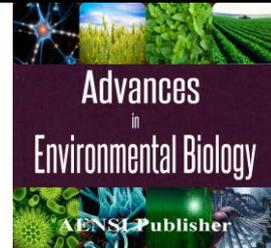




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The Effect of Organizational Justice on Organizational Citizenship Behavior in Khuzestan Province Agricultural Bank with the Mediating Role of Job Commitment

¹Ghanbar Amirnejad and ²Zahra Safari Monjezi

^{1,2}Department of Administration Management, Shoushtar Branch, Islamic Azad University, Khuzestan, Iran.

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ABSTRACT

The present study aimed at investigating the effect of organizational justice on organizational citizenship behavior (OCB) in Khuzestan Province Agricultural Bank with the mediating role of job commitment. The sample size was 127. The subjects were selected with the random sampling method using the Morgan Table from the 220-member population of Khuzestan Agricultural Bank employees. A questionnaire was formulated in order to measure research variables. After making sure about its reliability and validity via confirmatory factor analysis and factor content analysis, it was distributed among participants. Research data was analyzed using the Kolmogorov - Smirnov test, single-sample t test, Pearson correlation and structural equation using SPSS and LISREL. The findings show that organizational justice had a positive and significant effect on job commitment, job commitment had a positive and significant effect on OCB, and organizational justice had a positive and significant effect on OCB with the mediating role of job commitment.

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INTRODUCTION

OCB develops the attitude and capacity of the staff in order to increase their empowerment and flexibility in line with organizational objectives and environmental conditions. As a result, the loyalty and commitment developed in the staff is considered as a factor for ensuring the health of the organization and its survival in competitive and changing environments. Fair behavior with employees from the part of organizations generally increases their commitment to the organization and their meta-functional citizenship behavior. On the other hand, those feeling injustice are more likely to leave the organization or exhibit lower levels of organizational commitment and may even start to exhibit abnormal behavior such as avenging. Therefore, understanding how people make judgments about justice in their organizations or how they respond to their perceived justice or injustice are of the basic topics, particularly for understanding organizational behavior [1].

Statement of the Problem:

The vital force of service organizations is their staff, especially frontline staff who are in direct contact with the customers. Unlike the products produced and consumed in an organization, service frontline staffs are essentially the producer of services. This aspect of the services has led to increased focus on the critical role of service employees in high-quality distribution [5]. In fact, since the employees in contact with customers provide services, they directly affect customer satisfaction and play the role of marketers. They will play marketing functions. They can carry out these functions very well to benefit the organization. This is considered as an advantage for the organization. They can also carry out their functions poorly and causes losses to the organization. One of the most important issues that service organizations are faced with is how to motivate employees. They should play their roles and responsibilities very well so that it is ensured that customers receive very high quality services. This will enable the organization to attract new customers [5]. Researchers have stated that the OCBs contribute to the productivity, efficiency and success of the organization. The reason is that OCBs make more efficient use of resources and allow managers to spend most of their time on productivity activities. It also improves the ability of employees to perform their duties [6].

Corresponding Authors: Ghanbar Amirnejad, Department of Administration Management, Shoushtar Branch, Islamic Azad University, Khuzestan, Iran.
E-mail: g.amirnejad@yahoo.com

When people have a positive attitude toward the works of the management, the unit or the entire organization where they are employed, they become more motivated to better carry out their task; the opposite is also true. Individuals' attitude is influenced by their perception of the degree of justice in the organization [4]. The desire and satisfaction of employees results in their effort to achieve organizational objectives and a strong desire to stay in the organization. Job satisfaction also increases their commitment and dedication. Job commitment does not simply mean loyalty to an organization, but it is a continuous process through which the employees express their interests in their jobs and organizations and also their happiness and success. Helpful behavior includes voluntary contributions to others by preventing work-related problems. Empirical studies have discovered the relationship of OCBs and job commitment and real organizational justice. For example, Chen *et al.* [3], MacKenzie and Podsakoff and Ahran [7] found a positive relationship between OCBs and organizational justice and a stronger positive relationship between OCBs and organizational commitment in both studies. The main argument states that this positive link is the behavior of external role which is realized through helping others, humility, improvement of the group's attraction, cohesion and support.

