organization and have multiple efforts to achieve the organizational purposes. How this issue shall be possible? With which policy and actions the personnel shall multiple their efforts without expecting anything from the organization, without pursuing their personal purposes? Evidently, one of the most important items any employee expects in the organization is achieving one's rights with implementation of justice. Fortification of citizenship behavior, like any other

behavior conducted by people, requires encouragement and stimulation. One of the issues which may affect in this field includes certain organizational policies and actions, one of which is organizational justice. Through ratification of proper policies and strategies, the organizational managers shall strive to flourish citizenship behaviors in the organization. Therefore, in this regard, this study tries to examine whether there is any relationship between organizational justice and organizational citizenship behavior in the Iranian governmental bodies and organizations personnel?

Today, considering the comprehensive role of organizations in humans' social life, the role of justice in organizations is now more obvious than before and the managers in today's organizations may not be indifferent with respect to such position, as justice is addressed as a need like other humanistic requirements. In case the organizations managers are trying to achieve progress and improvement in the organization and shall be able to establish understanding on justice in their organization among the employees. Injustice and unfair distributive of achievements and outputs of the organization shall result in weakening the employees' mentality and their morals for striving and activities. Therefore, observation of organizational justice is the key for survival and sustainability of development flow and progress of organization and employees and shall be effective in improvement of performance and organizational citizenship behavior.

### Main Hypothesis of Study:

There is relationship between organizational justice and organizational citizenship behavior among Iranian governmental bodies and organizations

Sub Hypotheses:

1- There is relationship between distributive justice and aspects of organizational citizenship behavior among governmental bodies and organizations

2- There is relationship between procedural justice and aspects of organizational citizenship behavior among governmental bodies and organizations

3- There is relationship between interactive justice and aspects of organizational citizenship behavior among governmental bodies and organizations

4- Distributive justice has the biggest share in occurrence of organizational citizenship behavior among governmental bodies and organizations

Duffy (2006) states that organizational justice focuses on this issue that with which method the employees shall be treated so make them feel they have been behaved in a justified manner. The concept of organizational justice may be classified into three aspects of distributive, procedural and interactive (intercourse). Distributive justice: it is one of the types of organizational justice which refers to the justified nature of consequences and results received by the employees [12]. In distributive justice, against the fulfilled tasks, the employees who have effectively strived to achieve the purposes shall be paid fair wage and bonus and the paid amount shall be considered fair according to the employees and employers as much as possible [18].

Procedural justice: it is referred to the methods used to determine the outputs the employees are to be received [5]. Procedural justice refers to justified nature of methods used for decision making concerning the manner of distribution of facilities and resources for the employees. According to Lovental, quoted from Bies and Shapiro (2011), the most major features of justified procedures include the following:

1- Distribution of facilities for all people during the time shall be similar and without bias

2- Distribution of facilities shall be made based on correct and precise information.

3- Distribution of facilities shall be correctable

4- Distribution of facilities shall be based on ethical and intellectual norms.

Interactive or intercourse justice is the third type of justice which focuses on the manner of handling the employees in a justified manner based on official approved organizational frameworks. Bies and Moag[3] have defined interactive justice as the quality of behavior of the decision makers. This type of justice is also devoted to level of the official decision making procedures are correctly ratified.

By organizational justice feeling considering the contemporary directing in organizational justice studies focuses on three principal aspects of distributive justice, procedural justice and interactive justice concerning employees' attitude. Quantitative measuring these three aspects shall determine the level of justice feeling by employees in the organization.

Organizational justice focal points: the new studies in this field indicate that the employees face at least

with two sources regarding implementation of justice in organization or breaching the same. The most obvious ones of these resources is the direct manager or supervisor of any employee. Such supervisor has full powers with respect to his subordinates. He may affect important consequences such as increasing payments or promotion opportunities. The second source which may be attributed such justice or injustice by the employees is the organization itself in general. Although such source is more impalpable, but also considering the same is important [7].

#### Why and who avoid justice?

1- Manager cognitive weakness

2- Manager managerial weakness

3- Orders by senior managers

4- Inspiring positive and/or negative viewpoint to the manager

5- Keeping position

6- Biasing by manager

7- Lack and/or breaching rules

8- Taking revenge

9- Manager personality weakness

10- Covering weak points

11- Different attitudes of manager and employees

12- Showing power

Citizenship behavior is a set voluntarily and optional behaviors which are not a certain part of one's official duties, while they are performed by the same results in improvement of duties and roles of organization effectively [1].

The concept of organizational citizenship behavior was first presented by Batman and Oregon in early 1980's to the world of science. Oregon believes that organizational citizenship behavior is a individual and voluntarily behavior which results in promoting the effectiveness and efficiency of organization performance [4]. This definition emphasizes on three main predefined features and not a certain part of the one's official duties. Second is that the advantages of this behavior has organizational aspect and the third aspect is that the organizational citizenship behavior has multi-dimensional nature.

