



## THE RELATIONSHIP OF ORGANIZATIONAL JUSTICE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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### ABSTRACT

*The purpose of this study was to investigate the relationship between organizational justice (distributive, procedural and interactional) and organizational citizenship behavior of the staff of Damavand Azad University. In terms of purpose, this research was an applied one and in terms of data collection, it was a descriptive-correlational survey. The statistical population of the study consisted of 152 university staff; out of which 108 individuals were selected using Morgan table and simple random sampling method. To collect data, Organizational Justice Questionnaire of Beugre (1998) and Organizational Citizenship Behavior Scale of Podsakoff et al, (1990) were used; the former included 21 items for 3 components and the latter included 24 items for 5 components. The content validity of the questionnaire was confirmed by experts and our supervisor and the reliability of the questionnaire was confirmed using Cronbach's alpha (organizational justice: 0.95, organizational citizenship behavior: 0.79). The research data was analyzed by SPSS software. The mean and standard deviation were used in the descriptive statistics and Kolmogorov-Smirnov test was used in inferential statistics, for normal distribution of data. Then, Pearson correlation and regression were used. The results showed that there is a significant relationship between the components of organizational justice and the distinct components of organizational citizenship behavior. The correlation coefficient of the highest amount, in this regard, i.e. the relationship between citizenship behavior and interactional justice is 0.506. In addition, among dimensions of citizenship behavior, sportsmanship is mostly related to interactional justice. The equation of regression line also showed that organizational justice cannot predict courtesy and sportsmanship well.*

**Keywords:** Organizational Justice, Organizational Citizenship Behavior, Employees of Azad University Damavand Branch.

### INTRODUCTION

Human is the most pivotal element of management being the subject of particular attention of management scholars in different ages. One of the great goals of universities is to have dedicated and highly educated staff. Considering the role of organizational citizenship behavior in institutionalizing tasks as individual goals, it can be hoped that individuals consider organizational goals as an integral part of their own goals and realize them. Organization and organizationalization are described as inseparable part of our lives. An organization is a social system whose life and development depend on the strong link between its components; the perception of injustice has destructive effects on the spirit of collective work. (Seyyed Javadin et al, 2008). Organizational justice has a set of psychological and behavioral implications; when an individual feels that he/she is treated unfairly, their commitment and performance is reduced tending to be less willing to help his/her colleagues. The perception of injustice in organizations increases the frequency of immature self-immolating behaviors among members of the organization and increases behaviors such as

fatigue, absenteeism, and increased resistance to change (Rezaiean, 2003). In the new approach to organizational management and behavior, responsible, committed, courageous and knowledgeable is considered the main factor in the success of organizations (Kazemi, 2005).

In the field of organizational behavior, individual behavior in the workplace and the emergence of behaviors beyond the scope of job, such as helping other colleagues, are very important; some of these behaviors are "prosocial behaviors", "extra-role behaviors" and "organizational citizenship behaviors". Organizational Citizenship Behavior is a spontaneous and informed behavior that is not directly or explicitly predicted by the organizational reward system, but generally improves the organization's effective performance. The spontaneous and informed behavior mean that this behavior is not the necessity of compulsory role or job description, this behavior is more of a personal choice and there is no punishment if not pursued (Abili, 2007). The existence of organizational citizenship behavior in the organization will have its consequences. The most important of these are increasing productivity, effective performance, promoting positive relationships among employees, increasing resource efficiency, reducing maintenance costs, providing the flexibility needed to innovate, improving services and effective use of scarce resources (Sobhaninejad et al, 2010). If employees are treated fairly in the organization and supervisors are well-connected with them, the level of organizational citizenship behavior will increase (Sobhaninejad et al, 2010). Organizational citizenship behavior is one of the important sociological dimensions of organizations. Employees of organizations can play an important role in improving the quality of their organizations. They will contribute to the improvement of quality in organizations with altruism and sportsmanship, along with virtue, courtesy, and conscientiousness. In other words, organizational citizenship behavior is one of the indicators that improves employee performance and leads the organization to achieve its goals. (Hoveyda and Naderi, 2009)

Given the complexity, breadth and diversity of activities in today's organizations, especially educational organizations, activities beyond the scope of formal duties are essential. The question that arises here is how to promote organizational behavior at the universities and thereby enhance the organization's performance.

