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The effect of organizational justice on organizational citizenship behavior: moderating effect of job satisfaction (employees of Medical Sciences in yasouj)

¹Gholam Sajadi Khah, ²Faraj Alah Heidari Orejlu, ³Azam Azimifar and ⁴Parivash Heidari Orejlu

¹Department of Management , College of Humanities, Yasouj Branch, Islamic Yasouj University, Yasouj, Iran.

²Social Determinants of Health Research Center, Yasuj University of Medical Sciences, Yasouj, Iran.

³Department of Management , College of Humanities, Yasouj Branch, Islamic Yasouj University, Yasouj, Iran.

⁴Social Determinants of Health Research Center, Yasuj University of Medical Sciences, Yasouj, Iran.

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ABSTRACT

The purpose of this article is, determine the relationship between organizational justice perceptions in employees and job satisfaction levels with regard to moderating effect of job satisfaction at the employees of Medical Sciences in yasouj. This is a survey research. The research method is a descriptive survey. This study was conducted in employees of Medical Sciences in yasouj in iran. The sample comprise 190 employees, which have been collected by a researcher-developed questionnaire and sampling has been done through census and analyzed using SPSS and PLS softwares. The validity of the method was achieved through content validity and the reliability through Cronbach Alpha and composite reliability. the study finds out some interesting conclusions: (1): organizational justice is positively associated with job satisfaction (2): job satisfaction is positively associated with organizational citizenship behavior, (3): organizational justice is positively associated with organizational citizenship behavior.

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INTRODUCTION

Human resource, as the most strategic element of any corporation, has been specially paid attention by management researchers. Justice and its administration is one of the basic and intrinsic essences of human, whose existence has always provided a correct bed to develop human societies throughout the history. Opinions concerning justice have developed in parallel with development and progress of human society.

First organizational justice variable was announced as a reward and punishment in an organization. Then applying the laws and the process equally were added. And lastly human relations and the interaction were added and then that was come out. One of the types of organizational justice is distributive justice that refers to the fairness of results to which staffs will receive [1] Other type of organizational justice is procedural justice that this type of justice states the fairness of procedures used to determine of these results [2]. The third type of justice in organization is called interactional justice and the way in which organizational justice is taken by administrators to subordinates.

Family, university, social environment and workplace are the places where Individuals in search of justice. Starting from that research organizational justice can be raised if they are behaved fairly and their organizational dependency and productivity can be raised and by the way job satisfaction trust to management and their work demand and performance can be raised also [3].

staffs appraise their experiences at job in terms of whether these experiences are just and whether corporations show interest as an person [4] If the staffs perceive a decision as being fair, the recruitment relationship is more likely to include higher commitment and more job satisfaction [5] When the staffs have been subjected to unjust decisions or results, negative reactions arise towards the corporation, such as weak performance, turnover intention and absenteeism [7].

Organizational justice is as a base for the procedure of organizational effectiveness and job satisfaction of staffs [8].

Corresponding Author: Gholam Sajadi Khah, Department of Management, College of Humanities, Yasouj Branch, Islamic Yasouj University, Yasouj, Iran.

Organizational justice:

Justice perceptions have been considered as illustrative variables in organizational probe [9] Organizational justice explain the individuals or groups understanding of the justice of treatment received from an corporation and their behavioral response to such realizations [10] In the available literature, justice has been conceptualized based on three dimensions comprise distributive justice, interactional justice and procedural justice. Distributive justice refers to the perceived fairness of the results, procedural justice refers to the perceived fairness of the instruments used to determine those results [7] and interactional justice refers to the fairness of interpersonal behavior [11].

Most researches demonstrate that shared viewpoints in the job environment concerning justice impress an individual's justice understanding [12] For example, Lind et al [13] have shown that communication between employees concerning a manager's personal behavior influenced persons justice perceptions.

about the necessity and the importance of organizational justice, it is adequate that the essence of justice in the organization leads to the development of its programs, persistent improvement of organization performance, a large and massive power in order to synergistic development and creating opportunities to excellence in organization.

