

The Relationship Between the Organizational Justice and Organizational Citizenship Behavior of the Employees

¹Mohammad Hadi Asgari, ²Seyed Sadra Nojabae and ³Farnoosh Arjmand

¹Department of Business Management, Tonekabon Branch, Islamic Azad University, Tonekabon, Iran

²Department of Management, Islamic Azad University (Tonekabon Branch), Iran

³Department of Educational Management, Islamic Azad University (Tonekabon Branch), Iran

Abstract: The world has never stopped as yet and is changing rapidly. Globalization increases, the rules changes and the speed, flexibility and quality are observed evidently in the demands of the individuals. The organizations, particularly the organizations in the third world which require a principal transformation in the increase of the effectiveness must provide the basis in such a way whose employees and managers employ willingly all their own experiences, abilities and capacities in order to exalt the organizational objectives. This affair will not possible unless the principles and rules related to the organizational citizenship behavior are to be indentified and the required beds to implement these behaviors are to be provided [1]. From amongst the predictor variables of the organizational citizenship behavior is the organizational justice [2]. "Organ" expresses that the employees respond toward the organizational injustice through the reduction of the organizational citizenship behavior. In order to prevent these behaviors as well, the destruction of the organizational injustice is unavoidable [3]. The current article deals with the study and survey of the relationship of the varieties of the organizational justice and organizational citizenship behavior of the employees in the Islamic Azad University of the Chalus Branch. The employed research method/ methodology is of the correlation type and the collection of the data and information performs through questionnaire and its results are to be analyzed by the methods of the descriptive and perceptive statistics. And the SPSS software was used to test the hypotheses which the results suggested that the claim of the main hypothesis was confirmed by two subsidiary hypotheses; that is, there exists a significant relationship between the procedural justice and the informational justice with the organizational citizenship behavior of the employees and the distributive justice and interactional justice have not a significant relationship with the organizational citizenship behavior.

Key words: Organizational justice • Organizational citizenship behavior of the employees • Islamic Azad University

INTRODUCTION

Some knowledgeable individuals have known the theory of the equality as the theory of the justice because it concentrates on the equitable distribution of the incomes among the human beings in order to gain access to the high levels of the motivation. Adam's theory of the equality [reported by 1] emphasizes that the individuals always evaluate themselves in the context of the society and in comparison with others. If the individuals feel with whom have been encountered inequitably, they will be motivated so that they set up the justice among themselves. The development of the role of the theory of

the equality in the description of the visions and behavior of the employees in 1970 decade was led to a realm of the research known as "Justice in the organization" [4]. The concepts of the justice and equality in the organizational environments and among the employees are rased as well and, generally, referred to as the Organizational justice [5].

In addition to the concept and perception of the humans from the justice, the environments in which the human deals with others, from the viewpoint of the historical passage, have put the particular forms of the justice, including the organizational justice, social justice, economical justice and even political justice into the thinking and oral treasure house of the mankind.

The important point is that the kind of the perception of the individuals from the word "justice" in the various environments carries the different consequences [6]. Regarding the organizational justice, a few dimensions have been known each of which affects in such a manner on the organization. The concept of the justice in the organizations originates from the discussions related to the social psychology regarding the distributive justice.

The distributive justice refers to the fairly judgment of the distribution of the results; Like the levels of the payment or opportunities of the promotion in an organizational context. The origin of this theory is the Adam's theory of the equality. In this task, Adams emphasized on the perceived equity from the consequences which is the same as the distributive justice. This theory expresses that the individuals consider a relative balance as the optimum result through the comparison of their own input (giving) output (Obtaing) with the input (Giving) output (Obtaing) of their colleagues [7].

The distributive justice plays an important role for the employees in order to evaluate the employment organization [8]. If the advantages which are given to the employees by the organization are not given to them by other organizations, they will become very committed and obligated [9].

The procedural justice: Folger and Greenberg were the first researchers who used the discussion of the procedural justice for the working environment. The procedural justice refers to the fairness perceived from the procedures and derivations by which the earnings (Salary, advantages, promotion and reprimand) are to be allocated. The perception, better than the procedural justice, leads to the appropriate consequences for the organization, including the high organizational commitment; more inclination towards the remaining in the organization, high level of the performance and the occupational satisfaction [7].