Establishing such a sense of satisfaction and engaging in organizational citizenship behavior will not be possible except in the context of organizational justice. Considering the above, the main issue in this study is "Is there a meaningful relationship between organizational justice and organizational behavior of the employees of Islamic Azad University, Damavand Branch? »

## RESEARCH METHODOLOGY

The statistical population of this research includes employees of Islamic Azad University, Damavand Branch in 2016, numbering 152 people. Using Morgan table, 108 employees were selected by simple random sampling method. In this research, in addition to books, articles, journals, and dissertations, two standard questionnaires were used to collect data:

Organizational justice questionnaire: consists of 21 items that are based on three components of organizational justice (distributional justice, procedural justice, and interactional justice) and based on the five Likert scale that was developed by Beugre (1998). The content validity of the questionnaire was confirmed by the experts and supervisors and the reliability of the



questionnaires was confirmed using Cronbach's alpha coefficient (Organizational Justice Questionnaire 0.95).

Organizational citizenship behavior scale: This standard questionnaire consists of 24 items that are based on five components of organizational citizenship behavior (conscientiousness, sportsmanship, civic virtue, courtesy, and altruism) by Podsakoff and his colleagues (1990) based on the five-point Likert scale. The content validity of the questionnaire was confirmed by the experts and supervisors and the reliability of the questionnaire was confirmed using Cronbach's alpha coefficient (organizational citizenship behavior inventory 0.774).

## RESEARCH FINDINGS

In this part, the research has been done to analyze the data obtained from the statistical sample using SPSS software. Therefore, the data was evaluated in two parts; the first section, which includes descriptive statistics, analyzes the frequency, percentages, tables and graphs. The second section, analyzes the hypotheses. In this section, in order to test the hypotheses, Kolmogorov-Smirnov test was initially used to evaluate the normality of the data. Then, Pearson correlation coefficient was used to test the hypotheses.

Data analysis and hypothesis testing

Data normality test

To determine the type of statistical test, it is necessary to use the Kolmogorov-Smirnov test and to use parametric or nonparametric tests according to the data. The null hypothesis is:

$$H_0 = sig > 0/05$$

$$H_1 = sig \leq 0/05$$



**Table 1: Kolmogorov-Smirnov test for analyzing the normality of data**

Scale	Z	Significance level
Citizenship behavior	0.539	0.933
Sportsmanship	1.35	0.053
Conscientiousness	0.769	0.595
Altruism	0.839	0.482
Courtesy	1.09	0.183
Virtue	0.753	0.623

According to the above table, the z level for the variable of citizenship behavior and its components is not significant at the level of 0.05 alpha, since the value of the significant level (p-value) is greater than 0.05. Therefore, the null hypothesis is not rejected. In fact, the data related to this variable follows the normal distribution. As a result, parametric tests (Pearson correlation coefficient and regression) are used to test the hypotheses.

Testing the main hypothesis of the research

The main hypothesis: There is a significant relationship between organizational justice and organizational citizenship behavior in Islamic Azad University, Damavand Branch.

To test the above hypothesis, the correlation of variables was calculated to determine the relationship between the variables and then multiple regression test was used to predict the dependent variable with respect to the independent variables.

