The Study of relationship between organizational justice and organizational citizenship behavior Case Study: Spinning and Weaving Behris Company of Esfahan

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Abstract

The purpose of this study was to examine the relationship between organizational justice and organizational citizenship behavior of employees of Behris Company of Esfahan. The research population consisted of employees of Behris Company of Esfahan. The sample size for this study was obtained 92 by using of Morgan. Questionnaire data is collected. Questionnaires, professors and reliability by using of Cronbach’s alpha for the scale of organizational citizenship behavior, equal to 0.812 and Cronbach's alpha for scale organizational justice equal to 0.811, respectively, were obtained and due to the values are larger than 0.7, so that It can be said that the questionnaires have enough credits. In order to analyze the data, the Pearson correlation coefficient and independent two-sample t-test were used. The results showed there is significant correlation between organizational justice and organizational citizenship behavior of employees of Behris Company of Esfahan. Also by using of a t-test it was found that, between male and female staff in the organization citizenship behavior, there is no difference.

Key words: commitment, organizational justice, distributive justice, procedural justice, interactional justice

1. Introduction

In today's competitive world, organizations are constantly looking for new ways to maximize their performance and their employees. Despite the increasing use of information technology, there is still a performance gap of efficiency. In recent years the development of new technologies, and global economic growth, leading to increased competition and rapid changes in the nature of organizations and their employees. As a result of these changes, a significant strain on personnel comes in for responsibility for planning, job promotion, training, pay and benefits. Enterprises to compete on the world stage, satisfying the needs and expectations of customers, and adapting to the changing nature of employment, tend to choose employees who operate beyond the mandate and role specified in their job descriptions. Batman and Organ (1983) first used the term 'citizenship behavior and defined organizational behavior as it is useful, it is not clear in the job description, but to help other employees in performing their duties so evident in the incidence. Outstanding organizational performance, through the efforts of ordinary people will not be achieved.

One of the causes of leading to the success of large organizations is that they have staffs who are trying to go beyond their official duties. (Azizian et al, 2013) perpetuate the life of each system and social institution in existence strong bonds between its constituent elements. In this connection, the system is influenced by the degree of fairness in the evaluation of their response about what to do in the gain versus what organizations offer numerous social researches in the field of justice. (Salehi and Gorgi, 2013) Justice, life and perpetuates social sustainability, and social elements together to make a coherent, whereas injustice provides segregation and degradation. IN oriented justice system, managers are required to state that the way people behave, the
honor is not marred by any person, always seeking good and they should be treated with humanity and observe justice in the distribution of resources, organizational and administrative procedures, and their interaction, while in the other hand commitment, is a continuous process that with participation in organizational decisions, according to the organization, and the success and welfare, the organization makes its appearance. (Dosti et al, 2013)

According to today’s changes, and the changes in companies and organizations, corporate executives of spinning and weaving Behris Company of Esfahan realize that the most important factor in achieving competitive advantage is a company's human resources. Hence the attention to the issue of organizational justice is one of the major concerns of managers in organizations. Obviously, organizational justice is valuable when a positive impact has on organizational performance, and increase productivity and improves employee citizenship behavior, and cause employees of Behris Company of Esfahan on the authority and the feeling of responsibility in the workplace act beyond the mandate and role specified in their job description. When unfair events occur, people tend to lower the loyalty and effort. When organizational members, they see injustice, they are less likely to work. Not doing work increases, counterproductive behaviors increases, and partnerships and organizational citizenship behavior decreases. Feel inequality causes tension and conflict and influence the quality of work and job satisfaction of their employees. In such organizations, the less internalized norms, and even gradually commitment of individuals is reduced, resulting in decreased level of consciousness work. (Salehi and Gorgi, 2013) Given the important role of organizational justice in describing the character of employee behavior, this study investigates the relationship between organizational citizenship behavior in Behris Company, and the study examine that, between justice and organizational citizenship behavior, what kind of relationship there is. Then, to examine the relationship between each of the components of organizational justice, procedural justice, distributed and interactive with organization citizenship behavior in the Behris Company of Esfahan is presented.