Organizational justice explain the individuals and groups understanding of the fairness of behaviour received from an corporation and their behavioral response to such perceptions [14] Organizational justice theories concentrate on perceived fairness in the work environment [2] The contents is generally analyzed in three levels: distributive, procedural and interactional justice [5 and 15].

Distributive justice:

refers to the perceived fairness of the means used to decide those consequences staffs receive;

procedural justice:

refers to the perceived fairness of the means used to decide those consequences, and

interactional justice:

describes the quality of interpersonal behaviour received at the hands of decision-makers.

Organizational citizenship behavior:

Organizational citizenship behaviors are behaviors of a cautionary essence that are not part of staffs formal role stipulations, however these behaviors contribute to the efficacious functioning of an organization [16 and 17]. Organizational citizenship behaviors are useful and favorable from an organizational outlook, but managers have difficulty eliciting their incidence or punishing their absence via contractual adjustment and formal rewards because the behaviors are arbitrary [8] Chiang and Birtch [18] report that extra role behaviors in Hong Kong hospitality are influenced generally by non-financial rewards. Organ [19] explained five degrees of Organizational citizenship behaviors:

Organ has examined the Organizational citizenship behaviour under five topics

1. Altruism 2. Courtesy, 3. Conscientiousness, 4. Sportsmanship and 5. Civil Virtue

- **Helping behaviours:** Helping behaviour comprise all sorts of voluntary practices of employees showed to help the fellow employees in performing their job and overcoming obstacles within the organization [20].

- **Courtesy:** Courtesy attitude covers up all behaviours for helping others in avoiding problems to happen. instances of this attitude comprise trying to prevent other employee from suffering as a outcome of a definite event, informing fellow employee on work schedule about the subjects which must be taken into consideration in advance [21]

- **Conscientiousness:** This attitude, defined as upholding excellent level work awareness, comprise voluntary behaviour that goes beyond then lowest expected role definition and performance of employee more than expected lowest level.

- **Sportsmanship:** Sportsmanship is defined as refraining from practices which may lead to inadequate tension at the workplace and maintaining synergistic atmosphere within the organization versus any adverse incidents ([22].

- **Civil Virtue:** Civil virtue in this context means wide level interest in and wide level loyalty to the organization.

Job Satisfaction:

Francies and Milbourn (1980) attempt to brief the divers definitions of job satisfaction as follows: generally, job satisfaction is the outcome of the individual's perception of what is required and what is received from various facets of the work situation.

Job satisfaction has been defined as relation between what one expects from job and what his understanding about getting from job (Lock & A., 1996). Job satisfaction has been extensively studied by scholars from last four decades. Job satisfaction is taken based on supposition that superior job satisfaction lead to superior work performance [23]

Job satisfaction is very main in retaining and catching the consideration of skilled employees. Job satisfaction is a understanding of staffs about their duties and the organizations in which they work. Job satisfaction as an staffs feedback to his work, on the basis of comparison between desired rewards and factual rewards [24].

As an attitude, job satisfaction is conceptualized as consisting of evaluative, cognitive and affective components.

Evaluative Component:

An individuals overall response to the employing organization is summarized in the evaluative component. It represents dislike vs. like for the organization.

Cognitive Component:

An individual's perceptions, beliefs, expectations opinion and regarding the organization are concentrate of his or her cognitions. staffs hold cognitions about each of the four main inducement systems.

Affective Component:

positive affect outcomes from feedback, information, and situations that affirms or reinforces the individual's self worth and self-concept, while negative affect is evoked by invalidating conditions.

A literature:

various studies have been conducted to illustrate the matter of the allocation phenomenon (i.e., the distribution of positive and negative reinforcements) in corporation. For example, Lawler [26] noted that the distribution of organizational rewards such as promotion, pay, performance evaluations, status, and job tenure can have strong effects on job satisfaction, quality of work life, and organizational effectiveness.

