

Organizational Justice and its Effects on Organizational Citizenship Behavior

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ABSTRACT

In this research by presenting a structural model, the effect of distributive Justice, Procedural Justice, Interactive Justice on Organizational Justice is discussed and simultaneously the effect of Organizational Justice on Organizational Citizenship Behavior (OCB) is tested. The results from the structural equations model shows that distributive Justice, Procedural Justice and Interactive Justice by creating Organizational Justice, may lead to OCB.

KEYWORDS: Distributive Justice, Procedural Justice, Interactive Justice, Organizational Justice, Organizational Citizenship Behavior.

INTRODUCTION

Setting Justice is one of the fundamental concepts in human lives and also plays an important role in development and survival of Organizations. The sensation of inequity may affect the motive and moral of employees and cause tangible reduction of job satisfaction, proficiency and exploitation and create a basis for repetitious absences, and job leave. On the other hand, justice causes job satisfaction, loyalty to Organization and more proficiency of employees. Therefore justice is the key to stabilization and improvement of organizations and providing justified behavior is one of the key undertakings of managers. Researchers have generally found 3 types of Justice which are as follows: Distributive Justice, Procedural Justice and Interactive Justice (Javaherikamel, 2009 ,p.9).

On the other hand, for completion at global level and improvement of exploitation. organizations desire to use employees which act further than the liability determined in job description , employees who devote themselves to organization and act far more than their official role to reach the goals of organization . activities which are done more than job liabilities are called "Citizenship Behavior" (Mendoza&Lara, 2007, p.791).This phrase was first used by Bateman and Organ (1983) and was described as optional behaviors which are not described directly by official system of remuneration of organization but increase the effectiveness of organization (Tavakoli et al., 2009, p.107). Recognition of OCB and elements effective on that may have an important role in improvement of effectiveness and function ability of Organization. Many results from previous researches confirm 3 dimensions of distributive, procedural and interactive Justice as dimensions of Organizational Justice. On the other hand, the results from some researches represent that organizational justice may lead to OCB. Therefore, in this research the effect of dimensions of organizational justice on OCB is discussed and tested. In other words the main question of this research is that "whether organizational justice will lead to OCB?" This research represents the following model as a theoretical frame work.

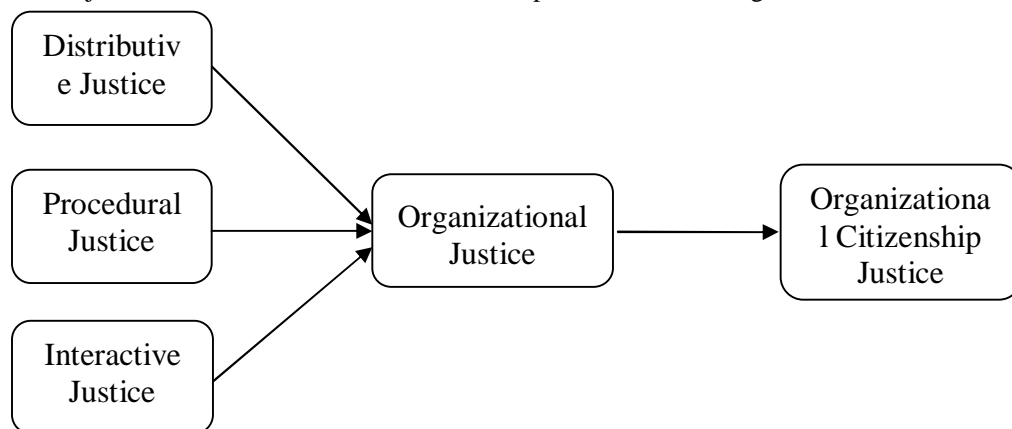


Figure 1: conceptual model

Organizational Justice

Justice in words means Justice .in fact societies shall be balanced for their survival. It means that every factor should be existed in sufficient quantity (not more or less) (Rezaeiyan, 2006 , P.38).

According to Plato, Comprehensive justice in every manner is a general basis in systematic and unity and regulation (Ivazloo, 2005, p.35). He considers Justice as the highest accomplishment and the orbit for regulation and unity of Societies. Aristotle also discusses justice from two points of views:

1. Justice (general and common) which means a proper behavior with citizens and to train them to obey the law.

2. Justice (Minor and specific) , he believes that in specified meaning , justice in specified meaning is a part of proper behavior and is a long with other properties not all of them (Zolhasani, 2006, p.3).

This kind of justice is constituted of two sections: distributive (obey the justice for distributing benefits of the society) and corrective justice (observing arithmetic coordination in private transactions).