Interactional justice (socially) includes a way by which the organizational justice transfers to the subordinates. The interactional justice is a quality of the interindividual behaviors who the individuals receive. When the procedures are exercised [7]. this aspect of the justice concentrates on the manner of the behavior of the management with other individuals who control the rewards and human resources with the employees [10].

The informational justice means that the distribution of the information's regarding the procedures, interactions, socializations and distribution of the results

must be equitable [7]. From the view point of Rego, the informational justice means the presentation of the description of the supervisors to the employees regarding the decisions which may affect on them, regarding why to use the particular procedure or why to distribute the consequences and that whether the information is logical, honest and on time or not [11].

Within a few recent decades, the organizational citizenship behavior has turned into a concept in the domain of the psychology and management and attracted itself great attention. The organizational citizenship behavior was expressed for the first time by Batman and organ which is defined as an individual, voluntary and arbitrary behavior not being identified directly and evidently by the formal rewarding system and, generally, it improves the effective operation of the organization [12].

A collection of the texts connected with the organizational citizenship behavior (OCB) have used the diversified idioms/ expressions to describe the superior abilities of the employees such as the ultra-role, organizational spontaneity and the support of the group interests, In spite of the relatively different conceptualizations and, subsequently, the incompatible applications, these concepts more had a common characteristic which the concept of OCB formed based on it; that is, when the employees are active and well-intentioned for the organization, the organizational effectiveness/ efficiency is not far away from the expectation [13].

From amongst other concepts which raise in the domain of the organizational citizenship behavior is the concept of the employees citizenship behavior (ECB) which has been defined beyond the occupational and organizational duties/ functions and prerequisites as the positive actions and activities of a part of the employees in order to improve the productivity and be coherent in the job environment [12].

Bolino and Turnley Believe That OCB Has Two Public States Generally:

- It is not reinforceable directly (It is not required to be a part of the occupation of the individuals technically).
- They originate from the particular and extraordinary efforts and actions which the organizations expect from their employees in order to gain access to the success and effectiveness of the employees [14].

Another problem which some researchers, including Padsakoff refer to it as a significant consequence of the organizational citizenship behaviors is the increase of the potency of the organization to attract and keep the skillful and efficient forces [15]. Highness of the level of the citizenship behaviors in an organization causes that the organization converts into an attractive environment for the work and activity and therefore, the organizations in which the level of the citizenship behavior is high will have better operation through attracting the more efficient forces [16].

In 1988, Organ presented a classification of the dimensions of the organizational citizenship behavior which, subsequently, Padsakoff and his colleagues in 1990 [reported by 4] created the scale of the standard assessment for each of these five dimensions with the aid of the factorial analysis method which was used by the researchers. These five dimensions are as follows:

- Altruisms: They are the voluntary/ optional behaviors which stimulate the employees in order to assist the working problems and complexities of the other employees.
- Courtesy: It is a subvoluntary/ suboptional behavior which prevents form the generation of the complexities resulting from the work with others.
- Working consciousness: The optional behaviors beyond a role which goes beyond the requisites of the occupation, duty and working behavior.
- Sportsmanship: It is the analysis of the not predicted conditions without the complaint and objection.
- Civic virtue: The constructive participation in the function of the organization considering the working process of the organization [13].

Compulsory Citizenship Behavior: The subject which repeats in all studies is that the organizational citizenship behavior is always reminded as a constructive, self-invented, spontaneous behavior or voluntary behavior.

Also, the organizational citizenship behavior may originate from other motives which are less voluntary and spontaneous. For example, the profiteering and abusing behavior of the direct administrator and the pressure of the management and colleagues in order to appoint the employee in the measures or actions whom he doesn't want to entangle himself in them can be referred. From amongst the consequences of this compulsory citizenship behavior, it can refer to high levels of the occupational stress, occupational fatigue/ exhaustion, more perception of the organizational injustices, decision to leave the organization, more identification of the organizational policies and an increasing inclination toward the neglectful behaviors (such as inaccuracy, lack of interest and not accomplishing the minimum expectation in the job environment), on one hand and the lower levels of the occupational satisfaction, entrepreneurship and innovation, on the other [17].