**Table 2: Correlation matrix between components of citizenship behavior and organizational justice components**

Independent variable	Dependent	Correlation coefficient	Significance level	Independent variable	Dependent	Correlation coefficient	Significance level
Distributional justice	Sportsmanship	* 0.158	0.050	Distributional justice	courtesy	0.025	0.399
Procedural justice		*0.218	0.012	Procedural justice		0.117	0.113
Interactional justice		* 0.230	0.008	Interactional justice		0.067	0.244
Organizational Justice		* 0.260	0.001	Organizational Justice		0.059	0.546
Distributional justice	conscientiousness	*0.218	0.012	Distributional justice	Virtue	* 0.433	0.001
Procedural justice		*0.277	0.002	Procedural justice		* 0.357	0.001
Interactional justice		*0.502	0.001	Interactional justice		*0.413	0.001
Organizational Justice		*0.503	0.001	Organizational Justice		*0.502	0.001
Distributional justice	Altruism	*0.294	0.001	Distributional justice	Citizenship behavior	*0.366	0.001
Procedural justice		*0.322	0.001	Procedural justice		*0.354	0.001
Interactional justice		*0.536	0.001	Interactional justice		*0.506	0.001
Organizational Justice		*0.542	0.001	Organizational Justice		*0.525	0.001

The results of the matrix above shows that there is a significant correlation between sportsmanship and organizational justice in the level of 0.260 in the alpha level of 0.05. In addition, the correlation coefficient between sportsmanship and the distributional justice is 0.158, the correlation coefficient between sportsmanship and procedural justice is 0.218 and the correlation coefficient between sportsmanship and interactional justice is 0.230. As can be seen, the highest correlation coefficient of sportsmanship is related to distributional justice, and the least is related to procedural justice.

There is a significant correlation between conscientiousness and organizational justice in the level of 0.503 in the alpha level of 0.05. In addition, the correlation coefficient between conscientiousness and the distributional justice is 0.218, the correlation coefficient between conscientiousness and procedural justice is 0.277 and the correlation coefficient between conscientiousness and interactional justice is 0.502. As can be seen, the highest correlation coefficient of conscientiousness is related to international justice, and the least is related to distributional justice.

There is a significant correlation between altruism and organizational justice in the level of 0.542 in the alpha level of 0.05. In addition, the correlation coefficient between altruism and the distributional justice is 0.294, the correlation coefficient between altruism and procedural

justice is 0.322 and the correlation coefficient between altruism and interactional justice is 0.536. As can be seen, the highest correlation coefficient of altruism is related to international justice, and the least is related to distributional justice.

There is no significant correlation between courtesy and organizational justice in the level of 0.59 in the alpha level of 0.05. In addition, the correlation coefficient between courtesy and the distributional justice is 0.025, the correlation coefficient between courtesy and procedural justice is 0.117 and the correlation coefficient between courtesy and interactional justice is 0.067. As can be seen, there is no significant relationship between any of the above components and courtesy.

There is a significant correlation between civic virtue and organizational justice in the level of 0.502 in the alpha level of 0.05. In addition, the correlation coefficient between civic virtue and the distributional justice is 0.432, the correlation coefficient between civic virtue and procedural justice is 0.375 and the correlation coefficient between civic virtue and interactional justice is 0.506. Then distributional justice has a coefficient of 0.366 and procedural justice has a coefficient of 0.354.

Furthermore, regarding dimensions of citizenship behavior, sportsmanship has the highest relationship with interactional justice ( $r = 0.230$ ,  $p\text{-value} = 0.001$ ;  $p < 0.05$ ). The highest level of relation is related to conscientiousness and interpersonal justice ( $r=0.502$ ,  $p\text{-value} = 0.001 < 0.05$ ), altruism has the highest relation with international justice ( $r = 0.536$ ;  $p\text{-value} = 0.001 < 0.05$ ); virtue has the highest relation with distributional justice ( $r=0.433$ ;  $p\text{-value} = 0.001 < 0.05$ ).

### *Secondary research hypotheses*

Hypothesis 1: There is a significant relationship between the components of organizational justice and sportsmanship in the employees of Islamic Azad University, Damavand Branch.

To test the above hypothesis, the correlation of variables was calculated to determine the relationship between the variables and then multiple regression test was used to predict the dependent variable with respect to the independent variables.

