Organizational Justice and Organizational Citizenship Behavior in Municipality of Sistan and Baluchestan

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ABSTRACT

The current research aims to determine the relationship between organizational justice and organizational citizenship behavior in Sistan and Baluchestan municipality. This research is descriptive-survey and field study. Statistical sample was 40 employees of Sistan and Baluchestan municipality who were selected randomly. In this respect, organizational justice (Mormon & Nihov, 1991) and organizational citizenship (Pudsakov and McKenzie, 1990) questionnaires which their reliability was measured by Cronbach's alpha as 0.84 and 0.91 respectively were distributed among statistical samples. Results of Pearson test showed that there is a significant relationship between distributional justice with social etiquette (p=0.430), and there is also a positive and significant relationship between procedural justice with components of altruism (p=0.345). Also, there is a positive and significant relationship between relational justice and components of work ethic (p=0.44). Because organizational citizenship behaviors are entirely voluntary, they are more affected by interactions and procedures of organization. Therefore, managers of municipality should observe justice in dealing with employees to increase the occurrence of organizational citizenship behaviors.

Keywords: Distributional Justice, Organizational Justice, Organizational Citizenship Behavior, Procedural Justice, Relational Justice.

1. INTRODUCTION

Today, organizations act in a dynamic, full of ambiguity, and flustered environment. Among obvious characteristics of present age are the significant and continuous changes which occur in light of social, cultural, political, economic, and technological changes (Kurdnaij, 2004). In these difficult conditions, organizations are successful which try to provide value continuously for their clients by good performance while providing satisfaction of them.

Municipality as a local and non-government organization is created in order to govern local affairs and present necessary services with the purpose of management and physical, economic and social development within city and around it and its duty is to meet the common needs of citizens which any person cannot meet them individually. Municipality is one of the necessities of social system which necessarily becomes visible with a structure that only is possible through public intervention.

In academic and professional literature of management, significant attention was paid to understand the effect of organizational citizenship behavior as extra-duty behaviors of employee on their positive involvement in organizations performance. Organization citizenship behavior provides the attitude and potential of employee in order to improve them and increase their flexibility in line with organization's goals and different environmental conditions. Therefore, loyalty and commitment which is made in employee is considered as a factor for warrant organization health and survival in competitive and changing environment (Ebily, 2008). Fair treatment with employee from organization generally results in their great

payment and/or rewards related to work result from equality theory. When employee of an organization judges the amount of goodness, correctness, and ethicality of outcomes, in fact they judge the amount of observing distributional justice. Relational justice includes some aspects of communication process like politeness, honesty, and respect between source and receiver (Abdul-Karim, 2008). Relational justice focuses on person's perception of quality of interpersonal behaviors across implementing procedures. Two factors have a key role in understanding relational justice:

i)   Whether main reasons of decisions related to allocate resources have described clearly, honestly, and enough for persons which are affected.

ii)   Whether persons which are responsible for doing decisions have respectful behavior with people which are affected by decisions (Neami & Shokrkon, 2016).

3. ORGANIZATIONAL CITIZENSHIP BEHAVIOR

The concept of organizational citizenship behavior was first introduced by Batman and Organ in the early 1980s. Initial research conducted on organizational citizenship behavior were more for recognizing responsibilities and/or behaviors which employee had in organization but always were neglected. Although these behaviors were measured incompletely in traditional assessments of job performance and even sometimes were neglected, were effective in improving effectiveness (Danaeifar, Latifi, Pourfar & Moshabaki, 2010; SeyedJavadin, Rayej & Yazdani, 2010). These practices which occur in work environment are defined as follow "a set of volunteer and optional behaviors which are not part of official duties of people, but are done and improve duties and roles of organization. Organ states that organizational citizenship behavior is a personal and volunteer behavior which is not directly influenced by official reward system in organizations, but promotes effectiveness and efficiency organization's performance (Qolipour, Tahmasbi & Monavarian, 2010). This definition emphasizes on three main characteristics of citizenship behavior: first, this behavior id volunteer and optional and not a predetermined duty or part of official duties of person. Second, the benefits of this behavior are organizational that is this behavior diffuses the effective performance of organization. And the third characteristic is that it is not valued directly ln official reward system (Sarmad & Bazargan, 1997).

