A study of the Relationships Between Organizational Justice and Organizational Citizenship Behavior in Islamic Azad University Locale 13; Among Supervisors, Managers and Staffs

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Abstract: The main idea of this research is the investigation of the status of the relationships between organizational justice and organizational citizenship behavior in Islamic Azad University Locale 13; among supervisors, managers and staffs. Therefore, for testing organizational justice and for investigating organizational citizenship among supervisors, managers and employees we will use for both standard questionnaires in this research. This study's sample is 194 employees in Islamic Azad University in locale 13. After reliability and validity testing the data has been collected by two questionnaires, organizational justice and organizational citizenship. Also descriptive and inferential statistics have been used for analyzing the data. Descriptive statistics for commentary and data categorizing and for hypothesis testing the inferential statistics have been used. Finding shows that; organizational justice has effect on organizational citizenship in Islamic Azad University in locale 13 among three studied groups; supervisors, managers and employees.

Key words: Organizational Justice, Organizational citizenship behavior, Islamic Azad Universities in local 13.

INTRODUCTION

Organizations in the third world need a high and fast movement in improving the effectiveness. They should be furnished in such a way that employees can use from their experiences and talents in the organizations and can develop the organization in a right way but it should be noticed that this important should be realized with an organizational citizenship behavior.

Also in a democratic regime in the third world organizations there is a highly rugged pyramid among the employees and managers and supervisors. The relationships in this are not based on the willingness of employees always they sometimes obey from the managers not willingly so these kinds of relationships will damage the organizational citizenship behavior. But in the suitable democratic regime the interactions among the all members of the organizations are based on the good and constructive interaction and this mainly will increase the mutual trust between managers and employees in a mutual way.

It is important to be noticed that for increasing the organizational citizenship behavior having the organization with justice oriented is much more important. Because by having the justice our organizations will prepare the sphere for having good organizational capabilities like organizational citizenship behavior.

This important parameter in a complex and vital organization like universities will shine much well. Because the production process in the universities are much more complex than the other organizations it takes more to be ripe the fruit of a university and prepared for a particular experience.

Organizational Justice:

Research has shown that another variable, organizational justice is also important in explaining employees' behaviour in the organization Understanding organizational justice is extremely important for organizations because of its relationship with employees' job satisfaction and organizational commitment and, subsequently, their propensity to search for another job (Berkowitz *et al.*, 1987). Researchers have conceptualized two types of structural and social.

Organizational justice describes the individuals' (or groups') perception of the fairness of treatment received from an organization and their behavioral reaction to such perceptions (James, 1993). In the extant literature, justice has been conceptualized based on three dimensions: distributive justice, procedural justice and interactional justice. Distributive justice refers to the perceived fairness of the outcomes, procedural justice refers to the perceived fairness of the means used to determine those outcomes (Cropanzano and Greenberg, 1997), and interactional justice refers to the fairness of interpersonal treatment .Therefore the distributive justice is concerned with ''ends'', and the procedural justice with ''means'' (Sweeney and McFarlin, 1997).

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Organizational Citizenship Behaviour:

OCB encompasses behavior which promotes the organization through strengthening and maintaining its social system (LePine, Erez, & Johnson, 2002). Researchers have documented the importance of OCB for organizational functioning over the last two decades (Organ, 1988; LePine *et al*., 2002). OCB (sometimes called pro-social behaviors, extra-role behaviors, or contextual performance) are not specific to an individual's own job duties, but rather support the broader organizational environment in which core performance takes place (Motowidlo & Van Scotter, 1994; Organ, 1988). Examples of OCB are compliance with organizational norms, not complaining about trivial matters, and helping coworkers. Employees' aggregated OCBs have been regularly linked to group, unit, and organizational productivity (Podsakoff *et al*., 2009).

By paying much more attention to these two factors i.e. organizational citizenship behavior and organizational justice individual's motivation and performance attainments are governed. And determine how much effort people will spend on a task and how long they will persist with it to have a successful production. People with strong organizational citizenship behavior will exert greater efforts to master a challenge while those with weak are likely to reduce their efforts or even quit (Bandura and Schunk, 1981; Brown and Inouyne, 1978; Weinberg *et al*., 1979; Staples *et al*., 2005: Sariolghalam and Noruzi, 2010). Also will causes people so that they can have developed organization in order to harness their performance enhancing benefits and help the organization to get high rank and survive in the real competition(Noruzi and Rahimi, 2010).

