

The Relationship between Organizational Perceived Justice and Organizational Citizenship Behaviour among the Sport Organization Experts of Tehran Municipality

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ABSTRACT: The main purpose of this study was investigation of the relationship between Organizational Perceived Justice and Organizational Citizenship Behaviour (OCB) among the sport organizational experts of Tehran Municipality. The population study included all the sport organization experts of Tehran municipality (N = 310). According with the Cochran Formula, the study sample consisted of 172 experts. Finally 161 out of 206 distributed questionnaires were utilized. For gathering data, we utilized a questionnaire in 3 sections: 1. Demographic 2. Organizational Perceived Justice (based on Neihoo & Moorman, 1993) 3. Organizational Citizenship Behaviour (based on Podsakoff & et al, 1990) .The validity and reliability of these questionnaires in the target population examined and approved. For data analysing some statistical techniques (Kolmogorov-Smirnov, Pearson Correlation and Multiple Regression) were used by SPSS and LISREL software. Finally, The study findings indicated a positive and significant relationship between OCB and Organizational Perceived Justice ($r = 0/41$, $P < 0/01$), and 41 % of OCB variations could be predicted by Organizational Perceived Justice.

INTRODUCTION

In recent decades, employees' behavior at the work place has long been of interest for the managers and organizational behaviorists (Chelladurai, 2006). The work space influences the relations between individual characteristics of employees and their treatments in shape of opportunities and constraints . Globally, work environment features could be strengthen or diluted the staff's tendency to engage them in certain behaviors due to their personal or organizational motivations (Williams et.al 2002, Deconinck, 2010).

Management of organizational behavior as an aspect of the most popular area of management disciplines, made a great effort to study the human behaviors, and finally achieve the organizational goals. Changing conditions, environment of organization, and increased competition required the organization to have new generation of employees to maintain and improve their effectiveness in such circumstances. These staff and workers are the main difference between effective and non-effective organizations. Organizations as a unique alive organism need their sustainability and strong linkage between elements and components. In between, human resource is one of the most valuable and critical resource for an organization to achieve goals. Today, workforce play a prominent role to revive organizations from different threatening (Tannova and Nadiri, 2010).

Organizational Behavior (OB) or human behavior is the set of systematic behaviors to identify and understand human behaviors in organizations (Biestock et.al, 2007). Organ (1985) defined that ' individual behavior that is beneficial to the organization, is discretionary, is not directly or explicitly recognized by the formal reward system, and in aggregate contributes to the effective functioning of the organization' (Graham, 1991).

Research findings indicated the importance of OCB for the effectiveness and efficiency of public and private organizations (Castro et.al, 2004). For instance, employees with higher level of OCB exhibited less absenteeism, less turn over, and more efficient and productive organization which lead to more customer satisfaction (Ferris et.al, 2010). To achieve stable organizational strategies and goals, it's integral to control and manage these behaviors. The basic of organizational behavior included: Individual, Organizations and groups.

Historically, justice implementation is a natural need for human being and it can provide appropriate context to develop human societies (Aryee et.al, 2002). Because of global competition in market and diversity in the work place, issue of organizational perceived justice and innovative work behaviours are prevailing staff for present day organizational. Distributive justice reflects the perceived fairness of decision outcomes. Interactional injustice is related to fairness in one's interactions with and information received from his supervisor (Brebek et.al, 2011). Robust relationships with work outcomes as organizational citizenship behaviour, organizational commitment, turnover intentions, and job performance have been established in organizational justice research (Blackley et.al 2005, Erturk 2011).

After the industrial revolution, the mechanization came over on human societies in such a way that every human being from birth to death is directly impressed (Williams, 2002). In today's world, most managers look for employees who exceed their duties and job description and even play their roles as a soldier for their organizations. In fact, they want staff to prioritize the interests of their business affairs with personal ones. In such a workplace, the organization and its members are given the opportunity to go up as far as possible. Therefore in democratic systems, the attention to employees as citizens is increasing (Dijke et.al, 2012). Nowadays, the organizational citizens are the most important resource for organization and that's why many researches allocated to OCB .

In sum, this study tried to tackle the relationship between OCB and organizational perceived justice to improve the quality of work environment of sport organizational experts of Tehran municipality.

Methodology

According to main purpose of this study that tried to investigate the relationship between organizational perceived justice and OCB, the most appropriate method was descriptive – correlational.

The statistical population consisted of whole sport experts of Tehran municipality were about 330, and the study sample according to Cochran formula was 162. For gathering data, we utilize 3 questionnaires included Demographic features, Organizational citizenship Behavior (OCB) (based on Podsakoff et al, 1990) and Perceived Organizational Justice (based on Neihoff and Moorman, 1993). The validity and reliability of these questionnaires in the target population examined and approved. We utilized Confirmatory Factor Analysis (CFA) to determine the validity of questionnaires and Cronbach's Alpha used to approve the reliability (Andrew, 2011). For data analysing, some statistical techniques (Kolmogorov-Smirnov, Pearson Correlation and Multiple Regression) were used by SPSS software.