The relationship between organizational justice and OCB in Khuzestan Province Agricultural Bank with the mediating role of job commitment was measured for the first time, and it was realized how successful state-owned banks were in the adoption and implementation of justice, adequate consideration of employee data and also timely decision making and feedback in order to achieve organizational justice. On the other hand, given the many benefits of job commitment and OCB for organizations, how important is their consideration in banking decision-making?

Therefore, the present research sought to answer the following question: How is the effect of organizational justice on OCB in Khuzestan Province Agricultural Bank with the mediating role of job commitment?

Conceptual Model:

The following conceptual model was formulated after literature review, and research hypotheses were presented based on it.

In the following models, organizational justice (including distributive justice, procedural justice, and interactional justice) has a direct relationship with citizenship behavior and job commitment on one hand, and it has a relationship with OCB with the mediating role of job commitment on the other hand.

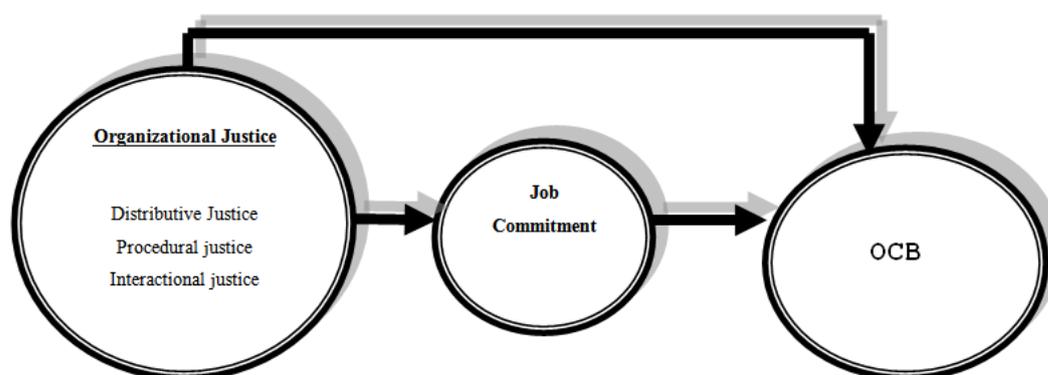


Fig. 1: Conceptual Model

Method:

This research is applied and descriptive-causal regarding its purpose and nature, respectively.

Desk study and field methods were used in order to collect data. Furthermore, the following questionnaires were used in order to evaluate research hypotheses:

- 1- Organizational Justice Questionnaire
- 2- Job Commitment Questionnaire
- 3- OCB Questionnaire

Population and Sample:

The population included 220 individuals employed in Khuzestan Agricultural Bank, and sample size was calculated as 127 using the Morgan table.

Reliability and Validity of the Assessment Tool:

The validity of the questionnaire used in this study was approved by supervisors, advisors and some other faculty members.

The present study used Cronbach's alpha coefficient in order to determine questionnaire reliability. The amount of Cronbach's alpha coefficient for different variables can be observed in Table 1:

Table 1: Reliability of Alpha Coefficients of Research Questionnaires

Cronbach's alpha coefficient	Variable
0.88	Organizational Justice
0.81	Job Commitment
0.76	OCB
0.90	The whole questionnaire

According to Table 1, Cronbach's alpha is approved in all cases.