Based on Organ's theory, the aspects of organizational citizenship behavior are:

  i.   Altruism: altruism is related to volunteer help to certain people in work environment and in relation to an organizational duty or problem.

 ii.   Loyalty: includes behavior which allow person to conduct him/her duties higher than the expected level.

iii.   Chivalry: the tendency of person to bear non ideal conditions without any complaint for real deficiencies. Chivalry is related to work group performance such that managers spend less energy and time for coordinating members and can spend most of their time for planning, designing, problem solving, and organizational analysis activities.

 iv.   Politeness and Kindness: includes behaviors that prevent from occurrence of problems, like avoiding occurrence of problems for colleagues and/or consultation before action.

  v.   Civil virtue: is a behavior that shows a person is sensitive to organization's life and engage responsibly. Civil virtue includes constructive suggestions about how work group can promote its efficiency. This nature-based issue releases resources or increases employee efficiency and improves group's performance by active and attentive involvement (Islami, 2007; Haqiqatju, 2005).

3.1 The Relationship of Organizational Justice and Organizational Citizenship Behaviors

Today organizations in fact are a miniature of society and realization of justice in them means the realization of justice in society. For this reason, today, organization justice like other important variables in organizational behavior such as organizational commitment and job satisfaction has found a special status in management texts. Researches and studies in this field show a growing rhythm and results of this research are new achievements in this field. Thus, managers in today organizations should pay attention to this, since justice like other human needs is considered and will be considered as a need. If managers want improvement and promotion in organization, they should have the ability to make the understanding of justice existence in employee. Without making good grounds for understanding justice and fairness, organizations will have many problems in motivating and guiding employee. Greenberg believes that understanding organizational justice is a fundamental necessity for effective performance of organizations and personal satisfaction of people working in organization. Also, understanding justice has a very important role in shaping attitudes and behaviors of employee (Ackfeldt & Coote, 2000; Ronald, 2005). Finally, it should be mentioned that injustice in organization affect mental health of employee and human dignity, decreases loyalty, and finally becomes a threat to whole organization.

Given to the importance of described variables and their influence on performance and efficiency of employee, this research is conducted with the purpose of determining the relationship between organizational justice and organizational citizenship behaviors, so by using its results and designing interventional programs, we try to promote organizational performance and commitment.

3.2 Conceptual Model of the Research

In this research, organizational justice is considered as independent variable and citizenship behavior is considered as dependent variable. With regard to theoretical literature of the research, research hypotheses are presented as follow and structural model of organizational justice and organizational citizenship behavior is examined with relation to them in the following diagram.

3.3 Primary Hypothesis

There is a relationship between organizational justice and dimensions of organizational citizenship behavior.

3.4 Secondary Hypotheses

i. There is a relationship between distributional justice and dimensions of organizational citizenship behavior.
ii. There is a relationship between procedural justice and organizational citizenship behavior.
iii. There is a relationship between relational justice and organizational citizenship behavior.

commitment to organization and their extra-role citizenship behavior. On the other hand, people who feel injustice are more likely leave organization or show low levels of organizational commitment, and might began to show abnormal behaviors like retaliation. Thus, understanding how people judge justice in organization and how responds to perceived justice or injustice is among fundamental issues, especially for understanding organizational behavior.

Although early studies on justice back to the early of 1960s and J. Stacy Adams works, most of studies on justice have begun since 1990. Karash and Epecktor (2001) and in these researches they tried to identify sources or centers of justice, that is what or who is responsible for injustice in organization from employee point of view. Finally, the result of these researches is recognizing three kinds of justice in organization; distributional justice, procedural justice, and interactional justice (Danaeifar, 2008). Each organization for being effective, should utilize best resources to deal with problems while keeping consistency and conformity with changing environment in emergency situations and can deal with offending forces, and drive them in the direction of organization's goals, and while maintaining its survival abilities, develop them, and in other words should have organizational health which requires observing justice in organization so that employee have a good perception of their work environment and help to achieve organizational goals by showing good behaviors (Hosseinzade, 2007).

This research tries to answer this question that how is the relationship between organizational justice and organizational citizenship behavior in organizations by using theories and available literature.

2. REVIEW OF LITERATURE

2.1 Organizational Justice

Research on organizational justice had a tremendous amount of headway in last thirty years and includes field and laboratory research. Organizational justice refers to fair and ethical treatment of people in an organization. The justice factor is defined with following three factors which all are related to fair treatment of organization with different classes and avoiding discrimination:

Equality: paying good and fair salary and benefits and treating employee equally as members of organization.

Neutrality: neutrality in decisions related to selecting and promoting employee.

Indiscrimination: avoiding any discrimination and give the appeal right to employee that is the right of reconsidering in decisions.

