



Correlation between Organizational Citizenship Behavior and Organizational Justice among Textile Industries' Employees of Red Crescent Society, Iran

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ABSTRACT

Aims Organizational Citizenship Behavior (OCB) and Organizational Justice (OJ) improve the effectiveness of work groups, in which they are exhibited. The aim of this study was to investigate the correlation between organizational citizenship behavior and organizational justice among Textile Industries' Employees of Red Crescent Society of the Islamic Republic of Iran.

Instruments & Methods The population of the present descriptive-survey study, which was conducted in 2015, comprised 180 employees of Textile' Industries in Red Crescent Society of the Islamic Republic of Iran, Tehran, using simple random sampling method. The employees who participated in this study were asked to complete 3 questionnaires, containing demographic questions, OCB (Mark'oczy and Xin.), and OJ (Fernandes and Awamleh.). The data were analyzed by SPSS 19 and LISREL 8.54 software, using Pearson Correlation Test (PCT) and Goodness-of-Fit indices.

Findings There was a positive and significant correlation between OJ and its dimensions and employee's OCB ($r=0.560$; $p<0.01$) and its dimensions, indicating that the employees, who perceived their organization, managers, and supervisor's gestures fairly, represented high levels of organizational citizenship behaviors. Given the root mean square error of approximation (RMSEA) normal χ^2 and indices of GFI, CFI (comparative fit index), NFI (normed fit index), and IFI (incremental fit indices) showed high fitness of model and that the associations between variables were logical according to theoretical of the study.

Conclusion Organizational justice has a direct and positive effect on employees' organizational citizenship behavior.

Keywords Organizational Citizenship Behavior; Organizational Justice; Textile' Industries in Red Crescent Society

CITATION LINKS

[1] Organizational justice: Yesterday, today, and ... [2] Impact of organizational justice on organizational ... [3] Organizational citizenship behavior: Its nature and ... [4] The fundamental principles of the international red cross and red crescent ... [5] The social psychology of ... [6] Organizational citizenship behavior: The good soldier ... [7] Organizational citizenship behavior: It's construct clean-up ... [8] The cultural matrix of organizational citizenship ... [9] Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future ... [10] Are chameleons good citizens? A longitudinal study of the relationship between self-monitoring and p ... [11] Dimensions of transformational leadership: Conceptual and ... [12] The moderating effects of ... [13] The potential paradox of organizational citizenship behavior ... [14] The virtues of omission in organizational ... [15] Impact of organizational justice on employees' workplace and personal ... [16] A taxonomy of organizational justice ... [17] Progress in organizational justice: Tunneling through the ... [18] The management of organizational ... [19] Treating employees fairly and organizational citizenship ... [20] Justice and organizational citizenship behavior: What is the ... [21] Is organizational ... [22] Justice as a mediator of the relationship between methods ... [23] Impact of organizational justice in an expatriate work ... [24] Coefficient alpha and the internal structure ... [25] A Paradigm for developing better measures of marketing ... [26] A meta-analysis of ... [27] Effectiveness of nutrition education on fast food choices ... [28] On assuring valid measures for theoretical models using ... [29] Interactive LISREL in practice: Getting standard with a SIMPLIS ... [30] Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee ... [31] Relationships among supervisors' and subordinates' procedural justice perceptions and organizational citizenship ... [32] The relationship between organizational justice and organizational citizenship ...

Introduction

Nowadays, the world is looking for more productive and high performance organizations, which would provide high job satisfaction to their employees and would also cherish excellence and effectiveness. This could be achieved if we could develop organizational citizenship behavior (OCB) within our Organization. OCB can be extremely important and valuable to organizations and can contribute to performance and productivity improvement and competitive advantage creation. OCBs caused the employees subordinated individual interests to group and organization interests.