RESULTS AND DISCUSSION

The descriptive findings showed 88 of statistical sample was male (54.6 %) and 73 of them was female (45.3 %). On the other hand, there was no sample with diploma degree, 110 bachelors (68.3 %), 24 masters (14.9 %) and 3 doctors (1.8 %). The information about the work experience presented follow:

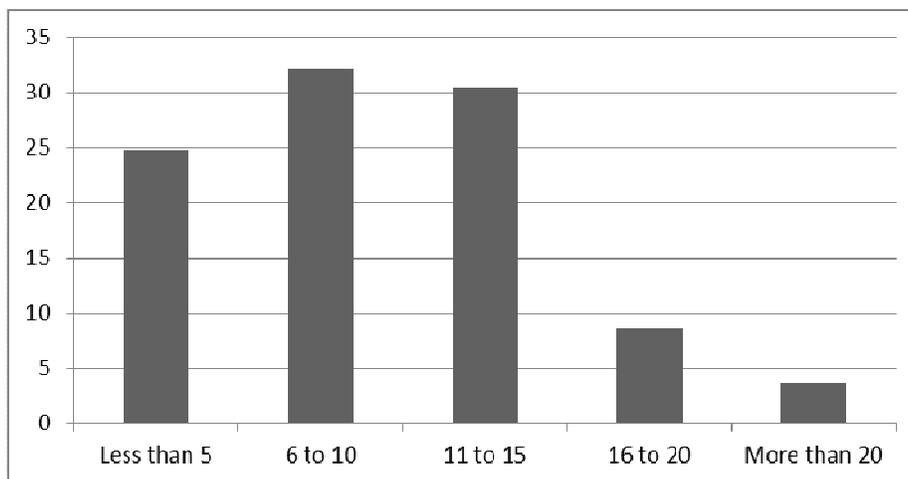


Figure1. Distribution of Employees' Experience among the Sport Experts of Tehran municipality

First table indicated correlation between OCB factors and organizational perceived justice; According to this table, the most powerful relationship among the organizational justice and OCB was procedural. It refers to similarity in treatment and behaviors of managers with employees; In other words, If an employee comprehended fair communication of his/her managers, it will be more prominent to increase OCB at work environment.

Table 1. The Correlation Matrix between OCB and Organizational Perceived Justice

Variables	Interactive Justice	Procedural Justice	Distributional Justice	Organizational Justice
Courtesy	0.32 ^{**}	0.26 ^{**}	0.33 ^{**}	0.40 ^{**}
Fealty	0.18 ^{**}	0.23 ^{**}	0.29 ^{**}	0.31 ^{**}
Civic Virtue	0.21 ^{**}	0.13 ^{**}	0.15 ^{**}	0.23 ^{**}
Humanism	0.27 ^{**}	0.36 ^{**}	0.24 ^{**}	0.36 ^{**}
Chivalry	0.31 ^{**}	0.14 ^{**}	0.12 ^{**}	0.35 ^{**}
OCB	0.30 ^{**}	0.38 ^{**}	0.35 ^{**}	0.41 ^{**}

The second table showed the power of test. It seems 41 percent of OCB variation could be predicted by organizational justice, significantly.

Table 2. The Summary Model of Regression for OCB

Model	N	R	R ²	Adjusted R ²	F	sig
1	161	0.65	0.41	0.59	293.33	0.001

Third table is about the organizational justice factors that predicted OCB significantly. It indicated that among the organizational justice factors, interactive justice is the lonely significant predictor and 44 percent of OCB variation could predict by this factor.

Table 3. The Coefficients for Predicting OCB Via Multiple Regression

Variables	Non-standardized β coefficient	Standardized β coefficient	t	sig
Constant	2.13		11.3	0.01
Interactive Justice	0.47	0.44	8.12	0.001

The Regression equity indicated as follow:

$$Y = 0.47(X) + 2.13$$

Y: Constant Variable (OCB)

X: Interactive Justice

Organizational justice is among the major issue which is cared most by the workers. This is because the concept is related with the organizational output and variables such as organizational citizenship, loyalty, motivation, organizational climate, job satisfaction, absenteeism, productivity and release.

According to Williams and friends (2002) there are some preconditions and premises of organizational citizenship behaviors. The primary condition is the perceptions of the workers about the decision and practices. These perceptions set the trust of the workers into motion and then stiffen their citizenship behaviors. The more justice perception means more positive state of mind.

According to Moorman, organizational justice is about the organizational behaviors. The evaluation of the employees by their chiefs and their perceptions toward its fairness determine their organizational behaviors.

Morman's theory points out the fair attitudes of managers are more important than the just evaluations about the general procedures. The procedural justice, who is about the formal procedures related to the organization as a whole, focuses on the organization generally, on the other hand, interpersonal justice enables the workers see themselves as valuable and important individuals. The studies of Moorman (1991) shows that the workers perceiving fair practices of managers provide more organizational citizenship behaviors. According to Ortiz, the consciousness of organizational citizenship behavior depends primarily on the organizational justice perception.

The positive relationship between OCB and Organizational Perceived Justice confirmed that managers' consideration for rewarding and devoting appropriate opportunities to operatives will bring productivity for organization. It seems, if an employee feels the fair space of organization, he/she will spend more time and energy for organization.

Even though the organizational culture has many different variables to study, but some of them like OCB and Organizational Justice play a critical role to encourage employees to work harder and harder to achieve their organizational goals. So, this study recommends the managers of Sport Organization of Tehran municipality to avoid any kind of unfair decision, and try to explain everything clear. The results of this study showed, if the sport experts feel fair and equal regulations for promotion, they will be a "Soldier" for Tehran municipality and try to do best for their organization.

First and last, you can talk about organizational justice where there are organizational citizenship behaviors.

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