According to Williams and friends (2002) there are some preconditions of organizational citizenship behaviors. The primary condition is the perceptions of the employees about the decision and actions [14] These perceptions set the trust of the employees into motion and then stiffen their citizenship behaviors. The more justice perception means more positive state of mind. Williams, demonstrate that the positive determine of the mind increases the possibility of performing definite organizational citizenship behaviors. In this ground, the psychological conditions and humors of staffs are among the most important variables determining the relationships between organizational justice perceptions and organizational citizenship behaviors. As is stated in the researches of Organ, staffs behave positively when they perceive correct practices [27]

Zainalipour et al [28] in article with title "A study of relationship between organizational justice and job satisfaction among teachers in Bandar Abbas middle school" investigated relation between organizational justice and job satisfaction between teachers in Bandar Abbas. Research findings suggested significant positive relationships between organizational justice and job satisfaction. Correlation analysis for the three ingredients of organizational justice showed that two dimensions of organizational justice comprise ,distributive and interactional justice had positive relations with four dimensions of job satisfaction comprise supervision, coworker, pay and promotion and they did not have correlation with nature of job as a dimension of job satisfaction.

Than, Objectives of this research are:

- 1- To find out the relationship between organizational justice and job satisfaction
- 2- To find out the relationship between job satisfaction and organizational citizenship behaviors
- 3- To find out the relationship between organizational justice and organizational citizenship behaviors



From the above mentioned model the following main hypothesis are developed:

- 1- organizational justice is positively associated with job satisfaction.

- 2- job satisfaction is positively associated with organizational citizenship behaviors
- 3- organizational justice is positively associated with organizational citizenship behaviors.

Methodology:

The current article have a descriptive-correlative method. The matters are chosen among staffs of Medical Sciences in yasouj. Data collection is done through random sampling. First, a group of 30 persons were selected from the subjects and the questionnaire distributed among them. After extracting the data from the responses of the intended group and the variance estimate, the volume of the sample of the study was drawn by using cookran formula. 190 persons were selected randomly as the subjects of the study. In this study, questionnaire was used as a data collection tool. The validity of its content was ensured by using the expert viewpoints and consensus. The validity of its structure was measured through using the structural functions. The internal reliability of the items was verified by computing the Cronbach's alpha. suggested that a minimum alpha of 0.7 sufficed for stage of search. The Cronbach alpha estimated for organizational justice was 0.771 and job satisfaction was 0.763. As the Cronbach's alpha in this research were all much higher 0.7, the constructs were therefore deemed to have adequate reliability.

In table 1 our research the reliability of the items is checked through Cronbach's alpha that is More than 0.7 which shows that our research variables are reliable and there exists internal consistency between them:

Table 1: reliability coefficient of research variables related to given hypotheses

| Cronbach alpha | variables |
|----------------|--------------------------------------|
| 0.771 | organizational justice |
| 0.763 | job satisfaction |
| 0.840 | organizational citizenship behaviors |

Findings:

Descriptive data:

This study attempts to understand the relationships among organizational justice, job satisfaction and organizational citizenship behaviors. Table 2 Descriptive statistical data shows the relation to the employees participated to the research (n = 190). The social demographic qualification of the participants are as follows: 68 male and 122 female participated to the research.

The educational background of the participants are; 21 people diploma, 27 people have super- diploma, 109 people have Bachelor, and 33 people phd and Master degree.

Table 2: Demographic qualifications of participants

| Frequency | | |
|-----------|-----------------|-----------|
| 68 | Female | Gender |
| 122 | Male | |
| 190 | Total | |
| 21 | diploma | Education |
| 27 | super - diploma | |
| 109 | Bachelor | |
| 33 | PHD and Master | |
| 190 | Total | |
| 0 | Under 20 | Age |
| 58 | 21 – 30 | |
| 80 | 31 – 40 | |
| 35 | 41 - 50 | |
| 17 | More than 50 | |
| 190 | Total | |

Structural relationships in the conceptual model were tested with PLS. The maximum likelihood fitting function was used to estimated parameters. According to the indexes it can be concluded that the model have a good fitness. In Table 3 the composite reliability of each variable was examined and the coefficients for all variables above .7.