Human resources have found a key position in priority agenda of all concerns of today's organizations. Irrespective of the sales volume, budget, or the manufacturing the processes and other organizational processes and properties, the central element and property, which performs the work and gives its final shape, is the human resources. Each employee at any position has some definite role to play. The roles that employees accept to play in their jobs shape the organization's success. The employee provides his services to the organization and, accordingly, delivers the results. It is very important to understand that an employee is not a machine, which can be programmed to be error-free. Employees have many motivations, attitudes, expectations, senses, and beliefs that influence their performance level.

Thus, the performance level of an employee is governed by many factors, but organizational justice (OJ) is one of the important factors in the effective functioning of employees [1, 2]. The performance level of an employee is governed by many factors, including his/her attitude towards the job, percept organizational policies, supervisor's behavior, culture of the organization, the company of the colleagues, the vision and mission of the top management, qualifications, experience, and the performance of the industry as a whole [2]. Successful organizations have employees, who go beyond their formal job responsibilities and freely give their time and energy to succeed at the assigned job. Such altruism is neither prescribed nor required; yet, it contributes to the smooth functioning of the organization [3]. According to one of the

Fundamental Principles of International Federation of Red Cross and Red Crescent Movement (Voluntary Service), Red Cross and Red Crescent Societies are the organizations that provide the voluntary services [4].

In order to achieve this objective, these societies, their employees, and their volunteers must engage in helping, extra-role, and organizational citizenship behaviors. Organizational justice is one of the most important motivator factors for stimulating these behaviors. Organizational Citizenship Behavior and Organizational Justice improve the effectiveness of work groups, in which they are exhibited.

Katz and Kahn defined Organizational Citizenship Behaviors as "behaviors that are not specified by role prescription, but which facilitate the accomplishment of organizational goals" [5]. Organ defined organizational citizenship behaviors as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" [6-12]. "By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clear specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable" [6, 7, 9]. Organ had identified the most important dimensions of organizational citizenship behaviors: (1) Altruism, (2) Conscientiousness, (3) Courtesy, (4) Sportsmanship, (5) Civic Virtue [6, 9, 13], (6) Interpersonal Harmony, and (7) Protecting Company Resources [14].

One more variable, which enhances the organizational effectiveness, is Organizational Justice. Greenberg pointed out that organizational justice can explain many organizational behavior outcomes. OJ is a term used to define the role of fairness within an organization because it is directly related to the organization [15]. Greenberg suggested that people are concerned about matters of justice and this justice does influence job attitude and organizational behavior [16]. Greenberg refers to the organizational justice as the just and fair manner, in which organizations treat their employees fairly [1].

Organizational justice, a term coined by Greenberg, refers to employee perceptions of fairness in the workplace [16]. One of the greatest topics, to which scientists in the fields of industrial-organizational psychology, human resources management, and organizational behavior have been interested in recent years, is organizational justice—people's perceptions of fairness in organizations. Research does suggest that equitable rewards can boost positive work behaviors such as work performance [17]. Theorists have distinguished between conceptualizations of justice that focus on content—the fairness of the ends achieved (distributive justice approaches) - and those that focus on process—the fairness of the means used to achieve those ends (procedural justice approaches) [1, 16, 17], and the justice of interpersonal transactions they encounter with others (interactional justice) [18] and the fairness in the communication process of company procedures (informational justice) [12].

The literature has emphasized that if the employees perceive their organization, managers, and supervisor's gestures fairly (fair and justice in sources, benefits, and rewards distribution; fair and justice in organizational policies and procedures; fair and justice in interaction with employees; and fair and justice in information diffusion and knowledge sharing), it is more likely to represent the helping, extra-role, and citizenship behavior for their organization [1, 12, 16, 19]. Most of the management and organizational behavior literature support the relationship between organizational citizenship behavior and organizational justice, especially positive and significant relationship between them. Moorman *et al.* showed that there was a positive and significant relationship between justice and dimensions of organizational citizenship behavior [19]. Tansky reported the positive associations between justice perceptions and courtesy, and other dimensions of organizational citizenship behavior [20]. Blackly *et al.* revealed that there was a positive association between OCB and its dimensions [12]. Young found that there was a positive and significant relationship between organizational justice and its dimensions (such as: distributive, procedural, and

interactional justice) and organizational citizenship behavior [21]. Niehoff and Moorman demonstrated that there was a positive and significant relationship between some dimensions of organizational justice and some dimensions of organizational citizenship behavior [22].