Studies regarding justice, started with the "theory of equality of Adams" in Organization (Ghafoori & Golparvar, 2008 ,p.2). According to this theory "individuals seek to be behaved with justice" (Mahram & dashtirahmatabadi, 2009, p.8). Despite the important role of "equality theory" in forming justice studies in organizations most studies regarding organizational Justice have started from 1990 (Hosseinzadeh & naseri, 2007, p. 20). Greenberg describes organizational justice as "Justified behavior with employees".(Fernandes *et al.*, 2006, p.705). Generally researchers have introduced 3 dimensions for organizational justice which is as follows:

1. Distributive justice

The first dimension known for organizational justice is distributive justice which includes "justified results and payments of an employee such as salary and benefits". The decrease of distributive justice may cause decrease in function and quality of work of employees and mental pressures at working environment.

2. Procedural justice

Procedural justice was introduced by the Thibaut and Walker in 1975 while working in dispute resolution procedures and further defines by the Moormon (1991) as "the fairness of the procedures used in determining employee outcomes" whereas interactional justice describes as "the interpersonal treatment employees receive from decision makers and the adequacy with which the formal decision-making procedures are explained".

3. Interactive justice

Interactive justice means "interactive behaviors between individuals which employees receive from decision makers which is presented by official methods of decision making". In interactive justice it is stressed that individuals must not have un-just interaction to reach goals. Malik and Naeem, introduce two types of interactive behavior. First type is informative justice and stresses on this subject that why the specific result from an activity turns out in a particular from. Second type is the inter-individual justice which creates conditions in which employees behave with dignity and respect to people. (Malik & Naeem , 2011 , P. 91).

Organizational citizenship behavior (OCB)

Organizational citizenship behavior was first created by Bateman and Organ. According to the theory of Organ (OCB) means optional behaviors of employees which are not a part of their official responsibilities and is not configured directly by system of the organizations but increases the effectiveness of the organization (Mohammad *et al.* , 2011, p.155). Also it is described as individual's optional behaviors, which are not recognized directly by the official System of the organization but improves the functional and effective activity of the organization (peng & chiu, 2010, p.583).OCB contains constructive behaviors based on cooperation which are not the only the hot described in job description but also are not. Directly or contractually by official system of the organization (Lepine *et al.*,2002, p.54).Vigoda and his colleagues 92006) know OCB as in-official helps which an employee may perform freely or restrain to do. In their opinion OCB derives its functional importance where such cooperation is not an official liability or option of the individual (Vigoda-Gadot, 2006, p79). For example confirmation and support of psychological environment, social and organizational conditions (Bormon, 2004, p.238). The favorite of them is introduced by Organ. Dimension of citizenship behavior are as follows:

1. **Conscientiousness:** Organ describes it as undertaking to job goes further than official necessities. Long hours of work, being volunteer for performing activities more than official liabilities, hard working, are some examples of work ethics
2. **Altruism:** it is a voluntary behavior which a member of the organization helps another member.
3. **Civic virtue:** shows liable cooperation of employees of the organization such as taking apart in extra program activities when this presence is not necessary.
4. **Sportsmanship:** represents tolerance and not to complain in in-proper working conditions.

5. **Courtesy:** this dimension represents the type of behavior with colleagues and coworkers (Yaghoubi et al., 2011, p.120).

Theoretical framework of the research

In theoretical framework of this research by representing a structural model, the effective distributive, procedural and interactive justice. On general organizational justice is discussed and the synchronized effect of organizational justice on OCB is tested. Constructs of structural model of the research are represented in the table 1, according to each variable:

Table 1: variables structures

OCB	Distributive Justice
Q1 = Conscientiousness Q2 = Altruism Q3 = Civic virtue Q4 = Sportsmanship Q5 = Courtesy	Q9 = Justice in payment and bonuses Q10 = Justice in timing and volume of work Q11 = respect to rights of employees
Organizational Justice	Procedural justice
Q6 = perceived Distributive Justice Q7 = perceived Procedural justice Q8 = perceived Procedural justice	Q12 = Justice in decision making Q13 = Justice in Determination of procedure Q14 = Justice in personnel evaluation
	Interactive justice
	Q15 = respectful treatment with employees Q16 = Create a sense of equality in staff Q17 = Compassion for subordinates