Methodology and Instruments:

This project has been done by two questionnaires with high reliability and validity among 350 (116 Male and 80 Female) employees in Islamic Azad University in locale 13
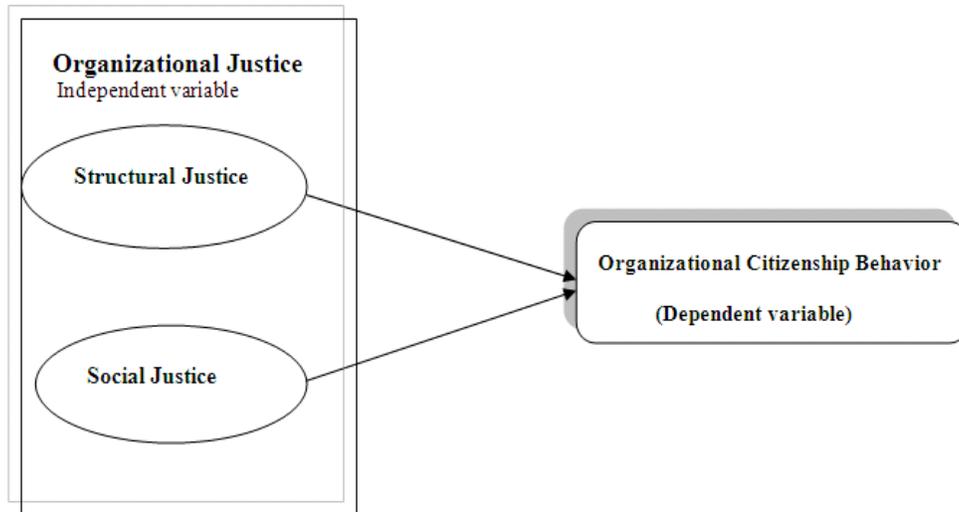
Organizational Justice:

The questionnaire has been used for the study of this variable is one of the standard questionnaires in organizational justice testing it is Richard J.Eberlin, B.Charles Tatum which contains of 20 questions (Richard J.Eberlin, B.Charles Tatum, 2008).

Structural justice refers to the people's perception from the existing structures in the organization. And social justice refers to the employees' perception of the rate of distributing and devotion of remuneration (Mohyeldin, and Suliman, 2007).

Organizational Citizenship Behavior, OCB:

For testing the organizational citizenship behavior the questionnaire has been used is from Livia Markoczy and Katherine Xin (2004), it is developed upon the four dimensions of organizational citizenship behavior (Markoczy and Xin (2004).

Conceptual Model of Research:

Research Hypothesis:

1. There is a significant relationship between organizational justice and organizational citizenship behavior among supervisors in Islamic Azad university branches in local 13.

1.1. There is a significant relationship between structural justice and organizational citizenship behavior among supervisors in Islamic Azad university branches in local 13.

1.2. There is a significant relationship between social justice and organizational citizenship behavior among supervisors in Islamic Azad university branches in local 13.

2. There is a significant relationship between organizational justice and organizational citizenship behavior among managers in Islamic Azad university branches in local 13.

2.1. There is a significant relationship between structural justice and organizational citizenship behavior among managers in Islamic Azad university branches in local 13.

2.2. There is a significant relationship between social justice and organizational citizenship behavior among managers in Islamic Azad university branches in local 13.

3. There is a significant relationship between organizational justice and organizational citizenship behavior among employees in Islamic Azad university branches in local 13.

3.1. There is a significant relationship between structural justice and organizational citizenship behavior among employees in Islamic Azad university branches in local 13.

3.2. There is a significant relationship between social justice and organizational citizenship behavior among employees in Islamic Azad university branches in local 13.

Data Analysis:

To assess normal distribution, Descriptive statistics was applied. To determine the relationship between organizational justice and organizational citizenship behavior, Kolmogorov-Smirnov test for the necessity condition for using suitable method tested and using parametric statistics methods for T- Test for independent groups and ANOVA and LSD have been conducted in this study.

Results:

Table 1, shows the results of descriptive statistics for the two instruments – organizational justice and organizational citizenship behavior questionnaires - used in the research (see Table 1).

Table 1: Kolmogorov-Smirnov test for assessing normality and validity for using parametric statistics.