Of the objectives of this research is to study the relationship between the organizational justice and organizational citizenship behavior among the employees of the Islamic Azad university of the Chalus Branch and its particular targets, is to assess and measure each of the variables in this organization.

Hypotheses of the Research

The Main Hypothesis: There exists a relationship between organizational justice and organizational citizenship behavior.

Hypotheses Allocating to the Research:

- There exists a relationship between the distributive justice and organizational citizenship behavior of the employees.
- There is a connection between the procedural justice and the organizational citizenship behavior of the employees.



Fig. 1: The perceptive model of the research

Table 1: Record of the performed internal and external researches

Researcher or Researchers	Year	Subject of task of the research	Implementation method	Results and findings
Gudarzvand Ghegini	[18]	A Study of relationship between organizational justice and organizational citizenship behavior	Regression	Each four dimensions (distributive, procedural, interactional and informational) had significant relationship with organizational citizenship behavior.
Rezaian <i>et al.</i>	[19]	A survey of relationship between organizational justice and citizenship behavior with intermediary of organizational commitment and satisfaction and trust	Regression	Intermediacy role of the trust was not confirmed, but the significant relationship was observed among components in other cases
Yaghubi <i>et al.</i>	[20]	A study of relationship between organizational justice and organizational behavior in the selected hospitals of Isfahan	Regression	Distributive justice represents relative satisfaction of personnel from the status of the facilities and is rewarder. Also, interactional justice placed in the weak limit, suggesting the dissatisfaction of them from the manner of the confrontation of the administrators with them. Significant relationships were observed between the distributive, procedural and informational with organizational civic behavior
Warner <i>et al.</i>	[21]	A study of the connection between the organizational justice and the occupational satisfaction	Regression	Procedural justice is the best predictor of the occupational satisfaction and, in the mean time, although the distributive justice is effective, it has less effect and each three justices had significant relationship with job satisfaction.
Park and Yoon	[22]	A survey of the relationship among the varieties of the Justice and their effect on the occupational satisfaction	Regression	Each three dimensions of the justice (distributive, procedural and interactional) affected on the job satisfaction, organizational commitment and rganizational citizenship behavior
Erturk	[23]	A study of the organizational justice and trust in the administrator to improve the organizational citizenship behavior	Case study	Trust in the manager has effect on the perception of the employees from the justice of the manager and this affair, by itself, influences on the organizational citizenship behaviors compared to the manager and individuals

- There exists a relationship between the interactional justice and the organizational citizenship behavior of the employees.
- There is a connection between the informational justice and the organizational citizenship behavior of the employees.

MATERIALS AND METHODS

Based on the goal, the current research is of the applied type and, also, is the descriptive- correlational one according to the method. The statistical society consists of the formal employees of the Islamic Azad university of Chalus branch. According to the received statistics, the

number of the employees who are getting employed formally in this university are 190 individuals, The sample volume of 127 individuals has been obtained using the table of the Kerjesi and Morgan. The Data of this research have been collected through the distribution of the questionnaire among the samples. questionnaires used in this research have had the required validity because the view point of the experts was procured in this connection. Choronbach's Alpha Coefficient calculated by SPSS software is 93% for the questionnaire of the organizational justice and 78% for the questionnaire of the organizational citizenship questionnaire.

As a result, it is concluded that the questionnaires have been benefitted from the appropriate reliability.

RESULTS AND DISCUSSION

The current paper searched for the survey of the relationship between the organizational justice and organizational citizenship behavior of the employees. For this purpose, one main hypothesis and four auxiliary hypotheses were raised. In the applied perceptual statistics, the multiple regression (step by step)/ progressive method, have been used to test the main hypothesis and the Pearson's correlation coefficient has been used to study the auxiliary hypotheses. And the SPSS software was used to analyze the data. In the main hypothesis, it was claimed that there exists a relationship between the organizational justice and the organizational citizenship behavior of the employees.