Data Analysis Method:

Descriptive and inferential statistics were used to analyze research data as follows:

A - Descriptive Statistics:

Table 2: Sex Distribution

Frequency (%)	Frequency	Sex
35.4%	45	Women
64.6%	82	Men

Table 3: Age Distribution

Frequency (%)	Frequency	Age
3.1%	5	20 to 30 years
55.1%	70	31 to 40 years
38.6%	49	41 to 50 years
3.1%	3	Above 51 years

Table 4: Distribution of Education

Frequency (%)	Frequency	Education
20.2%	13	Diploma
7.1%	9	Associate Degree
73.2%	93	Bachelor's Degree
9.4%	12	Master's Degree

Table 5: Work Experience Frequency Distribution

Frequency (%)	Frequency	Work experience
3.9%	5	Under 5 years
28.3%	36	6-10 years
33.1%	42	11-15 years
34.7%	44	Above 16 years

B - Inferential Statistics:

Inferential statistics uses structural equations in order to examine the overall fit of the research model. The validity and reliability of the model for measuring research variables were examined using confirmatory factor analysis. Pearson correlation tests and path analysis were used to examine the research hypotheses and model, respectively.

Checking Data Distribution Normality:

The Kolmogorov - Smirnov test was used to check data distribution normality. After the normality of data distribution was determined, single-sample t-test was used in order to interpret research variables. Because the sig calculated for all of the variables in Table 6 is larger than 0.05, all of their data distribution is normal.

Table 6: the Significance Level of Kolmogorov - Smirnov Test of Indices

Components	Significance level
Organizational Justice	0.56
Job Commitment	0.11
OCB	0.31

Interpretation of Independent and Dependent Variables:

Since the data distributions of all variables were normal, single sample t-test with the test value of 3, CI of 95% (error of 5%) was used to interpret the research variables.

The indices of organizational justice, job commitment and OCB exist in the headquarters of Khuzestan Agricultural Bank because the P-value is less than 0.05 and the average is more than 3.

Table 7: Results of Single-sample t-test for Independent and Dependent Variables

Factor	t-test	Mean	SD	P-Value Sig. (2-tailed)
Organizational Justice	7.387	3.4323	0.6595	0.000
Job Commitment	21.492	3.7701	0.7762	0.000
Citizenship Behavior	8.330	4.0360	0.5617	0.000

The Status of Khuzestan Province Agricultural Bank regarding Organizational Justice, Job Commitment and OCB:

Based on the results of single-sample t test, the condition of organizational justice with the SD of 0.6595, mean of 3.4323 and $\text{sig}00 < 0.05$ in Khuzestan Agricultural Bank was suitable and above 3 which reflects adequate attention to staff data, consistent use of decision making criteria, timely feedback and avoidance of personal bias. Based on the results of single-sample t-test, the condition of job commitment with the SD of 0.7762, mean of 3.7701 and $\text{sig}00 < 0.05$ in Khuzestan Agricultural Bank was suitable and above 3. These results suggest that the purpose of enhancing emotional continuity in the staff was increasing their engagement with the Bank's objectives, improvement of social communications networks in work, employee participation in decision making, evaluation of employee performance in order to create work feedback, explaining organizational goals and missions, development of appropriate encouragement and punishment systems and relative independence in the fulfillment of task. Based on the results of single-sample t test, the condition of OCB with the SD of 0.5617, mean of 4.0360 and $\text{sig}00 < 0.05$ in Khuzestan Agricultural Bank was suitable and above 3. These results suggest that OCB has a suitable status. The suitability of this variable results in important outcomes such as job satisfaction, bank protection and productivity which can be very useful for the bank.