Organizational citizenship behavior concept evolutionary path: the first theory making posed in this regard is organizational citizenship behavior was conducted in 1938 by Chester Barnard. Through expressing the "tendency and enthusiasm to cooperation" concept, Barnard considered such behavior. Some of the practitioners believe that the organizational citizenship behavior concept history may be searched in Catz (1997) opinions. He stated that the effective organizations have the following three specifications: (1) they keep and maintain employees inside the system (2) ensure that the employees conduct the role special requirements in a reliable manner (3) pay special attention to innovative and self-motivated activities which are beyond

organizational duties and are not subject to their details of duties [16].

Hossam[8] believe that although organizational citizenship behavior concept was first presented in articles and studies from Barnard (1938) and Catz (1964). However, first of all Batman and Oregan (1983) were the ones that during studying the relationship job satisfaction and performance they studied the same and used the “organizational citizenship behavior” expression. Parsanejad (2008) (quoted from Sonhaninejad et al 2010), as of year 2000 the tendency to conduct studies concerning the organizational citizenship behavior concept has gone beyond the organizational behavior scope and have imposed to other fields such as human resources (Boreman and Motovidelo 1993; Morphy and Shiarila 1997; Poudsakov et al 1993); marleting (Pitinkurt and Brown, 1997; Poudsakoff and McEnzi, 1994), health and hospital management (Bolon 1997; Oregon 1990); as well as in other fields such as military psychology (Deloga 1995), international management (Chen et al 1998; Kim and Miborgen 1996; Fareh et al 1990, 1997) and organizational leadership [14][15].

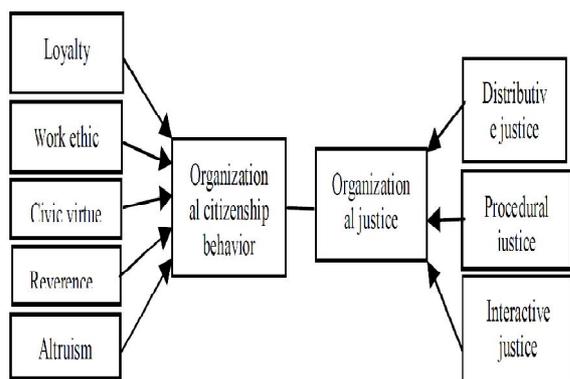


Chart 1. study analytical model

In combinational study analytical model the opinion of Duffy concerning organizational justice and Oregon theory regarding organizational citizenship behavior have been used. Three aspects of organizational justice include: distributive justice, procedural justice and interactive justice, while the relationship between these three benchmarks with organizational citizenship behavior have been shown. In this study, organizational justice is as the predictive variable and organizational citizenship behavior with the aspects (Loyalty, work ethic, civic virtue, honor and reverence, altruism) is the basis variable.

Adjusting variables include:

- 1- Gender
- 2- Academic degree
- 3- Work experience
- 4- Age of employees

Meanwhile, control variable in this study is the type of profession of the employees, who are all active in the field of education and are governmental employees.

## II. RESEARCH METHODS

This study is practical in terms of type of study and in other words, is a certain effort to respond some of the practical problems existed in the real world. This study is conducted with the descriptive studies method based on the information obtained from statistical society and using the statistical methods and correlation and is highly along with the organizational citizenship behavior in Iranian governmental bodies and organizations and been used considering the field and basis studies and practical issues performed in this study, with statistical volume of 200 people, of whom 165 were males and 35 were females. Statistical sampling was made by simple random sampling method with a volume of 132. The data collection tool in this study was written standard questionnaire which shall be applied verbally. Closed questions are used which are tested after collecting the needed information. In order to measure the validity and reliability of the questionnaires, Cronbach’s Alpha factor was used together with SPSS statistical software, while in general, the same factor for organizational justice and organizational citizenship behavior questionnaires was obtained as 92% and 64%, respectively. Method of implementation and statistical method of study: First of all the sample anthropological metrics were studied and while extracting the statistical data and further descriptive indicators of study variables, including marks max/min, average and standard deviation and variance have been studied and the inferential statistics metrics including Pierson correlation factor and step-by-step regression have been presented to examine the relationship between organizational justice and organizational citizenship behavior while spss statistical software package has been used in test analysis.

## III. RESULTS

In order to respond the study hypotheses Pierson correlation factor and step-by-step regression were used. In the following, as per the study hypotheses breakdown the mentioned tests results have been focused. Main Hypothesis of Study: There is relationship between organizational justice and organizational citizenship behavior among Iranian governmental bodies and organizations Responding this hypothesis was carried out by calculating the Pierson correlation factor between organizational justice mark and organizational citizenship behavior. The results of this analysis have been given in table 1.