The hypotheses of the research can be studied considering the data of the table.

The data of the table show that there exists a linear and significant relationship between the dependent variable of the organizational citizenship behavior, procedural justice and informational justice, but there is not a linear and significant relationship between the organizational citizenship behavior with/ and the distributive justice and interactional justice.

The most amount (maximum quantity) of the correlation belongs to the positive correlation of the organizational citizenship behavior with the procedural justice ($r=0.366$) and the least amount (minimum quantity) of the correlations belongs to the correlation of the organizational citizenship behavior with the distributive justice and interactional justice which both correlations show a number ($r=0.036$) therefore, the hypotheses of the research can be surveyed considering the data of the above table.

Main Hypothesis: There exists a relationship between the organizational justice and the organizational citizenship behavior of the employees ($p=0.034$ and $r = 0.188$).

Particular Hypotheses:

- There is not a significant relationship between the distributive justice and/ with the organizational citizenship behavior. ($P= 0.345$ and $r = 0.036$)
- There exists a positive and significant relationship between the procedural justice and/ with the organizational citizenship behavior. ($P= 0.000$ and $r = 0.366$)

- There is not a significant relationship between the interactional justice with the organizational citizenship behavior. ($P=0.342$ and $r = 0.036$)
- There is a positive and significant relationship between the informational justice and/ with the organizational citizenship behavior. ($P=0.022$ and $r = 0.178$)

A summary of the regression analysis by the step by step/progressive method has been shown in the Table 3 in order to predict other organizational citizenship behavior based on the varieties of the organizational justice.

The above table indicates a summary of model. As seen, the model in the step 1 has entered the score of the procedural justice and this variable has been able to justify almost 13% percent of the variance of the organizational citizenship behavior ($R^2=0.134$). In the second step, about 7% percent has been added to the variance by the increase of the score of the distributive justice which it has been able to justify approximately 20% percent of the variance ($R^2=0.196$).

The analysis of the variance (F) in each two models is significant in the level of 0.01; that is, there exists a significant difference between the procedural justice and distributive justice to create the organizational citizenship behavior.

With regard to the results of the Table 2, even though the distributive justice has not a significant relationship with the organizational citizenship behavior, it has allocated itself more share and entered into the model because it is a good predictor for the organizational citizenship behavior and its F is significant.

With regard to the results of the above table and the significance of (F) in the table of the variance analysis and (t) in the above table, the regression equation for the model 1 can be written as follows.

$$Y = a + b_1x_1$$

Which the equation of the prediction of the organizational citizenship behavior from the procedural justice can be written by the replacement of the coefficient in the above formula:

$$\text{Organizational citizenship behavior} = 62.653 + 0.482 (\text{procedural justice})$$

With regard to the quantity of the slope in the above formula, the more the rate of the procedural justice is, the more quantity it predicts for the organizational citizenship

Table 2: Mutual correlation for the organizational citizenship behavior and the predictor variables. (Organizational Justice)

Variable	1	2	3	4	5
Organizational citizenship behavior predictor variables	0.036	0.366**	0.036	0.178*	0.188*
1. Distributive justice	-	0.626**	0.434**	0.411**	0.745**
2. Procedural justice	-	-	0.392**	0.364**	0.772**
3. Interactional justice	-	-	-	0.744**	0.812**
4. Informational justice	-	-	-	-	0.817**
5. Organizational justice	-	-	-	-	-
				P* < 0.05	P** < 0.01

Table 3: A summary of the regression analysis by the step by step/ progressive method in order to predict the organizational citizenship behavior based on the varieties of the organizational justice (N=127)

Step	Predictor variable	R	R ²	ΔR ²	SED
1	Procedural justice	0.366	0.134	0.127	6.75609
2	Distributive justice	0.442	0.196	0.183	6.53725

Table 4: Coefficients of the step- by- step regression analysis in order to predict the organizational citizenship behavior based on the varieties of the organizational justice