Investigation of the Correlation between Research Variables:

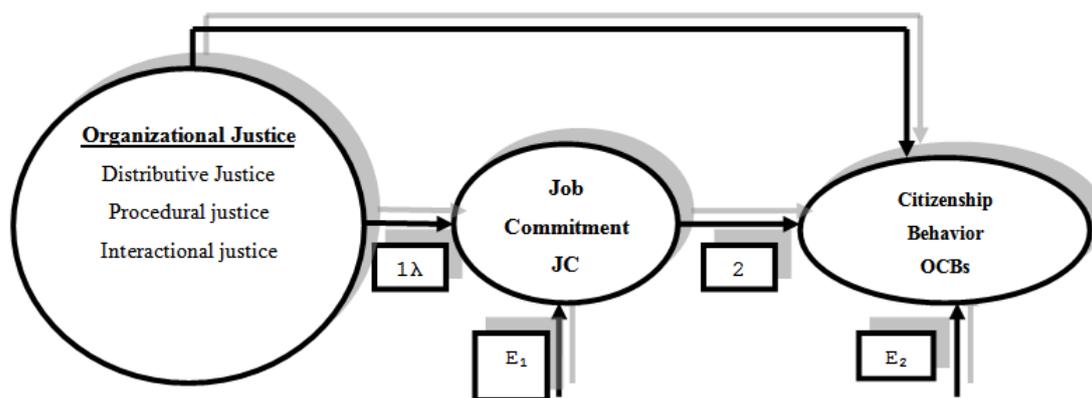
Pearson's correlation coefficient was used in order to investigate the Correlation between variables. Test results indicate that the correlation exists among organizational justice, job commitment and OCB at the level of 0.01.

Table 8: Investigation of the Correlation between Research Variables

Variables	Organizational Justice	Job Commitment	OCB
Organizational Justice	1	0.437 **	0.346 **
Job Commitment	0.437 **	1	0.555 **
OCB	0.346 **	0.555 **	1

Investigation of the Relationship between Dependent and Independent Variables Using Structural Equations:

In order to analyze research data, structural equations were used based on the model presented for latent variables. The results of the structural equation model and the path diagram are presented:

**Fig. 1:** The structural model

The following structural equations were obtained according to the above model:

$$JC = \lambda_1 (OJ) + E_1$$

$$OCBS = \lambda_2 (JC) + E_2$$

$$OCBS = \lambda_1 (OJ) + \lambda_2 (JC) + E_2$$

By solving the proposed equations, the value of each coefficient was calculated which can be seen in Fig. 2:

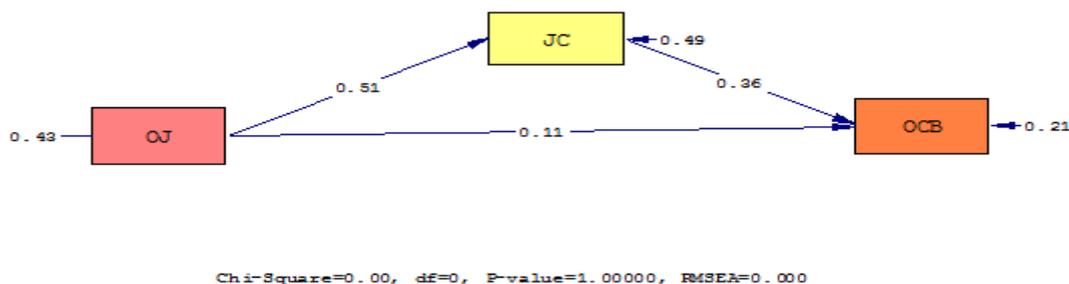


Fig. 2: the Estimated Value of Each Path Coefficient

In addition, t-test was used to evaluate the significance of each coefficient, the values of which is shown in Fig. 3:

