

A Study on the Relation of Job Satisfaction and Organizational Justice with the Organizational Citizenship Behavior among Employees of Islamic Azad University-Ahar Branch in 2013

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ABSTRACT

The purpose of the present study is to determine the relationship of job satisfaction and organizational justice with the organizational citizenship behavior among employees of Ahar Islamic Azad University in 2013. All Employees of Ahar Islamic Azad University consisting of 110 people constitute the population of the study. The size of the sample was determined by Cochran formula and by the modification of sample size through stratified random sampling. The descriptive method is of correlational type. The measurement instruments used in this study are three questionnaires of job satisfaction by Berry Field and Roath with the reliability coefficient of 0/89, citizenship behavior by Organ & Kevenski with the reliability coefficient of 0/93, and organizational justice by Nihoof & Morman with the reliability coefficient of 0/90, with the validity confirmed by the specialists. In this study, the followings became clear:

1. Among distributional, procedural and interactive justice, distributional justice had the least relation with the components of organizational citizenship behavior.
2. The extent of chivalry in organizational citizenship behavior was in the lowest level and the extent of philanthropy was in the highest level.
3. There is a significant positive correlation relation between total organizational justice and organizational citizenship behavior and there is also a significant positive correlation relation between job satisfaction and organizational citizenship behavior.

INTRODUCTION

Organizations are not able to develop their effectiveness without individuals' willingness to collaborate. The difference between obligatory and spontaneous collaboration is highly important. In obligatory collaboration, individuals do their duties according to rules and regulations and determined standards of organization and simply to the extent of regarding requirements, while in spontaneous and conscious collaboration, individuals use their effort, energy and insight for flourishing their capabilities in the benefit of the organization. Nowadays, in modern literature of administration, conscious and spontaneous behaviors of individuals in organization are named as organizational citizenship behavior (ZareiMatin and colleagues, 2009).

Citizenship behavior and organizational justice are one of the most important and basic goals of employees' functions in every organization and are fundamental basis of job satisfaction and then organizational processes effectiveness.

Kahier believes that a perfect human sources strategy which aims to promote the positive behaviors and attitudes of employees should consider three conditions. (Kastrow, 2004, pp: 27-53)

Employees should have gratitude reward to be motivated to do satisfactory behaviors and attitudes.

Employees should acquire necessary skills to signify their efforts.

Employees should have necessary opportunities to take part in different levels.

According to Lovler & Billy model, actions of human resources which increase these three parts, cause to intensify organizational commitment perception, organizational citizenship behaviors and justice perception and to decrease the tendency to leave the organization because individuals tend to give a positive answer to the support and commitments of high-rank managers.

Katz (1964) has divided employees' behaviors which are vital for achieving organizational effectiveness into three categories :

1. Individuals should do things which remain in the organization system.
2. Individuals should do assignments and roles in a valid and certain style.
3. Individuals should do innovative and spontaneous activities for achieving organizational goals which are beyond their organizational role features.

Behaviors of second and third categories are examples of organizational citizenship behavior. (Chompokom, 2004, p. 406)

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The categories of organizational citizenship behavior are on the basis of job satisfaction. Smith and others in 1983 and also Batman and Organ in the same year ran the first research on the priorities of citizenship behavior. All the researchers showed that job satisfaction is the most significant anticipatory factor to organizational citizenship behavior. As the research reports of many researchers show, employees' job satisfaction is in fact considered as an introduction to the organizational citizenship behavior positioning. (Spector, Kesler, 2009)

Generally, satisfaction and lack of satisfaction are not two extremes of a spectrum and despite the majority imagination, lack of satisfaction or one sided satisfaction is not the result of high or low wage and salary although they are influenced by them but job satisfaction results from the factors such as needs, interests, motivations, attitudes and personality of individuals from one side, and job characteristics such as work environment, organizational atmosphere, organizational culture, and management from the other side. If these factors confirm each other, it causes the person to feel satisfactory.

Throughout the history, one of the basic wishes of human being is to perform justice and fulfill it in the society. Concerning this, various human and divine thoughts and schools have suggested different solutions for its explanation and positioning.

Barezman (1993) poses three criteria into which people can be illogical in their judgments on fairness :

1. The first one is the result of deviation from something that naturally seems logical due to economical criterion.
2. The second criterion is on the basis of conditions or results which probably are not sufficient from Patrow's view. On the basis of criterion which is used in welfare economy, the change and situation is better in comparison to the previous ones which can at least improve one's situation without hurting the others.
3. The third basis for a person's illogical judgment about justice or fairness is the time when the judgments are heterogeneous. This heterogeneity is because of irrelevant items or if the person changes his mind about the results on the basis of irrelevant data, it is called illogical.
4. The researchers of organizational justice agree that organizational justice is divided into three dimensions: distributional justice, procedural justice and interactive justice.