Model	Variable	B	SED	β	t	P
1	Constant number	62.653	2.362	-	26.529	0.000
	Procedural justice	0.482	0.110	0.366	4.398	0.000
2	Constant number	65.779	2.500	-	26.312	0.000
	Procedural justice	0.745	0.135	0.566	5.475	0.000
	Distributive justice	-0.683	0.222	-0.319	-3.084	0.003

behavior. Also, with regard to the results of the Table 4, it is specified that the quantity of the standardized β related to the procedural justice is equal to 0.366. This number shows that, inreturn for one unit of change in the standard deviation, the component of the procedural justice is added as 0.366 to the standard deviation of the variable of the organizational citizenship behavior. Considering the rate of related to the variable of the procedural justice and its significance (t=4.398 and p=0.000), it is specified that the variable of the procedural justice influences directly on the variable of the organizational citizenship behavior.

Also, with regard to model 2 in the above table, the regression equation is as follows:

$$\text{(Distributive justice) Slope} + \text{(Procedural justice) Slope} + \text{constant quantity} = \text{organizational citizenship behavior}$$

$$\text{(Distributive justice) } (-0.683) + \text{(procedural justice) } 0.745 + 65.779 = \text{organizational citizenship behavior}$$

With regard to the quantity of the slope, the more the rate of the procedural justice is and the less the rate of the distributive justice is, the more quantity it predicts for the organizational citizenship behavior. Also, considering the results of Table 4, it is specified that the quantity of the standardized β related to the variable of the procedural

justice is 0.366 and the one related to the distributive justice is -0.319. These numbers show that, inreturn for one unit of increase in the standard deviation of the variable of the procedural justice at the rate of -0.366, the standard deviation of the variable of the organizational citizenship behavior will increase and, in return for one unit of the increase in the variable of the distributive justice at the rate of -0.319, the variable of the organizational citizenship behavior will decrease and considering the quantity of t in the above table related to the procedural justice and distributive justice which is 5.475 and -3.084, respectively, it is specified that the variable of the procedural justice affects directly on the organizational citizenship behavior and the variable of the distributive justice affects inversely on the organizational citizenship behavior.

CONCLUSION

By the use of the Colquitt's model of the organizational justice, this paper have taken into account four components of the organizational justice (distributive, procedural, interactional, informational) as the predictor/ predicting variables and Padsakoff's model of the organizational citizenship model as the criterion variable. The results suggest that the claim of the main hypothesis was confirmed by two auxiliary hypotheses;

that is, there exists a significant relationship between the procedural justice and informational justice with the organizational citizenship behavior and there is not a significant relationship between the distributive justice and interactional justice with the organizational citizenship behavior which is in harmony/ same direction with the results of the research of Yaghubi *et al.* [20]. As a result, the experiences of the equitableness and the lack of the equitableness of the contractual/ conventional arrangements of the society may affect on the unconscious of the individuals and repeat as the habit in the next other institutions. As the statistical data shown, the average of the distribute justice and interactional justice was in the minimum balanced rate which suggests that individuals in the educational institutions have less feeling of the equitableness regarding the manner of the distribution, interactions and interindividual relationships which such a situation is dangerous both for the educational institutions and both for whole society.

Suggestions:

- Enough and appropriate educational courses for the familiarizations of the managers with principles and bases of the organizational justice and how to employ them are hold and, at the same time, the managers are encouraged so that they use practically from the principles and findings of the theory of the organizational justice against their own subordinates.
- Attention and employment of the effective and necessitating rewarding systems in order to shape the organization citizenship behaviors, meaning that the rewards are considered for the individuals who show the ultra- of- role behaviors.
- Designation of the system of the learning and active policy- making in order to compile, implement and evaluation of the procedures based on the justice to develop and deploy the procedural justice.
- Designation of the proper informational system in order to develop and improve the procedural justice.