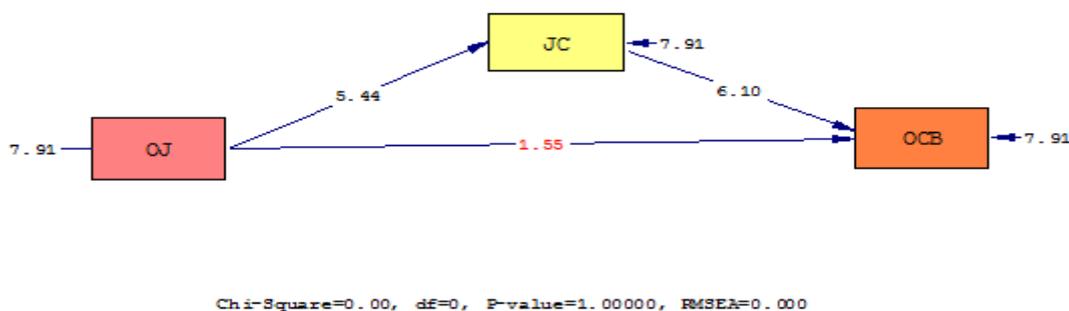


Fig. 3: the Value of T-statistic for Each Coefficient

The output of the structural equation is as follows:

$$\begin{aligned}
 JC &= 0.51 (OJ) + E1 \\
 OCBS &= 0.36 (JC) + E2 \\
 OCBS &= 0.51 (OJ) + 0.36 (JC) + E2
 \end{aligned}$$

For example, according to the first equation, it can be seen that for every unit of increase in organizational justice, job commitment increases by 0.51 units (51%). Table 9 summarizes the direct effects of independent latent variables on dependent variables. According to the results in Table 9, the effect of organizational justice on job commitment is 0.51, and since this coefficient is positive, there is a direct relationship. In other words, with increased organizational justice, employee engagement increases.

Table 9: The Direct Effects of Latent Variables on Each Other

Significance	Comparison with the critical value	T	Structural coefficient	Parameters	Relationships
Acceptance hypothesis	of 5.44 > 1.96	5.44	0.51	λ_1	$OJ \rightarrow JC$
Acceptance hypothesis	of 6.10 > 1.96	6.10	0.36	λ_2	$JC \rightarrow OBC$
Acceptance hypothesis	of 0.11, 0.18	----	(0.51 * 0.36) 0.18	λ_3	$OJ \rightarrow JC \rightarrow OBC$

Confirmatory Factor Analysis of the Organizational Justice Variable:

The organizational justice estimation model in the standard estimation mode can be seen in Fig. 4.

Estimation results indicate that the model is suitable. The amount of χ^2 is calculated as zero, which is relatively suitable considering the sample size. The amount of zero for this index indicates that there is no difference between the conceptual model and observed research data. In addition, the output shows that RMSEA=0.000 in the model. Since the value of RMSEA index is less than 0.1, it can be said that the fit is excellent.

The measurement models show the effects of each variable in determining the variance of variable scores in the standard estimation mode. For example, for the variable of organizational justice, the procedural justice index (0.73) determined the variance of organizational justice variable to a greater extent compared to other

variables. In other words, the correlation between this variable and the aforementioned variable and consequently its influence increases compared to other factors.

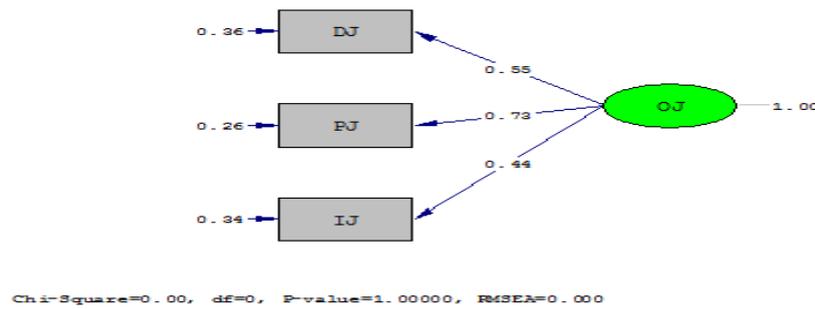


Fig. 4: the Measurement Model of Organizational Justice Variable in the Standard Estimation Mode

The significance part of coefficients and parameters calculated by the measurement model of the variable of organizational justice can be seen in Fig. 5, in which all coefficients are significant. Since the value of the significance test of each of them is greater than 1.96 and smaller than -1.96, the significance of these figures is indicative of the significance of the model. In other words, placing each factor in the form of each variable is significant.