Research point to this fact that organizational justice has three kinds: procedural, distributional, and relational (Amirkhani, 2005; Satvat, 2000; Rezaian, 2005). There are two sources which assessments about the amount of observing procedural justice derive from them: official procedures and instructions of organization which are called the official foundations of procedural justice. Experiences of people with certain persons in the group which have the responsibility of managing group in this aspect is called as unofficial foundations of procedural justice. Official foundations are structural in nature and may keep their stability across different times and situations and among different persons.

The concept of justice in organizations origins from issues related to social psychology about distributional justice. Distributional justice deals with perceived justice from outcomes and is considered as a potential factor with important applications in organizational fields (Azar, Alipour, Danaeifar, 2007). Many of conducted research show that distributional justice in
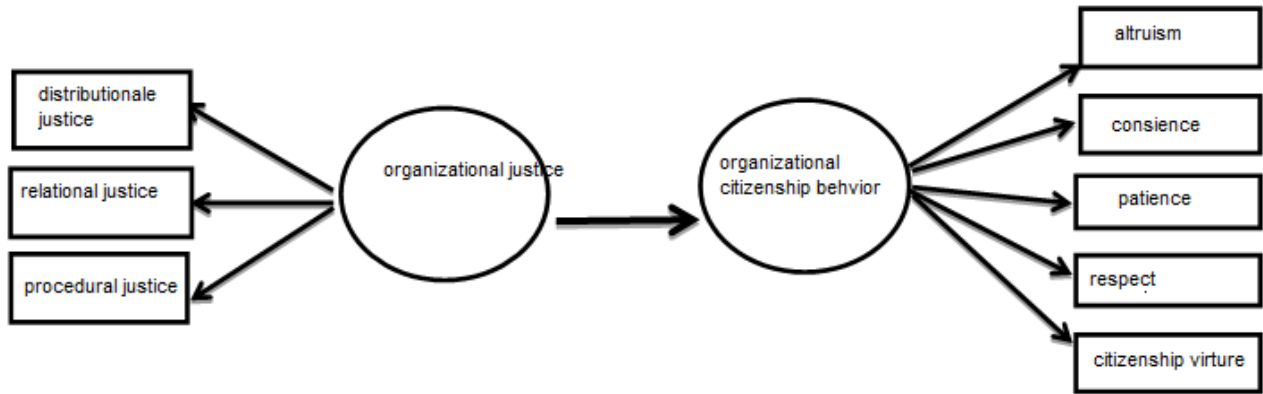
Figure 1. Research conceptual model.

Source: (Mormon & Nihov, 1991), (Pudsakov & McKenzie, 1990).

4. METHODS

The current research is descriptive-survey and field research. In this research, statistical sample is 40 employees of Sistan and Baluchestan municipality who were selected by random sampling method. The instrument of measuring variables in this research was Moreman and Nihov (1993) questionnaire for organizational justice and Pudsokov and McKenzie (1990) questionnaire for organizational citizenship which after confirming their validity by professors of management department of Sistan and Baluchestan University and the municipality managers, their reliability was measured as 0.84 and 0.91 by Cronbach's alpha, respectively. In this research, descriptive statistics like mean and standard deviation were used for data analysis and in inferential statistics section correlation coefficients like Pearson test were used.

4.1 Research Findings

Section one- Descriptive statistics.

Descriptive data related to the characteristics of respondents.

Participants composition based on gender:

Table 1 shows that among participants which respond to this question 70 percent are men and 30 percent are women. Table 1 shows the frequency of each group.

Table 1 Participants composition based on gender

Gender	Frequency	Relative percent	Accumulation percent
Female	12	30	30
Male	28	70	100
total	40	100	-

Source: Author,S Estimats.

4.2 Education Level

Regarding available information in Table 2, it is observed that 7.5 percent of respondents have diploma, 12.5 percent are at technician level. 45 percent have bachelor degree, and 35 percent have master degree and higher. Information reveals that most respondents are undergraduates.

Table 2 Frequency distribution of respondent based on academic education

Education level	Frequency	Relational percent	Accumulation percent
Diploma	3	7.5	7.5
Technician	5	12.5	20
Bachelor	18	45	65
Master and higher	14	35	100
total	40	100	-

Source: Author,S Estimats.

4.3 Descriptive Statistics of Studied Variables

With regard to Table 3, mean and standard deviation of organizational justice are 67.35 and 15.12, respectively, and mean and standard deviation of organizational citizenship behavior are 79057 and 10.24, respectively.