Variable	Numbers	Mean	Variance	Kolmogorov-Smirnov	significance	Result
Age	196	36	9	1.33	0.058	Significant
Experience	196	11.2	7.9	1.73	0.005	Significant
Structural Justice	196	33.8	7.9	1.36	0.048	Significant
Social Justice	196	33.9	5.3	1.41	0.038	Significant
Organizational Justice	196	68.4	12.6	1.38	0.045	Significant
organizational Citizenship Behavior	196	78.7	11.5	1.54	0.018	Significant

Obtained Z for all studied variables are statistically significant so all the variables can be used by parametric statistics. So for data analysis and hypothesis testing parametric statistical methods were used.

Table 2: Summary of significance and correlations.

First Variable	Second Variable	Among	The correlation coefficient	Level on Significance	Result
Organizational Citizenship Behavior	Organizational Justice	Supervisors	0.86	0.000	*significant*
Organizational Citizenship Behavior	Social Justice	Supervisors	0.77	0.000	*significant*
Organizational Citizenship Behavior	Structural Justice	Supervisors	0.72	0.000	*significant*
Organizational Citizenship Behavior	Organizational Justice	Managers	0.79	0.000	*significant*
Organizational Citizenship Behavior	Social Justice	Managers	0.66	0.000	*significant*
Organizational Citizenship Behavior	Structural Justice	Managers	0.64	0.000	*significant*
Organizational Citizenship Behavior	Organizational Justice	Employees	0.51	0.000	*significant*
Organizational Citizenship Behavior	Structural Justice	Employees	0.68	0.000	*significant*
Organizational Citizenship Behavior	Social Justice	Employees	0.49	0.000	*significant*

As Table 2, shows there are significant relationship between organizational justice and organizational citizenship behavior. It also reveals that not only there are significant relationships between organizational justice and organizational citizenship behavior in general but also among the dimensions of organizational justice, i.e. structural justice and social justice as well. And the degree of relationship can be understood from the Pearson correlation coefficient. Shortly this table also shows the intensity of the relationship between two factors, dependent and independent variables and also and the significance of variables i.e. Are two studied variables significant or not?

Discussions and Implications:

One of the innovations of this study is about the study of organizational justice and organizational citizenship behavior in local 13 in Islamic Azad University branches and this is for the first time study. This is very important phenomena because normally if we ask from an organization's manager, does your organization have well justice? He or she normally says yes. But this study had studied organizational justice among the supervisors, managers and employees that they can judge trusty as well.

Employees who have OCB ability can analyze the environment well and can cope with the market and organizational facts better than others who do not have more. Then a manager who has a good ability in OCB can manage the situation well and run the university more successfully than the others (Noruzi & Vargas Hernandez, 2011).

The Table 2 revealed that there is significant relationship between organizational justice and organizational citizenship behavior and also among dimensions of organizational justice. It is logical in the real world because if someone lives in a justice organization then he or she will act as a good OCB person well and will have higher ability to develop the university and organization to higher ranks and positions and this will lead managers to be aware of some wrong acts that have been done in the organization and will not allow the organization to go in a blurry spheres like we call it not healthy spheres and can manage the organization and universities in the direct of wisdom cultural organization. In the following we bring some practical steps and guides to help developing of both organizational justice and organizational citizenship behavior in the organization in general and specifically in the universities.

Some Practical Guides for Having Organizational Justice and Organizational Citizenship Behavior in the Universities Come in the Following:

1. Reading books that are related to improve general organizational justice and organizational citizenship behavior in the organizations and universities.
2. Providing some special time for discourse and discussions about organizational justice and organizational citizenship behavior.
3. Reading, listening and reviewing materials regarding organizational justice and organizational citizenship behavior.
4. Holding some specific meeting and workshops for developing organizational justice and organizational citizenship behavior.
5. Doing exercises for developing employees' organizational justice and organizational citizenship behavior abilities.
6. Using mass media, newspapers and bulletins for employees and managers and others who have role in the universities, about the importance of organizational justice and organizational citizenship behavior.
7. Reading manifestos of successful characters with high organizational justice and organizational citizenship behavior mental talents.
8. Searching strategies that develop organizational justice and organizational citizenship behavior ability in the universities.
9. Encouraging people with suitable strategies to have organizational justice and organizational citizenship behavior.
10. Concentrating more on choosing and selecting talented managers and employees in the universities.
11. Providing experiences in different occasions in written form not just orally. This will improve formality of the organization.
12. Having periodically meetings on the performance of the universities.
13. Using high experienced staffs in the university meetings to solve some problems and especially financially wrong acts.
14. Using high talented staffs in the university especially in education and finance departments to monitor the environment (Moafian, 2008).

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