Other model fitting parameters are presented below, which is indicative of the suitability of the model.

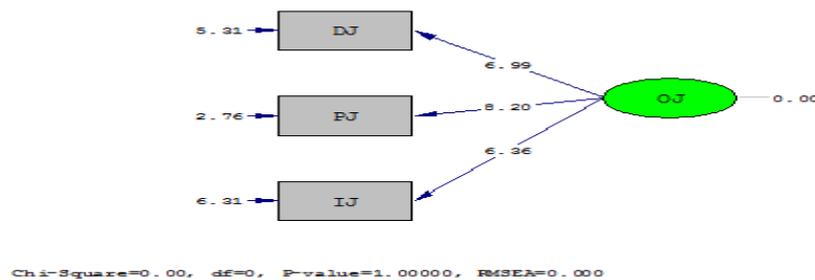


Fig. 5: the Model for Measuring the Figures of Significance of Organizational Justice

Confirmatory Factor Analysis of the Job Commitment Variable:

The job commitment estimation model in the standard estimation mode can be seen in Fig. 6.

Estimation results indicate that the model is suitable. The amount of χ^2 is calculated as 60.50, which is relatively suitable considering the sample size. Low amount of this index is indicative of little difference between the conceptual model and observed research data. In addition, the output shows that RMSEA=0.297 in the model. Considering the small difference of RMSEA index and 0.1, it can be said that the fit is relatively suitable.

The measurement models show the effects of each question in determining the variance of variable scores in the standard estimation mode. For example, for the variable of employee participation, question 16 (0.84) determined the variance of job commitment variable to a greater extent compared to other variables. In other words, the correlation between this question and the aforementioned variable and consequently its influence increases compared to other factors.

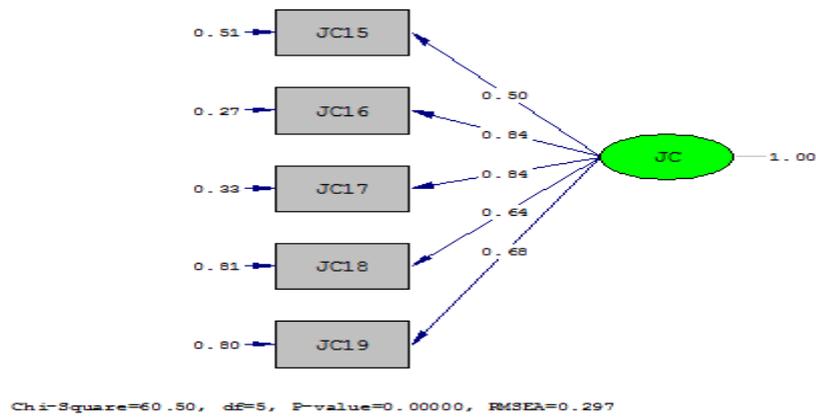


Fig. 6: The Job Commitment Estimation Model in the Standard Estimation Mode

The significance part of coefficients and parameters calculated by the measurement model of the variable of job commitment can be seen in Fig. 7 and suggests that all coefficients are significant. The reason is that the amount of the significance test of each is greater than 1.96 and smaller than -1.96. Because these values are significant, the model is also significant. In other words, placing each factor in the form of each variable is significant.

Other model fitting parameters are presented below, which is indicative of the suitability of the model.