Table 3 Descriptive statistics of studied variables

Statistical indices Variable	Minimum	Maximum	Mean	SD
Distributional justice	5	25	16.27	5.32
Procedural justice	9	28	19.57	4.80
Relational justice	18	45	31.50	6.65
Altruism	13	25	19	2.95
Work ethic	12	23	17.07	2.95
Chivalry	5	22	11.57	4.40
Civility	11	25	19.20	3.42
Social etiquette	7	20	12.72	2.92

Statistical indices Variable	Minimum	Maximum	Mean	SD
Whole organizational justice	32	95	67.35	15.12
organizational citizenship behavior	62	106	79.57	10.24

Source: Author,S Estimats.

4.4 Section Two: Inferential Statistics

With regard to Table 4, there is a significant relationship between distributional justice and social etiquette component. That is the more distributional justice increases, social etiquette also increases. Also, there is a positive and significant relationship between procedural justice and altruism, chivalry, and social etiquette components. And, there is a positive and significant relationship between relational justice and work ethic, chivalry, and social etiquette components.

Table 4 The relationship of organizational justice components and organizational citizenship behavior

Components of organizational citizenship behavior / Components of organizational justice	Altruism	Work ethic	Chivalry	Civility	Social etiquette
Distributional justice	0.749	0.384	0.090	0.838	0.430**
Procedural justice	0.345	0.454**	0.435**	0.088	0.330**
Relational justice	0.248	0.454**	0.435**	0.088	0.330**

**means significant relationship at p<0.05.

Source: Author,S Estimats.

5. DISCUSSION AND CONCLUSION

Results of research show that this fact that how people respond to perceived justice or injustice is among fundamental issues, especially for understanding organizational behavior such that people who feel injustice are more likely leave organization or show low levels of organizational commitment and even may show abnormal behaviors like retaliation (Boss, 2001).

Based on research findings, there is a significant and positive relationship between distributional justice and social etiquette component of organizational citizenship behavior that is the more distributional justice increases, social etiquette also increases. Organizational citizenship behaviors are volunteers. The difference of volunteer and mandatory collaboration has great importance. In mandatory mode, person conducts his/her duties according to rules and regulations of organization; however, in volunteer mode persons usually avoid their benefits and give the priority to benefits of others. In this mode, trust and commitment have great importance. It seems that distributional justice feeling in municipality is more related to social etiquette and employee perceive equality and distributional justice more in relation to official and unofficial relationships of colleagues and social etiquette of colleagues. Different influence of distributional justice and organizational citizenship behavior has presented in some researches. Some researchers like Moreman (1991) revealed that understanding distributional justice has small effect on organizational citizenship behaviors. Also, procedural justice can predict organizational citizenship behavior; however, distributional justice cannot (Brain & Robert, 1993).

Statistical analyses show that there is a positive and significant relationship between procedural justice and altruism, work ethic, and social etiquette components. Also, there is a positive and significant relationship between relational justice and work ethic, chivalry, and social etiquette components. Organ (1988) reveals that all five components of citizenship behavior may not appear simultaneously. For example, people we think have loyalty dimension may not always be altruist or some of these components like altruism and loyalty may be a tactic for putting managers under pressure. That is employee try to affect the process of decision-making of organizations managers about promotion and rewards by doing so. In this mode, employee transform from a good soldier for organization to a good artist (Burns & Jamie, 2008).

It can be understand that organizations should encourage their employee to involve in organizational citizenship behavior and perceived justice for increasing practical subjects. Organization effectiveness increases only when employee has high levels of organizational citizenship behavior and organizational justice understanding. Of course, organizational justice should made by managers and officials of organization. With regard to this fact that one of the main reasons of occurrence of non -productive behavior is understanding the existence of

justice in organization by employee and given to this fact that employee which feel or understand that their rights are neglected try to retaliate and cause damage to organization and decreasing quality and quantity of work and try to harm organization by reactions like behaviors which are against social and ethical principles, aggression, delinquency, theft, sabotage in equipment and machinery, illegal gatherings, bulling, retaliation, and making conflicts with officials and colleagues, managers and officials should try to make and develop justice in all aspects and organizational decisions which are mainly related to employee, and also try to recruit persons that do their best for organization, show organizational citizenship behavior, and involve in affairs related to their colleagues by using accurate tests and interviews.

Finally, it should be mentioned that organizations which neglect the importance of justice decrease job satisfaction of their employee by increasing the risk of negative outcomes of decisions, not accepting rules and regulations, and so on. Organizations should design programs for paying attention to reports and critics of their employee and also observe ethical standards in decisions related to employee and encourage them for better performance.

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