The aim of this study was to investigate the correlation between organizational citizenship behavior and organizational justice and their dimensions among Textile Industries' Employees of Red Crescent Society of the Islamic Republic of Iran.

Instruments and Methods

The population of the present descriptive-survey study, which was conducted in 2015, comprised 180 employees of Textile' Industries in Red Crescent Society of the Islamic Republic of Iran, Tehran, using simple random sampling method. The statistical sample was calculated by Cochran Formula ($n=123$).

The employees who participated in this study were asked to complete 3 questionnaires, containing demographic questions, organizational citizenship behavior, and organizational justice. Eventually, 86.17% of employees completed and returned the questionnaires (106 employees).

In order to collect the relevant data to OCB, Markoczy and Xin's [14] Organizational Citizenship Behavior Questionnaire was used, and in order to collect the relevant data to OJ, Fernandes and Awamleh's [23] Organizational Justice Scale was used. All of the constructs were measured, using multi-item scales anchored by 1 (strongly disagree) 2 (disagree), 3 (agree), and 4 (strongly agree). For content validity, questionnaires were distributed among 20 employees and, then, were gathered. In order to determine the measurement scale of reliability, there are various methods, one of which is the measurement of internal consistency. Internal consistency of measurement scale could measure by Cronbach's alpha coefficient [24, 25]. This method has frequently been used in studies [26]. In the present study, the Cronbach's alpha coefficient was utilized to examine the internal reliability of Organizational Citizenship Behavior Questionnaire (0.91) and Organizational

Justice Scale (0.90), indicating high internal consistency. The following were chosen by this analysis, based on suggestions that can be found in previous studies [27, 28]. Four of fit indices are absolute fit indices, which assess the overall model-to-data fit for structural and measurement models together [29]: chi-square, goodness-of-fit test (χ^2), ratio of χ^2 to degrees of freedom (χ^2/df), root mean square error of approximation (RMSEA), goodness-of-fit indices (GFI), and adjusted goodness-of-fit indices (AGFI); whereas the remaining two are incremental fit indices (IFI), meaning that they compare the target model to the fit of the baseline model, normally one in which all observed variables are assumed to be uncorrelated [27]: comparative fit index (CFI), and non-normed fit index (NNFI) [29].

The data were analyzed by SPSS19 and LISREL 8.54 software, using Pearson Correlation Test (PCT) and Goodness-of-Fit indices.

Findings

91.5% of employees were men and 8.5% of them were women (Table 1).

Table 1) Demographic characteristics of the participants

Variables	Number	Percentage
Age		
19-26 years	16	15.0
27-34 years	49	46.2
35-42 years	28	26.4
43-50 years	10	9.4
More than 50 years	3	3.0
Gender		
Men	97	91.5
Women	9	8.5
Education Levels		
Under Diploma	42	39.6
Diploma	25	23.6
Under-graduated	21	19.8
Graduated	16	15.1
Post-Graduated	2	1.9
Marital Status		
Single	22	21.0
Married	84	79.0

There was a significant and positive correlation between total scores of OCB with OJ ($r=0.560$; $p<0.01$), indicating that the employees, who perceived their organization, managers, and supervisor's gestures fairly, represented high levels of organizational citizenship behaviors (Table 2).