Variables	Indicator	Organizational citizenship behavior
Organizational justice	Correlation factor	0.41
	Meaningfulness level	0.0005
	Qty	129

Table 1. correlation between organizational justice mark and organizational citizenship behavior

The results given in the above table show that there is a positive and meaningful relationship between organizational justice and organizational citizenship behavior ( $P \leq 0.05$ ,  $r=0.41$ ). Therefore, the main hypothesis of the study on existence of a relationship between organizational justice and organizational citizenship behavior among Iranian governmental bodies and organizations is hereby approved.

Table 2 is related to calculation of Pierson correlation factor for predictive variables and basis variables relevant to hypotheses 1, 2 and 3

Predictive var.	Distributive justice		Procedural justice		Interactive justice	
	Correlation factor	Meaningfulness level	Correlation factor	Meaningfulness level	Correlation factor	Meaningfulness level
Loyalty	0.19	0.03	0.15	0.08	0.21	0.02
work ethic	0.30	0.005	0.21	0.02	0.22	0.01
Civic virtue	0.10	0.27	0.18	0.04	0.09	0.30
Honor and reverence	0.23	0.01	0.25	0.005	0.36	0.005
Altruism	0.14	0.11	0.17	0.05	0.17	0.06
Total behavior mark	0.31	0.005	0.33	0.005	0.35	0.005

**Table 2. correlation factors for distributive, procedural and interactive justice and organizational citizenship behavior aspects**

#### IV. DISCUSSION AND CONCLUSION

Results of first sub hypothesis test: There is relationship between distributive justice and aspects of organizational citizenship behavior among governmental bodies and organizations. Through the made studies, there is a positive and meaningful relationship between distributive justice and loyalty, work ethic, and respect and reverence ( $P \leq 0.01$ ,  $r=0.31$ ), while no meaningful relationship has been achieved between distributive justice and Civic virtue and altruism. The results show that there is relationship between distributive justice and aspects of organizational citizenship behavior among governmental bodies and organizations.

Results of second sub hypothesis test: There is relationship between procedural justice and aspects of organizational citizenship behavior among governmental bodies and organizations. As per the second hypothesis result achieved through calculation of Pierson factor, it proves that there is no meaningful relationship between procedural justice and loyalty, while it has a positive and meaningful relationship between consciousness, civic virtue, honor and reverence, altruism and total score of organizational citizenship behavior ( $P \leq 0.01$ ,  $r=0.33$ ).

Results of third sub hypothesis test: There is relationship between interactive justice and aspects of organizational citizenship behavior among governmental bodies and organizations. Results of the test indicate that there is a positive and meaningful relationship between interactive justice and loyalty, work ethic, respect and reverence ( $P \leq 0.01$ ,  $r=0.35$ ) and this relationship is confirmed.

Results of fourth sub hypothesis test: Distributive justice has the biggest share in occurrence of organizational citizenship behavior among governmental bodies and organizations. Step-by-step regression has been used to respond this hypothesis. This is while the procedural justice error level is more than 0.5 and therefore, it has not been entered into regression line equation. The fact that which of these types of justice is important and play a higher role in determination of organizational citizenship behavior shall be identified through standardized regression values. Therefore, it may be said that from amongst the three types of justice studied herein, interactive and distributive justices are respectfully share the prediction of organizational citizenship behavior. The t-test value and its meaningful level confirm the effect of such variables in predicting basis variable. Therefore, the fourth hypothesis is rejected, i.e. interactive has a higher share in predicting the organizational citizenship behavior.

Results of main hypothesis test: there is a relationship between organizational justice and organizational citizenship behavior in governmental bodies and organizations employees. Considering the response to the main hypothesis of this study calculated through calculation of Pierson correlation factor, it is seen that there is a positive relationship between organizational justice and organizational citizenship behavior ( $P \leq 0.05$ ,  $r=0.41$ ). Therefore, the main hypothesis of study on existence of relationship between organizational justice and organizational citizenship behavior among Iranian governmental bodies and organizations is approved.

Existence of organizational justice shall result in organizational citizenship behavior emergence and working life shall continue with higher happiness and effectiveness and result in organizational success and provides the basis for the manifestation of loyalty, work ethic, sportsmanship, respect and honor and altruism behaviors. Today, mutual respect and increasing beyond role behaviors may affect the customer's understanding on services quality.

#### Suggestions based on study findings:

- 1- Establishment of required policy making to have a better feeling on implementation of justice by organizations' employees
- 2- Promoting the level of work ethic and loyalty thanking to implementation of justice in organizations
- 3- Considering the importance of different aspects of organizational citizenship behavior for better performance

**Suggestions to future researchers:**

- 1- Effect of leadership style on implementation of justice and organizational policy making
- 2- Role of supervision in implementation of organizational justice
- 3- Relationship between working life quality and organizational citizenship behavior

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