2. Literature

Justice Since ancient times is the most important human issues and concerns of scholars of science. Justice is a broad concept, and each area has its own particular use, and in human life, ranging from individual life to complex social institutions, especially government and its administrative system, should be considered. Justice as a basic requirement for human social life, it always has been throughout history. So the most basic knowledge of religions is recognizing God as the holder up to justice and fairness, which is the basis of man's relationship with God as well. (Dehghanian et al, 2013) organizational justice can be defined as "the study of Equality in work ". (Amirian Zadeh, 2013)

Organizational justice: organizational justice is defined as the perceptions of fair or unfair behavior of the organization. (Salehi and Gorgi, 2013) and includes the following three aspects:

Distributive justice, which refers to fairness messages in different positions such as income, job applications and job responsibilities. (Salehi and Gorgi, 2013)

Procedural justice means the perceived fairness of the process that is used to determine the distribution of rewards. (Amirian Zadeh, et al, 2013)

Interactional justice, which contains a method that organizational justice, is transmitted by supervisors to subordinates. (Yar mohammadian et al, 2013)

Citizenship behavior in the last three decades has been the subject of many investigations. Some researches have been focused on the causes of organizational citizenship behavior. In this context, factors such as organizational identity, organizational justice, and the relationship between leaders and followers are discussed as causes of organizational citizenship behavior. The other, focused on the concept of organizational citizenship behavior, and has attempted to identify the dimensions and create standard scale for measurement. The third category focused on organizational citizenship behavior outcomes, such as organizational performance, organizational effectiveness, organizational success, customer satisfaction, customer loyalty and social capital (Melli pour and Pour ezzat 2008).

However, the assumption that organizational citizenship behavior helps to the effectiveness of working groups and organizations is a topic that, in the intuitive sense that it is plausible, but again, needs to be confirmed by empirical research. Studies of Padsakof (2000) show little researches have been done in this area.
Organizational citizenship behavior is metafunctions and spontaneous behavior, which puts people in a state that voluntarily act beyond job expectations and job descriptions. (Azizian et al, 2013)

Much research in Iran and abroad, about the relationship between organizational justice and organizational citizenship behavior was conducted that some of this research are mentioned below.

Ramin Mehr and colleagues in 1388, in a study entitled "The relationship between perceived organizational justice and organizational citizenship behavior, case study National Broadcasting Company Petroleum Tehran" examined headquarters' perceptions correlation dimension of organizational justice and organizational citizenship behavior, and the results showed that the relationship between perceived organizational justice and organizational citizenship behavior is significant. Of justice dimensions, interactional justice is more robust than the other two and three dimensions of organizational justice are correlated.

Bohlooli Zeynab et al (2010) studied the impact of organizational justice on organizational citizenship behavior of Personnel Branch of Islamic Azad University Tabriz. The sample was 296 employees (staff and faculty) of Islamic Azad University of Tabriz, who were selected through stratified random sampling. Pearson correlation coefficient and multiple regression test (concurrent), were used. The results show that, organizational justice with each of the different dimensions of organizational citizenship behavior has a significant relationship.

Azizian et al (2013) investigated the impact of organizational justice on organizational citizenship behavior of court staff calculations Ilam. In this study, field data collection in the state, the questionnaire is used. The population is 44 employees of court calculations Ilam. The results showed that there is a significant relationship between organizational justice and organizational citizenship behavior in court calculations Ilam.

Roger Kumar and colleagues in 2012, in the study titled "The relationship between organizational citizenship behavior and organizational justice in the workplace," examined Impact of organizational citizenship behavior and organizational justice in increase organizational effectiveness. The results showed that staff have maximum effectiveness and increase organizational citizenship behavior when they observe organizational justice.

Shin Yong Chou and Erlinda (2013) did a study aimed to investigate the relationship between organizational citizenship behavior and perceptions of organizational justice and uncovering needs. The population of the study was a large service organization, and data analysis was performed by using of Lisrel. The findings showed that there is a significant relationship between organizational citizenship behavior and perceptions of organizational justice and uncovering needs.

Abubakr Suleiman and Majid Al kathairi (2013) did a research, as organizational justice, organizational commitment and performance in developing countries in Emarat. Sample was 550 full-time employees in the developing country Emarat. The tool for date collection is Questionnaire, and the data were analyzed by using of SPSS. The results of studies showed that organizational justice is positively related to organizational commitment and job performance.

According to literature, the following model is intended as a research model and research hypotheses were developed based on this model.

![Figure 1: The research model](image-url)

3.Materials and Methods
The purpose of this research is the application of methods of data collection is descriptive, and the effect between variables is correlation. The study was conducted to survey the most important benefits is the ability to generalize the results. The population is Behris staff of 120 people. Sampling is based on a random sample and the sample size \( n = 92 \) were chosen by using of Morgan. In this study variable organizational justice as an independent variable and organizational citizenship behavior as the dependent variable, are considered. Organ (1988) expressed conscientiousness, altruism, civic virtue, sportsmanship, respect and reverence, as dimensions of organizational citizenship behavior, and Neyhof and Moorman have expressed distributive justice, procedural justice and interactional justice, as the dimensions of organizational justice. To review the assumptions and objectives of the research, the questionnaire is used. In this study, two standardized questionnaires, in organizational citizenship behavior (20 questions, Organ), and organizational justice (20-item questionnaire of Neyhof and Mormon) is used. questionnaires by teachers, and reliability by using of Cronbach’s alpha for the questionnaire organizational citizenship behavior equal to 0.812, and Cronbach's alpha for scale organizational justice equal to 0.811 Were obtained, and due to the values of are larger than 0.7 , so one can That said, the questionnaires have enough credits. To test the hypothesis, the effect of organizational justice on organizational citizenship behavior, Pearson correlation test and t-test were used.