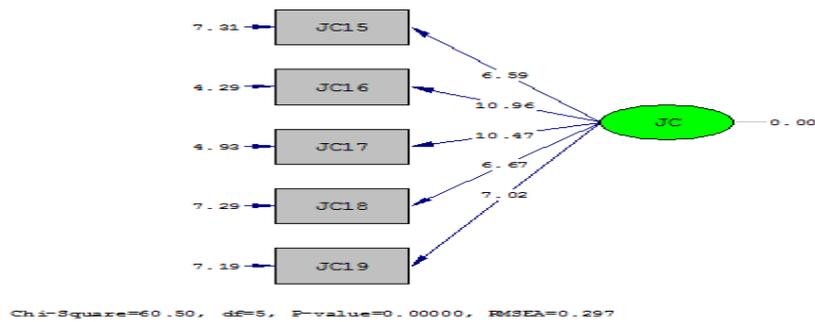


Fig. 7: The Measurement Model of the Significance Numbers of Job Commitment

Confirmatory Factor Analysis of the OCB Variable:

The OCB estimation model in the standard estimation mode can be seen in Fig. 8. Estimation results indicate that the model is suitable. According to LISEREL output, the amount of χ^2 is calculated at 65.12, which is relatively suitable considering the sample size.

Considering the small difference of RMSEA index and 0.1, it can be said that the fit is relatively suitable.

The measurement models also show the effects of each question in determining the variance of variable scores in the standard estimation mode.

For example, for the variable of OCB, question 21 (0.73) determined the variance of leadership style variable to a greater extent compared to other variables. In other words, the correlation between this question and the aforementioned variable and consequently its influence increases compared to other factors.

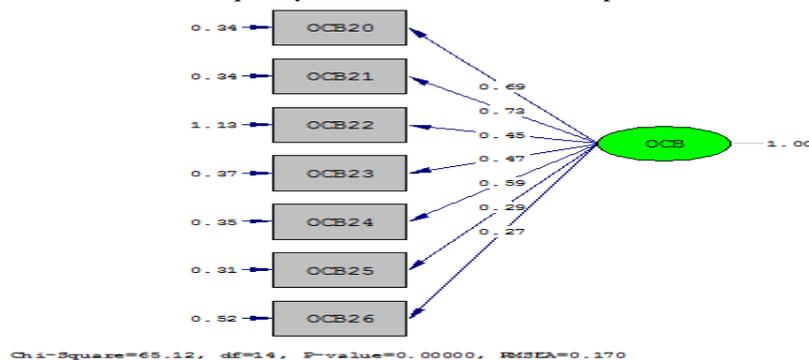


Fig. 8: The Measurement Model of OCB Variables in the Standard Estimation Mode

The significance part of coefficients and parameters calculated by the measurement model of the variable of OCB can be seen in Fig. 9 and suggests that all coefficients are significant. The reason is that the amount of the significance test of each is greater than 1.96 and smaller than -1.96. Because these values are significant, the model is also significant. In other words, placing each factor in the form of each variable is significant.

Other model fitting parameters are presented below which is indicative of the suitability of the model.

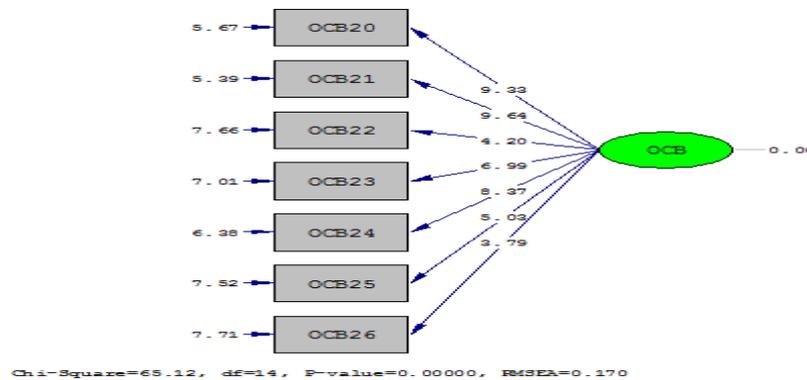


Fig. 9: The Measurement Model of the Significance Numbers of OCB

Testing Research Hypothesis:

Hypothesis 1:

Organizational justice has a positive and significant effect on job commitment in Khuzestan Agricultural Bank.