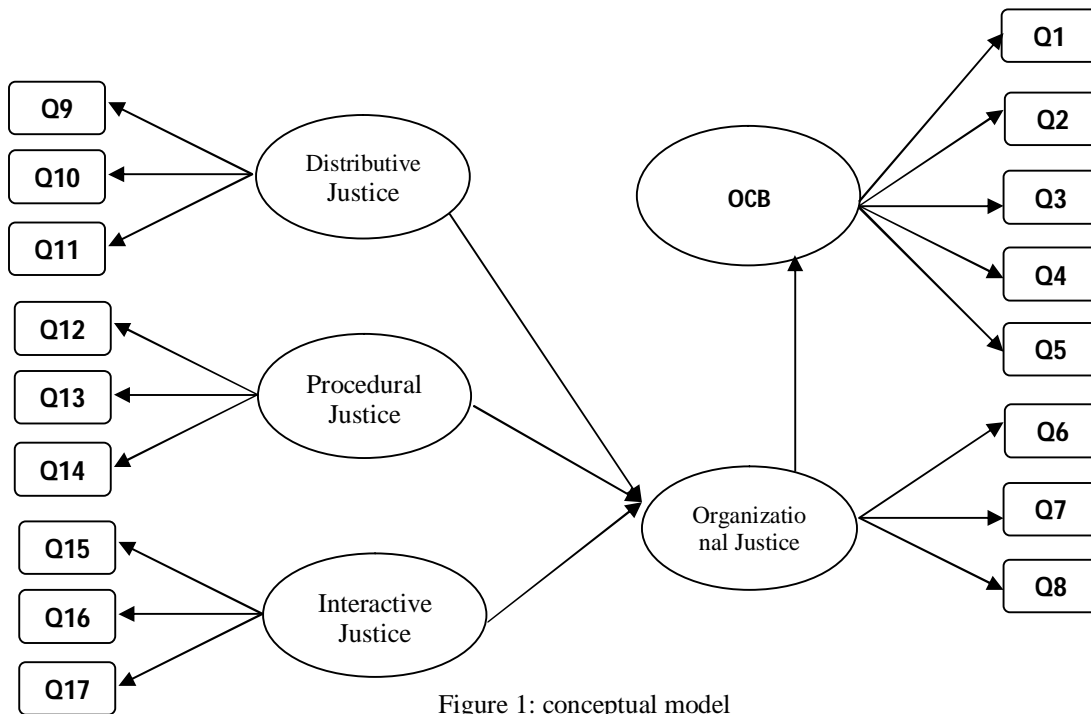


Figure 1: conceptual model

Hypothesizes of the research

1. Distributive justice has positive and meaningful effect on organizational Justice
2. Procedural justice has positive and meaningful effect on organizational Justice
3. Interactive justice has positive and meaningful effect on organizational Justice
4. Organizational justice has positive and meaningful effect on (OCB).

RESEARCH METHODOLOGY

This research is on descriptive – analytic concerning the design of research and its objective is of operative type. For collecting data and information surveys and library research is done .methods used for determining the validity of questionnaire is confirmative functional analysis method. For evaluating the reliability of the test cronbach's alpha ratio is used. The amount of Alpha calculated for distributive justice variable is 78% , for procedural Justice 78% and for interactive justice 78% , organizational justice 82 % and for OCB variable is 75 % which those amounts confirm the reliability of questionnaire .

Statistical Society of this research contains all employees of Parsian Bank in Guilan Province .number of sample is 107 individuals. For analyzing data and hypothesizes tests modeling of structural equation method is used and for execution of model of structural equation LISREL software is used.

Data analysis

Table 2 : Results of hypotheses testing

H	path	Standard solution	t	result
1	Distributive justice → organizational justice	0/41	2/59	supported
2	procedural justice → organizational justice	0/28	1/96	supported
3	interactive justice → organizational justice	0/30	1/98	supported
4	organizational justice → OCB	0/49	5/56	supported

Table 3: Goodness of fit measures

index	$\chi^2 / d.f.$	RMSEA	GFI	AGFI	CFI	IFI
results	1.66	0.079	0.86	0.83	0.99	0.99

Conclusion and suggestion

OCB is one of the most important factors that make employees to perform further than their job duties. creating (OCB) among employees has lots of benefits for the organization such as: group work –helping other employees in their duties not complaining of worse working conditions dividing information between colleagues being punctual at work and do voluntary work with out expecting extra wages . therefore (OCB) may improve the exploitability of organization and decrease the expanses there of and through this method prepare proper conditions for empowering the organization in important competitive situation considering the result of previous researches one of the most important factors effecting on creation of (OCB) is organizational justice the objective of this article is to discuss the relationship btw organizational justice and (OCB)among employees of parsian bank, using a structural equation model.

The structural model test of the research shows that distributive justice, procedural and interactive justice which most researchers introduce them as dimensions of organizational justice, may persuade employees to accomplishment of OCB by making a sense of organizational justice therefore managers and directors of organizations shall pay more attention to create justice in organizations.

Considering the important role of interactive justice in creating organizational justice and creating OCB, managers are suggested to do their best to make interactive justice by paying more attention to employees ideas, respecting them, being fare and loyal to employees, preparing necessary information for them.

Also by using methods such as not discriminating among employees while executing decisions made, considering the ideas of all individuals at the time of decision making and informing every one about the results they shall do their best to create procedural justice. Distributive justice can also be set by paying salary and wages fairly, square timing of work, fare working liabilities.

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