Distributional justice: distributional justice points to the fair judgments on the distribution of the results including pay level or opportunities for promotion in an organization context.

Procedural justice: perceptual equality of the instruments used to distribute compensation of salary and its benefits.

Interactive justice: interactive justice points to the social act procedure which people are susceptible to the quality of treating them in mutual personal relations and also to the structural aspects of decision-making process (Rezaiyan, 2012, p. 59).

At the present time, universities as a key factor in social, economic, cultural and political development of human societies have a vital role in training manpower.

Analyzing effective factors in development of human societies including modern and developing societies expresses that effectiveness of educational system in any country helps greatly to the all-out development of that country. Nowadays, in universities, manpower has been considered as the most valuable properties of the organization and any university like other organizations cannot exist without this valuable resource.

So knowing the needs, motivations, intentions and factors causing satisfaction and lack of satisfaction is not only the necessary condition to continue the way but also it is necessary for taking correct policies and proper strategies.

Although organizational citizenship behavior is not the function of the employees in organization, this behavior contributes to the effective function of organization. Organizational justice has gained a special significance for managers and employees considering the dynamic and changing environment as a new study field.

Justice in an organization states equality and consideration of moral behavior in an organization (Greenberg, 1993, p. 85). Therefore, due to the significance of the components job satisfaction, organizational justice and organizational citizenship behavior in an important organization like university, the following questions were posed:

1. What is the status of citizenship behavior in Ahar Islamic Azad University?
2. What is the status of organizational justice in Ahar Islamic Azad University?
3. What is the status of job satisfaction in Ahar Islamic Azad University?
4. How much do job satisfaction and organizational justice share in prediction of organizational citizenship behavior in Ahar Islamic Azad University?
5. Is there any relationship between organizational justice and citizenship behavior?
6. Is there any relationship between organizational justice and citizenship behavior?
7. Is there any relationship between job satisfaction and organizational justice?
8. Is there any relationship between three dimensions of justice (distributional, procedural and interactive) and citizenship behavior?

MATERIALS AND METHODS

Methodology: The descriptive survey was adopted in the present study.

Population, sample and sample size: All Employees of Ahar Islamic Azad University consisting of 110 people constitute the population of the study. The size of the sample was determined by Cochran formula and through stratified random sampling. Three standardized questionnaires were used in this study. After making sure about their validity through experts' opinions, the reliability of the questionnaires using Cronbach α was estimated 0/90 for organizational justice, 0/93 for organizational citizenship behavior and 0/89 for job satisfaction. For statistical analysis and interpretation of the data, descriptive and inferential statistics of SPSS software (multiple regression, Pearson correlation coefficient and descriptive features).

Findings:

1. What is the status of organizational citizenship behavior, organizational justice and job satisfaction among Ahar Islamic Azad University employees?

Table 1: about the descriptive statistic of variables

job satisfaction	organizational justice	organizational behavior	citizenship	
50	50	50		Accepted Number
2/85	2/74	3/89		Mean
0/053	2/83	4/08		Median
2/92	0/60	0/97		Standard Deviation
-0/52	-0/46	-0/22		Skewness
0/45	0/11	-1/09		Kurtosis
1/74	1/35	2/11		Minimum
3/74	3/90	5/42		Maximum

As illustrated in table 1, the obtained Means for organizational citizenship behavior, organizational justice and job satisfaction are 3/89, 2/74 and 2/85 respectively. This shows that the amount of organizational citizenship behavior is significantly higher than the average, but the amounts of organizational justice and job satisfaction are average.

2. There is a relationship between organizational justice and organizational citizenship behavior.

Pearson correlation test was used to test this hypothesis. Pearson correlation coefficient for organizational justice and citizenship behavior is 0/458 and its level of significance is 0/001.

Due to the fact that significance level of Pearson test is less than 0/05, the assumption of variables independency is rejected, that is, there is a significant direct relationship between organizational justice and citizenship behavior. Moreover, the results show that organizational justice has a significant direct relationship with components philanthropy, respect and honor, conscientiousness and civic virtue but has not a significant relationship with chivalry.

Table 2: about Pearson correlation test for organizational justice and citizenship behavior

citizenship behavior	civic virtue	conscientiousness	chivalry	respect and honour	philanthropy		
.458	.428	.427	.145	.516	.408	correlation coefficient	organizational justice
.001	.002	.002	.316	.000	.003	level of significance	
50	50	50	50	50	50	number	

3. There is a relationship between job satisfaction and citizenship behavior.

Pearson correlation test was used to test this hypothesis. Pearson correlation coefficient for job satisfaction and citizenship behavior is 0/311 and its level of significance is 0/028.