Structural equation:

$$JC = 0.51 (OJ) + E1$$

According to the structural equation obtained in Table 9, the amount of the path coefficient between the factors of organizational justice and job commitment is 0.51. T-test $1.96 < 5.44$ so the hypothesis is confirmed at the significance level of 0.05.

The results of Hypothesis 1:

The hypothesis is confirmed because the amount of the path coefficient between organizational justice and job commitment is 0.51, and the significance coefficient between organizational justice and job commitment is 5.44 is. This result is consistent with the discussion of Witner (2001) and the social exchange theory. Stowe's social identity theory suggests that employees who feel that their organization understands them and involves them in works may understand the organization, act mutually towards it and be committed to their job.

Hypothesis 2:

Job commitment has a positive and significant effect on job commitment in Khuzestan Agricultural Bank.

Structural equation:

$$OCBS = 0.36 (JC) + E2$$

According to the structural equation obtained in Table 9, the amount of the path coefficient between the factors of job commitment and OCB is 0.36. T-test $1.96 < 6.10$ so the hypothesis is confirmed at the significance level of 0.05.

The results of Hypothesis 2:

The amount of the path coefficient between the factors of job commitment and citizenship behavior is 0.36, and the significance coefficient between Job Commitment and OCB is 6.10.

Research hypotheses confirmed the findings of Morgan, Leiden and Kingel and showed that employees exhibit OCB when they benefit from a high spirit mental health and when they have a healthy spirit, they have a good feeling in the workplace and enjoy their work. Finally, their positive attitude towards their job makes them loyal and committed to the organization, and makes them feel they belong to it. This sense of belonging and commitment will be unconsciously manifested in their behavior and actions in a beautiful way.

Hypothesis 3:

Organizational justice has a positive and significant effect on OCB with the mediating role of job commitment in Khuzestan Province Agricultural Bank.

Structural equation:

$$OCBS = 0.51 (OJ) + 0.36 (JC) + E2$$

According to the structural equation obtained in Table 9, the amount of the path coefficient between the factors of organizational justice and job commitment is 0.51 and the amount of the path coefficient between the factors of job commitment and OCB is 0.36. According to the calculations, the determined path coefficient is 0.18 which is greater than 0.11. Therefore, the hypothesis is confirmed.

The results of hypothesis 3:

The amount of the path coefficient between the factors of organizational justice and job commitment is 0.18 which is greater than the path coefficient of organizational justice on job commitment and job commitment on OCB which is 0.11. Therefore, the hypothesis is confirmed.

Conclusion:

The present research used structural equations for testing its hypotheses, the results of which are shown in Table 10. After the implementation of the equation model in order to test the hypotheses, the output indicated the suitability of the fitted structural model. In other words, the observed data matched the conceptual model of the research to a large extent.

Table 10: Results of Statistical Hypothesis

Significance	Comparison with the critical value	T	Structural coefficient	Parameters	Relationships
Acceptance of hypothesis	5.44 > 1.96	5.44	0.51	λ_1	$OJ \rightarrow JC$
Acceptance of hypothesis	6.10 > 1.96	6.10	0.36	λ_2	$JC \rightarrow OBC$
Acceptance of hypothesis	0.11, 0.18	-----	(0.51*0.36) 0.18	λ_3	$OJ \rightarrow JC \rightarrow OBC$

Suggestions:

- Identification and encouragement employees who have initiative and responsibility and are more committed
- Increasing employee incentives to participate in decision makings
- Increased level of confidence in the Bank in the development of a close relationships between bank employees and managers
- Development of consultative groups of employees and managers in order to institutionalize OCB
- Identification of factors weakening OCB and planning to eliminate them
- Planning and taking required measures for laying the groundwork for the development of a cooperative and justice-oriented spirit in the Bank
- It is recommended that the Bank allocates posts to employees based on their level of education, experience and ability.
- The assignment of benefits and staff welfare facilities is recommended to be monitored in line with organizational justice.

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