

Correlative study of Perceived organizational justice and organizational citizenship behaviorZ.s.Mirzazadeh¹ (phD), H.Fahim Devin(phD)², R.Motajaded (MA)³, S.H.Mirzazadeh(MA)⁴¹. Department of physical education and sport science, university of ferdowsi mashhad,Iran². Department of physical education and sport science, Mashhad Branch, Islamic Azad university, Mashhad,Iran³. Department of industrial management ,semnan Branch, Islamic Azad university, Iran⁴. Department of industrial management ,semnan Branch, Islamic Azad university, IranCorresponding author Email address: Fahim_pe@yahoo.com

Abstract: In today's rapidly changing work life, organizational justice has become increasingly important to employees. Prior research shows that Perceived justice is associated with people feelings and behaviors in social interactions. In this article we examine the contribution of distributive, procedural and interactional justice to employee organizational citizenship behavior (OCB). Data was collected through Rego and Cunha (2006) organizational justice and Podsakoff (2000) OCB questionnaires from 102 employees (67 male and 35 female) of Khorasan Razavi province sport and youth organization. The findings of the study revealed that perceived organizational justice and its components have significant impact on employees' OCB. Moreover, no differences were found between male and female employees regarding these variables. Interactional justice was found to be the strongest predictor of OCB.

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1. Introduction:

Organizational citizenship behavior (OCB) has been the topic of research for many years. Different variables effects on OCB have been examined in relation to OCB such as task interdependence, job satisfaction, job characteristics, or employees' empowerment. In this study the effect of Perceived Organizational justice on OCB has been the main purpose of the research.

1.1. Perceived organizational justice

Organizational justice indicates the examination of fairness within organizational parameters and emerges through work in social psychology focused at insight at fairness aspects in social interactions (Greenberg, 2005). Employees are concerned with both the fairness of the outcomes that they receive and the fairness of their treatment within the organization (Williams,Pitre,2002). The first fairness and perception is distributive justice, and it addresses the organizational system (equity theory). The second perception is procedural justice, which involves the organization's decision making procedures (Greenberg, 1990). The third perception is interactional justice, where the study goes beyond decision outcomes and formal decision making procedures to show that people also react to their social sensitivity of the interpersonal treatment they receive from decision markers (Blas and Moag, 1986).

1.2. Organizational citizenship behavior

Organ (1900) argues that OCB includes both attendant of positive gestures and contribution and the quality of forbearance which involves "the willingness to endure the occasional costs in conveniences and minor frustrating attendant to collective endeavors. (p.47). moreover Organ views OCB as consisting of contribution of participant which are informal and which may be chosen by the participant to proffer or withhold without thinking of sanction or formal incentives. Correspondingly during 1930s, Bernard observed the phenomenon of organizational citizenship behavior which he later termed as extra role behaviors (Bernard, 1938). His notion that employees demonstrated OCB is the earliest example identified in this review. Katz and Kahn (1968) defined supra role behaviors that improved the effectiveness of organization. The identified extra- role behaviors included helping other colleagues with work- related problems, accepting others into the work group without a fuss, either putting up whit or minimizing interpersonal conflict in the organization and protecting and conserving organizational resources. KOyes's (1988) multidimensional scale of OCB contained five dimensions which makeup the OCB construct including altruism (welfare), courtesy, sportsmanship, civic virtue, and conscientiousness.

1.3. Perceived organizational justice and organizational citizenship behavior

Organizational justice is considered as most important decider of OCB and allied results (Moorman, 1991). It has been suggested by several findings that if work place fairness and job satisfaction both be employed by managements, they can predict OCB (organ, 1990). Work place fairness increases work that sequentially motivates the exhibition of OCB. In this study the effect of gender on Perceived organizational justice and OCB was also examined. However, concerning gender, no significant differences between male and female participants were confirmed regarding these variables. Thus, the present study views organizational justice as a predictor for organizational citizenship behavior. Hence, this study attempts to test the following Hypothesis:

H1= Distributive justice is positively related to OCB

H2= Interactive justice is positively related to OCB

H3= Procedural justice is positively related to OCB

H4= Perceived organizational justice is positively related to OCB

H5= There are differences in organizational justice and OCB in male and female employees

H6= Perceived organizational justice subscales are predictors of OCB

2. Method

2.1. Participants

To collect data for this research, a total of 102 employees (67 male and 35 female) were selected as statistical sample of the study

2.2. Measures

2.2.1 Gender

The participants were asked to indicate their gender through the dichotomous question in the questionnaire as male or female

2.2.2 Organizational citizenship behavior

The five –factors OCB scale developed by KOys' (2001) was used, which is a five point Likert- scale questionnaire ranging from "totally agree" to "totally disagree". The overall Cronbach alpha for this scale was measured as .0.87.

2.2.3 Perceived organizational justice

the participants Perceived organizational justice was measured using (Niehoff and Moorman, 1993) questionnaire. This instrument sought the employees' perspective of their perception of justice while they were at the context of organization that is their working context. The overall cronbach alpha for this measure was calculated as .0.79.