4. Findings

First hypothesis: distributive justice effects on organizational citizenship behavior of employees of Behris Company of Esfahan.

<table>
<thead>
<tr>
<th>Table 1: Correlation test the first hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributive justice</td>
</tr>
<tr>
<td>----------------------</td>
</tr>
<tr>
<td>Pearson correlation coefficient</td>
</tr>
<tr>
<td>Sig</td>
</tr>
<tr>
<td>N</td>
</tr>
</tbody>
</table>

Table 1 indicates that the correlation coefficient between distributive justice and organizational citizenship behavior of employees of Behris is equal to 0.532. In the above table, the significance level is equal to 0.000 and is smaller than 0.05, and this means that, at a significance level of 0.05 hypothesis H1 is accepted as meaning that there is a significant correlation between distributive justice and organizational citizenship behavior of employees of Behris. In fact, being fair, the work of the Organization (distributive justice) effects on organizational citizenship behavior of employees of Behris.

Second hypothesis: procedural justice effects on organizational citizenship behavior of employees of Behris Company of Esfahan.
Table 2: Correlation test the second hypothesis

<table>
<thead>
<tr>
<th>Procedural justice</th>
<th>Pearson correlation coefficient</th>
<th>1</th>
<th>0.487</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig</td>
<td></td>
<td>-</td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>92</td>
<td>92</td>
</tr>
</tbody>
</table>

Table 2 indicates that the correlation coefficient between procedural justice and organizational citizenship behavior of employees of Behris is equal to 0.487. In the above table, the significance level is equal to 0.000 and is smaller than 0.05, and this means that, at a significance level of 0.05 hypotheses H2 is accepted as meaning that there is a significant correlation between procedural justice and organizational citizenship behavior of employees of Behris. In fact, perceived fairness of the process is used to determine the distribution of rewards (procedural justice) effects on organizational citizenship behavior of employees of Behris.

Third hypothesis: interactional justice effects on organizational citizenship behavior of employees of Behris Company of Esfahan

Table 3: Correlation test the third hypothesis

<table>
<thead>
<tr>
<th>Interactional justice</th>
<th>Pearson correlation coefficient</th>
<th>1</th>
<th>0.484</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig</td>
<td></td>
<td>-</td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>92</td>
<td>92</td>
</tr>
</tbody>
</table>

Table 3 indicates that the correlation coefficient between interactional justice and organizational citizenship behavior of employees of Behris is equal to 0.484. In the above table, the significance level is equal to 0.000 and is smaller than 0.05, and this means that, at a significance level of 0.05 hypotheses H3 is accepted as meaning that there is a significant correlation between interactional justice and organizational citizenship behavior of employees of Behris. In fact, the organizational justice that is transmitted by supervisors to subordinates (Interactional justice) effects on organizational citizenship behavior of employees of Behris.

Additional hypothesis: male employees and female employees have different organizational citizenship behavior.

Table 4: t-test

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Mean</th>
<th>T</th>
<th>Df</th>
<th>Sig</th>
<th>Test results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>92</td>
<td>3.35</td>
<td>1.15</td>
<td>168</td>
<td>0.349</td>
<td>There is no significant difference</td>
</tr>
<tr>
<td>Women</td>
<td>78</td>
<td>3.14</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to the results shown in Table 4, due to the sig = 0.349 and is larger than 0.05, therefore H0, not be accepted. This means that, between male and female staff in organization citizenship behavior, there is no difference.
5. Discussion and Conclusion

As noted above, this study started with this issue, to review the relationship between organizational justice and organizational citizenship behavior of employees of Behris. Therefore, taking literature and previous research, first three dimensions of organizational justice, including of 1 - distributive justice 2- procedural fairness 3- interactional justice, were determined, and the relationship between these factors and citizenship behavior was measured. The results showed there is a significant correlation between organizational justice and organizational citizenship behavior of employees of Behris. T-test was also used to specify that there is no difference between male and female staff in organizational citizenship behavior. The results of the investigation Ramin mehr et al (1388), Bohlooli Zeynab and colleagues (2010), Azizian et al (2013), Roger Kumar in 2012 and Shin Yong Chou and Erlinda et al (2013) are consistent.

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