Due to the fact that significance level of Pearson test is less than 0/05, the assumption of variables independency is rejected, that is, there is a positive correlational relationship between job satisfaction and citizenship behavior. Moreover, the results show that job satisfaction has a significant direct relationship with respect and honor component but has no significant relationship with philanthropy, chivalry, conscientiousness and civic virtue components.

Table 3: Pearson correlation test for job satisfaction and citizenship behavior

citizenship behavior		
.311	correlation coefficient	
.028	level of significance	job satisfaction
50	number	

4. There is a relationship between job satisfaction and organizational justice.

Pearson correlation test was used to test this hypothesis. Pearson correlation coefficient for job satisfaction and organizational justice is 0/355 and its level of significance is 0/012.

Due to the fact that significance level of Pearson test is less than 0/05, the assumption of variable independency is rejected, that is, there is a significant direct relationship between job satisfaction and organizational justice.

Table 4: Pearson correlation test for job satisfaction and organizational justice

organizational justice		
.355	correlation coefficient	Job
.012	level of significance	satisfaction
50	number	

5. There is a relationship between citizenship behavior and three dimensions of justice (distributional, procedural and interactive).

Pearson correlation test was used to test this hypothesis. Pearson correlation coefficient for distributional justice and citizenship behavior is 0/324 and its level of significance is 0/022.

Pearson correlation coefficient for procedural justice and citizenship behavior is 0/417 and its level of significance is 0/003. Pearson correlation coefficient for interactive justice and citizenship behavior is 0/343 and its level of significance is 0/015. The results show that there is a significant positive correlational relationship between citizenship behavior and three dimensions of justice (distributional, procedural and interactive).

Table 5: Pearson correlation test for three dimensions of justice with citizenship behavior

number	level of significance with organizational citizenship behavior	correlation coefficient with organizational citizenship behavior	
50	.022	.324	distributional justice
50	.015	.343	interactive justice
50	.003	.417	procedural justice

6. How much do job satisfaction and organizational justice share in prediction of organizational citizenship behavior in Ahar Islamic Azad University?

Synchronic regression has been used to study this question. The results show that job satisfaction and organizational justice explicate approximately 23 percent of citizenship behavior.

Table 6: Table of correlation and Dorbin-Watson for the effect of job satisfaction and organizational justice on citizenship behavior

Dorbin-Watson	Standard Error of Estimates	Modified coefficient of determination	coefficient of determination	of	Multiple correlation coefficient
1.838	.86679	.202	.235		.485

There should be a linear relationship between standard variable and prediction variables to have a meaningful regression model. We use F test to study the linear relationship between standard variable and prediction variables. In this case, the null hypothesis is that there is no linear relationship between standard variable and prediction variables. If the level of significance is less than 0/05, then this assumption will be rejected. Since significance level of the F-test (0/002) is less than 0/05, this shows that there is a significant linear relationship between standard variable and prediction variables.

Table 7: Significance test of linear relationship for the effect of job satisfaction and organizational justice on citizenship behavior

level of significance	of	F	Mean of squares	Degree of freedom	sum of squares	
.002		7.213	5.419	2	10.838	Regression
			.751	47	35.312	Remained
				49	46.150	Total

DISCUSSION AND CONCLUSION

Organizational citizenship behavior is an optional behavior which contributes to organizational effectiveness while it doesn't receive any reward officially and clearly. Some of the variables of organizational citizenship behavior are organizational commitment, organizational justice and job satisfaction. TranipSeir showed in a research that individuals who have a higher and greater moral behavior show better citizenship behavior. It can be concluded that organizational citizenship behavior is the emergence and representation of moral behavior in work environment. At the present time, administrators should provide their employees a suitable atmosphere or environment to be able to increase the amount of their production, efficiency and exploitation in order not to get into trouble in terms of having good or bad behaviors. The results of the present study showed that organizational justice has a significant and positive relationship with four dimensions of organizational citizenship behavior (philanthropy, respect and honor, work conscientiousness and social customs) and no relationship with chivalry dimension of organizational citizenship behavior. Moreover, the results of the present study showed that there is a positive correlational relationship between job satisfaction and citizenship behavior. According to the results of the present study, procedural and interactive justice have a significant direct relationship with components philanthropy, respect and honor, work conscientiousness and civic virtue, but do not have a significant relationship with chivalry component, and distributional justice has relationship only with respect and honor component. These results are in coordination with the results of researches conducted by Skarliky & Erikson (1999) and the reason is that organizational citizenship behavior is a voluntary behavior and is mostly influenced by the supervisors' interaction and way of behaving and organization procedures and policies. Moreover, the results showed that the extent of philanthropy, respect and honor, work conscientiousness is higher than the average and the extent of chivalry and civic virtue is average.

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