**Table 3: Correlation matrix between components of organizational justice and sportsmanship**

Independent variable	Dependent	Correlation coefficient	Significance level
Distributional justice	Sportsmanship	* 0.158	0.050
Procedural justice		*0.218	0.012
Interactional justice		* 0.230	0.008
Organizational Justice		* 0.260	0.001

The results of the above table shows that there is a significant correlation between sportsmanship and organizational justice in the level of 0.260 and alpha level of 0.05. In addition, the correlation coefficient between sportsmanship and the distributional justice is 0.158, the correlation coefficient between sportsmanship and procedural justice is 0.218 and the correlation coefficient between sportsmanship and interactional justice is 0.230. As can be seen, the highest correlation coefficient of sportsmanship is related to distributional justice, and the least is related to procedural justice.



Hypothesis 2: There is a significant relationship between the components of organizational justice and conscientiousness among the employees of Islamic Azad University, Damavand Branch.

To test the above hypothesis, the correlation of variables was calculated to determine the relationship between the variables and then multiple regression test was used to predict the dependent variable with respect to the independent variables.

**Table 4: Correlation matrix between components of organizational justice and conscientiousness**

Independent variable	Dependent	Correlation coefficient	Significance level
Distributional justice	conscientiousness	* 0.218	0.012
Procedural justice		*0.277	0.002
Interactional justice		* 0.502	0.001
Organizational Justice		* 0.503	0.001

The results of the above table shows that there is a significant correlation between conscientiousness and organizational justice in the level of 0.503 in the alpha level of 0.05. In addition, the correlation coefficient between conscientiousness and the distributional justice is 0.218, the correlation coefficient between conscientiousness and procedural justice is 0.277 and the correlation coefficient between conscientiousness and interactional justice is 0.502. As can be seen, the highest correlation coefficient of conscientiousness is related to international justice, and the least is related to distributional justice.

Hypothesis 3: There is a meaningful relationship between the components of organizational justice and altruism among the employees of Islamic Azad University, Damavand Branch.

To test the above hypothesis, the correlation of variables was calculated to determine the relation between the variables and then multiple regression test was used to predict the dependent variable with respect to the independent variables.

**Table 5: Correlation matrix between components of organizational justice and altruism**

Independent variable	Dependent	Correlation coefficient	Significance level
Distributional justice	altruism	* 0.294	0.001
Procedural justice		*0.322	0.001
Interactional justice		* 0.536	0.001
Organizational Justice		* 0.542	0.001

The results of the above table show that there is a significant correlation between altruism and organizational justice in the level of 0.542 in the alpha level of 0.05. In addition, the correlation coefficient between altruism and the distributional justice is 0.294, the correlation coefficient between altruism and procedural justice is 0.322 and the correlation coefficient between altruism and interactional justice is 0.536. As can be seen, the highest correlation coefficient of altruism is related to international justice, and the least is related to distributional justice.

Hypothesis 4: There is a significant relationship between the components of organizational justice and courtesy among the staff of Islamic Azad University, Damavand Branch.

To test the above hypothesis, the correlation of variables was calculated to determine the relation between the variables and then multiple regression test was used to predict the dependent variable with respect to the independent variables.

**Table 6: Correlation matrix between components of organizational justice and courtesy**

Independent variable	Dependent	Correlation coefficient	Significance level
Distributional justice	courtesy	* 0.025	0.399
Procedural justice		*0.117	0.113
Interactional justice		* 0.067	0.244
Organizational Justice		* 0.059	0.546

According to the results of the above table there is no significant correlation between courtesy and organizational justice in the level of 0.59 in the alpha level of 0.05. In addition, the correlation coefficient between courtesy and the distributional justice is 0.025, the correlation coefficient between courtesy and procedural justice is 0.117 and the correlation coefficient between courtesy and interactional justice is 0.067.

Hypothesis 5: There is a significant relationship between the components of organizational justice and the civic virtue among the staff of Islamic Azad University, Damavand Branch

To test the above hypothesis, the correlation of variables was calculated to determine the relation between the variables and then multiple regression test was used to predict the dependent variable with respect to the independent variables.