Table 3: AVE values and composite reliability

| Composite reliability | AVE | variable |
|-----------------------|------|--------------------------------------|
| .840 | .552 | organizational justice |
| .793 | .505 | job satisfaction |
| .891 | .678 | organizational citizenship behaviors |

In Table 4 correlation between research variables was investigated: For example, the correlation between two variables organizational justice and job satisfaction is .756 which indicates a high correlation between these two variables.

Table 4: Correlation Between research variables

| Feature | 1 | 2 | 3 |
|--|------|------|------|
| 1 organizational justice | .756 | - | - |
| 2 job satisfaction | .411 | .702 | - |
| 3 organizational citizenship behaviors | .367 | .630 | .822 |

Results:

In the Table 5 significant , T , mean and Difference of mean For each of the variables in research variables was examined:

Table 5: significant , T , mean and Difference of mean

| Difference of mean | mean | T | sig | Variable |
|--------------------|------|-------|-------|--------------------------------------|
| 0/39 | 3/90 | 9/09 | 0/000 | organizational justice |
| 0/62 | 3/64 | 15/85 | 0/000 | job satisfaction |
| 0/66 | 3/63 | 14/04 | 0/000 | organizational citizenship behaviors |

In the Table 6 research hypothesis was investigated. The data about any hypothesis include Beta, T -Test and Result For each of the variables in research Hypothesis was investigated. For example, in The first hypothesis, Beta is .21, T value is 2.76 and Hypothesis was accepted:

Table 6: analyzing the hypotheses of research

| variable | | Beta | T- Test | Result |
|------------------------|--------------------------------------|------|---------|-----------|
| Independent | dependent | | | |
| organizational justice | job satisfaction | .21 | 2.76 | confirmed |
| job satisfaction | organizational citizenship behaviors | .12 | 2.00 | confirmed |
| organizational justice | organizational citizenship behaviors | .35 | 4.78 | confirmed |

1 hypothesis:

organizational justice is positively associated with job satisfaction among staffs of Medical Sciences in yasouj.

According to results of table 6, since observed Beta is .21, T value is 2.76, so there is a relationship between organizational justice and job satisfaction among employees of Medical Sciences in yasouj with 95% confidence.

2 hypothesis:

job satisfaction is positively associated with organizational citizenship behaviors among staffs of Medical Sciences in yasouj.

According to results of table 6, since observed Beta is .12, T value is 2.00, so there is a relationship between job satisfaction and organizational citizenship behaviors among employees of Medical Sciences in yasouj with 95% confidence.

3 hypothesis:

organizational justice is positively associated with organizational citizenship behaviors among staffs of Medical Sciences in yasouj.

According to results of table 6, since observed Beta is .35, T value is 4.78, so there is a relationship between organizational justice and organizational citizenship behaviors among employees of Medical Sciences in yasouj with 95% confidence.

Conclusions:

The aim of this article is, determine the relationship between organizational justice perceptions in staffs and job satisfaction levels with regard to moderating effect of job satisfaction at staffs of Medical Sciences in yasouj. With regard to the analysis of data, the following results were obtained: organizational justice is positively associated with job satisfaction, job satisfaction is positively associated with organizational citizenship behaviors and finally organizational justice is positively associated with job satisfaction.

By making seminars that based on the relationships between organizational justice and job satisfaction may make directors more awareness. In addition employees wages, the employee rights, working conditions, social requirements, improvements in the overall levels of job satisfaction can be increased. Secondary employees views can be taken to make the research comprehensive.

Findings of this article means that if staffs find their organization just and fair in distribution, processes and interactional system, staffs feel more satisfied in terms of their pay, future progress opportunities, work schedule, colleagues, and supervisors. With regard to the research finding, under suggestions presented:

- Evaluating the performance of employees based on justice-centeredness
- Understanding and appreciation of the good work of employees by managers, and giving suitable feedback on their performances
- Creating a proposal system in organization in line with participation of employees and respect them
- Increasing the level of trust in the organization and establish a close relationship between managers and employees

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