2.2.4 Data collection procedures

Data was collected during time periods which were among the employees' working times. The questionnaires were administered and the participants were asked to choose the case among Likert-scale items that were true for them.

3. Statistical analysis and results

Correlation test was conducted in order to test the hypothesized relationship between perceived organizational justice and organizational citizenship behavior. Furthermore independent (t) test was administered to test the differences in male and female employees regarding Perceived organizational justice and OCB. Correspondingly step by step multiple regression analysis was performed to determine the predictors of OCB.

3.1. Descriptive statistics

The data analysis revealed that 65% of the employees were male and 35% were female. As far as educational back ground was concerned 17.5% of the employees had associate degree, 69.9% had bachelor degree and 11.7% master degree 63% of employees' major corresponded to physical education and 37% of the employees majored in other fields. Employees' perception of justice mean score was above average ($x=63.39$ from Maximum possible of 100) and their organizational citizenship behavior mean score was also above average ($x=92.80$ from Maximum possible score of 120).

3.2. Correlation results

As it is illustrated in table 1 employees' perception of justice and its three dimensions were positively correlated with their organizational citizenship behavior. This provides initial support for hypothesis 1 to 4. Therefore, it can be concluded that the extent to which people treated with justice in work place seems to predict their extra work behavior such as helping clients', colleagues, interacting with customers and volunteering for special professional activities.

3.3. Independent (t) test

As it is shown in table 2 no significant differences at the level of $\alpha=0.05$ were observed between male and female employees regarding perceived organizational justice and organizational citizenship behavior which did not support hypothesis 5,6. Thus, either gender displayed these variable at the same rate. The result of multiple regression analysis for determining the predictors of organizational citizenship behavior as it is illustrated in table 3 indicate that interactional justice ($\beta=0.523$, $t=5.898$, $P=0.001$) was the strongest

predictor of OCB following by procedural justice ($\beta = 0.315, t=3.551, P=0.001$).

Table1: correlation between perceived organizational justice and its sub dimensions with OCB

Statistical index variable	NO(n)	Correlation(r)	Significance(p)
Distributive justice and OCB	102	0.245	0.012
Interactive justice and OCB	102	0.684	0.001
Procedural justice and OCB	102	0.740	0.001
Perceived organizational justice and OCB	102	0.735	0.001

Table 2: comparison of perceived organizational justice and OCB in male & female employees

Statistical index variable	Group	No(n)	M±SD	df	t	sig
Perceived organizational justice	Male	67	62.49±11.251	100	0.992	0.324
	Female	35	65±13.66			
Organizational citizenship behavior	Male	67	92.22±10.04	100	0.664	0.508
	female	35	93.62±10.32			

Table 3: coefficient for predictive sources of organizational justice

Model	Un standardized coefficient		Standardized coefficient	t	sig
	B	SE	β		
constant	1.242	0.211	0.523	5.848	0.001
Interactional justice	1.21				0.001
Procedural justice	0.439	0.124	0.315	3.551	0.001

Dependent variable: organizational citizenship behavior

4. Discussion

The results of this study confirm that perceived organizational justice has an effect on employees' OCB. Organizational citizenship behaviors are employee behaviors that go beyond what is required without expecting to be rewarded.

OCB has been said to enhance organizational performance because they lubricate the social machinery of the organization, reduce friction and increase efficiency (Bate man& organ, 1983).

Several studies have found that employees who were treated with justice are more likely to comply with work place policies, show extra conscientiousness and behave altruistically toward others (cohen, charash and spector, 2001). Linden and his colleagues (2003) by studying 500 manufacturing firms discovered that citizenship behaviors toward this manufacturing organization were influenced by the distributive and the procedural fairness with which the manufacturing company treated the workers.

Organ (1990) has proposed that distributive justice concerns may influence a citizenship behavior according to prediction derived from equity theory (Greenberg, 1990).

If employees perceive unfair compensation, they may be less likely to perform, produce ,and commit to the

organization. It seems that the results (significant positive relationship between perceived organizational justice and OCB) is in accordance with previous findings such as those of moor man (1991), Ince ,mehmet (2011) and organ (1990) results.

4.1 Implication:

Results of this study have both theoretical and practical implications. In terms of the theoretical implication this study extends previous research on the influence of organizational justice on OCB by examining the association between these variables. thus, findings of this study don't differ from those based on the western context and provide support for the theoretical argument that justice perception is a potent predictor of OCB.

In terms of the practical implications organizations may want to increase employees' justice perception because it plays a key role in motivating employees to engage in OCB while reducing deviant behaviors .

4.2 Limitation

One limitation of this study is that data were self-reported. although, self-report has been used by research on OCB (chatto panhyay.1999),it would be ideal to obtain data from multiple sources ,the

problem with the use of self-reports is self-serving bias on the part of the respondents who wish to appear to be good citizens.

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