**Table 7: Correlation matrix between components of organizational justice and virtue**

Independent variable	Dependent	Correlation coefficient	Significance level
Distributional justice	Virtue	* 0.433	0.001
Procedural justice		*0.375	0.001
Interactional justice		* 0.413	0.001
Organizational Justice		* 0.502	0.001

According to the results of the above table, there is a significant correlation between civic virtue and organizational justice in the level of 0.502 in the alpha level of 0.05. In addition, the correlation coefficient between civic virtue and the distributional justice is 0.432, the correlation coefficient between civic virtue and procedural justice is 0.375 and the correlation coefficient between civic virtue and interactional justice is 0.413. As can be seen, the highest correlation coefficient of civic virtue is related to international and distributional justice, and the least is related to procedural justice.

## DISCUSSION AND CONCLUSION

The results of the hypotheses: hypothesis 1: There is a significant relationship between the components of organizational justice and sportsmanship in the employees of Islamic Azad University, Damavand Branch. The results show that none of the components of organizational justice has the power to predict sportsmanship. In addition, this relationship is not significant considering the probability of t-statistic in the alpha level of 5%. As a result, it can be said that the components of organizational justice are related to sportsmanship, but they can not predict

the sportsmanship component. Comparing the findings of this study with previous research comparatively, it can be said that this study is aligned with Ardali's research (2004); according to the results of Ardali, there is a positive linear relationship between justice in payments and employee efficiency. Furthermore, the results of this study are aligned with those of Shokrkon (2007); based on the findings of Shokrkon and according to the T test, there is a significant difference between the organizations in terms of conscientiousness and sportsmanship. Second hypothesis: There is a significant relationship between the components of organizational justice and conscientiousness among the employees of Islamic Azad University, Damavand Branch. The results show that, regarding the components of organizational justice, interactional justice has the power of prediction of conscientiousness; however, the procedural and distributional justice have a weak predictive power. Moreover, with respect to the beta level, it can be said that for one unit increase in interactional justice, civic conscientiousness increases to 0.489 unit; thus, according to the t statistic, conscientiousness is significant in the alpha level of 5%. This study is aligned with domestic research of Maleki (2007) as well as foreign studies, like Johnson's (2008). Hypothesis 3: There is a significant relationship between the components of organizational justice and altruism among the staff members of Islamic Azad University in Damavand. The results show that among the dimensions of organizational justice, interactional justice has the power of predicting civic altruism; however, procedural and distributional justice have poor predictive power. In addition, with regard to the beta level, it can be said that for one unit increase in interactional justice, altruism increases by 0.496 unit; therefore, according to the t-statistic it can be said that this component is significant at the alpha level of 5%. This result is aligned with a foreign research conducted by Thai Michael Nielsen (2001). Hypothesis 4: There is a significant relationship between the components of organizational justice and courtesy among the members of Islamic Azad University, Damavand branch. The results show that there is no significant correlation between courtesy and organizational justice (with the correlation of 0.059 at the alpha level of 0.05); in addition, the correlation between courtesy and distributional justice is 0.025, regarding procedural justice, this amount is 0.117 and with interactional justice it equals to 0.067. Compared to domestic and foreign research, this result is aligned with the study of Barati Ahmadabadi (2007). Hypothesis 5: there is a significant relationship between the components of organizational justice and the citizenship virtue among the staff of Islamic Azad University, Damavand Branch. The results show that among the dimensions of organizational justice, distributional and interactional justice, have the power of predicting civic virtue and procedural justice has a weak predictive power. Also, with regard to beta, one unit increase in distributional justice results in 0.323 unit increase in civic virtue, and for 1 unit increase in interactional justice, civic virtue increase by 0.282 unit; Considering the t statistic in the alpha level of 5%, these predictions are significant. This result is aligned with the results of Shokrkon (2007) and Maleki (2007). It is concluded at the end that the highest relation of citizenship behavior is observed in interactional justice with a correlation coefficient of 0.506, then distributional justice with a coefficient of 0.366 and procedural justice with a coefficient of 0.354 have the second and the third highest relations.



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