REFERENCES

1. Moghimi, Mohammad, 2005. Organizational Citizenship Behavior from theory to practice, Farhang Publication, 2005, Third Year, 11: 19-48.
2. Farhangi, A., M. Fatahi and B. Vasegh, 2006. Spirituality in the job environment and it's role in the improvement of the organizational citizenship behavior, Management Culture, Fourth Year, 13: 5-36.
3. Gholipour, A. and A. Purezzat, 2008. The emotional consequences of the organizational injustice, Quarterly Periodical of the second perception (Bardasht), Fifth Year, 8: 71-110.
4. Rezaiyan, Ali, 2005. Expectation for the justice and justice in the organization, Tehran- Samt pub.
5. Lambert, Eric, 2003. The impact of organizational Justice and Workplace Aggression; J. Management, 28(6): 811-834.
6. Golparvar, Mohsen, 2006. Ultra- motivations of the organizational justice in the employees and managers of the industries and organizations Mesbah Magazine, 65: 11-34.
7. Colquitt, J.A., 2001. On The dimensionality of organizational justice: a construct validation of a measure. J. Applied Psychol., pp: 386-400.
8. Loi, R., N. Hang- Yue and S. Foley, 2006. Linking employees justice perceptions to organizational support. J. Occup. Organize. Psycho., 79(1): 101-120.
9. Lee, S.H., T.W. Lee and C.F. Dan Lum, 2007. The effects of employee services on organizational commitment and intentions to quitt. Personnel Review, 37(2): 222-237.
10. Cohen- Charash, Yochi and Paol E. Spector, 2001. The role Of justice in organizations: Ameta-Analysis; Organizational Behavior and human decision Processes, 86: 278-321.
11. Rego, Arnenio and Cunha Miguel, 2006. A Fire-Dimensional Model of organizational Justice. Documents de Trebalho em Gestao. Univers: dada de Aveiro, DEGE.
12. Feote, D.A. and Tang, 2008. T.L.P₂. Job satisfaction and organizational citizenship behavior (OCB): Does team commitment make a differences in self-directed teams? Management Decision, 46: 933-947.
12. Hodsons Randy, 2002. Management Citizenship Behavior and its Consequences; Work and Occupations, 29(1): 64-96.
13. Jung-Joo, Y. And Hong Soon Wan, 2008. Organization citizenship behavior (OCB). Tam and performance at the maqniladora; International J. Quality and Reliability Management, 2(8): 793-808.
14. Bolino Mark and Turnley Wiliam, 2003. Going the extern mile: Cultivating and managing employee citizenship behavior, Academy of Management Executive, 17(3): 60-71.
15. Winer, R.S., 2001. A Framework for Customer Relationship management, California Management Review, 43(4): 89-100.

16. Schappe, S.P., 1998. The Influence of Job satisfaction, organizational commitment and fairness perception on organizational citizenship behavior; *J. Psychol.*, 132(3): 277-287.
17. Vigoda- Godot, Eran, 2007. Redrawing The boundaries of OCB? An empirical examination of Compulsory extra- role behavior in The workplace, *J. Business and Psychol.*, 21(3).
18. Goudarzvand Chegini M., 2009. The Relationship between Organizational Justice and organizational citizenship behavior. *American J. Economics and Business Administration*.
19. Rezaiean, A., M.E. Givi, H.E. Givi and M.B. Nasrabadi, 2010. The Relationship between organizational Justice and organizational citizenship behavior: The mediating role of organizational commitment, satisfaction and trust. *Res. J. Business Management*, 4(2): 20-112.
20. Yaghoubi, M., M. Yarmohammadian, A. Reisei, M. Javadi and S. Isfahani, 2010. Relationship between the organizational justice and the organizational civil behavior among the employees of the Medical Deeds and Documents of the Selected Hospitals of the Isfahan city. *Management of the Health's Information's*, 7: 506-515.
21. Warner, J., J. Reynolds and P. Roman, 2005. Organizational Justice and Job satisfaction: A test of Three Competing Model S. *Social Justice Res.*, 18(4): 391-409.
22. Park, W.Y. and S.H. Yoon, 2009. The mediating role of organizational citizenship behavior between organizational justice and organizational effectiveness in nursing organization. *J. Korean Acad Nurse*, 39(2): 36-229.
23. Erturk, A., 2007. Increasing organizational citizenship behavior of Turkish academicians: mediating role of trust in supervisor on the relationship between organizational justice and citizenship behaviors. *J. Managerial Psychol.*, 22(3): 70- 257.