Table 2) The correlation matrix of Organizational Citizenship Behavior, Organizational Justice and their dimensions

Variables	Mean±SD	1	2	3	4	5
1-OJ	2.91±0.59	1				
2-DJ	2.98±0.57	0.766**	1			
3-PJ	3.05±0.46	0.753**	0.637**	1		
4-IJ	3.00±0.45	0.704**	0.647**	0.639**	1	
5-CV	3.07±0.51	0.494**	0.489**	0.458**	0.379**	1
6-A	3.18±0.54	0.345**	0.416**	0.210**	0.283**	0.585**
7-Consc.	3.26±0.43	0.335**	0.357**	0.220**	0.324**	0.433**
8-IH	3.18±0.54	0.434**	0.292**	0.504**	0.365**	0.450**
9-PCR	3.16±0.59	0.498**	0.426**	0.461**	0.429**	0.471**
10-S	3.24±0.56	0.431**	0.370**	0.451**	0.388**	0.442**
11-Cour.	3.41±0.42	0.299**	0.268**	0.198*	0.301**	0.327**
12-OCB	3.22±0.36	0.560**	0.519**	0.484**	0.457**	0.744**

Organizational Justice (OJ); Distributive Justice (DJ); Procedural Justice (PJ); Interactional Justice (IJ); Altruism (A); Conscientiousness (Consc.); Courtesy (Cour.); Sportsmanship (S); Civic Virtue (CV); Interpersonal Harmony (IH); Protecting Company Resources (PCR); Organizational Citizenship Behavior (OCB)

** $p<0.01$ level (2-tailed)

* $p<0.05$ level (2-tailed)

Table 3) Goodness-of-Fit indices

Fit Index	Full Name	Cut-offs	Amount
χ^2/df	Chi-Square Divided to Degree of Freedom	$\chi^2/df<3$	1.33
RMSEA	Root Mean Square Error of Approximation	$RMSEA\leq 0.10$	0.057
NNFI	Non-Normed Fit Index	$NNFI > 0.9$	0.95
NFI	Normed Fit Index	$NFI > 0.9$	0.91
AGFI	Adjusted Goodness-of-Fit Indices	$AGFI > 0.9$	0.90
GFI	Goodness-of-Fit Indices	$GFI > 0.9$	0.92
CFI	Comparative Fit Index	$CFI > 0.9$	0.97
IFI	Incremental Fit Indices	$IFI > 0.9$	0.97

A description of these indices were presented based on the suggested cut-offs and the amounts (Table 3).

The model of this study had a good fitness and the hypothesis of causal relationship of organizational citizenship behavior and organizational justice was approved. Given the root mean square error of approximation ($0.057 < 0.10$), normal $\chi^2 < 3$ (1.33) and indices of GFI, CFI (comparative fit index), NFI (normed fit index) and IFI (incremental fit indices) showed high fitness of model and that the associations between variables were logical according to theoretical of the study (Table 3).

Discussion

The aim of the present study was to investigate the relationship between organizational justice and organizational citizenship behavior among Textile Industries' Employees of Red Crescent Society of the Islamic Republic of Iran. The results of the Path Analysis indicated the predictive effects of organizational justice on employees' organizational citizenship behavior. In other words, organizational justice had a direct, positive, and a significant effect on employees' organizational citizenship behavior.

These results indicated that organizational citizenship behavior was a function of organizational justice. In other words, as the employees who perceived their organization, managers, and supervisor's gestures fairly, represent high levels of organizational citizenship behaviors and vice versa, the employees represent high levels of organizational citizenship behaviors when their managers treat them unfairly.

These results indicated that as organizational justice levels increased, organizational citizenship behavior increased as well.

This result is consistent with equity theory, in which employees who perceive unfairness may reduce the frequency or magnitude of their helping, extra-role, and citizenship behaviors, whereas employees who believe they are fairly treated will see continued their citizenship behaviors as a contribution to the organization. These results are consistent with empirical studies [19, 21, 22, 30-32] and inconsistent with some other studies [12, 20]. The strong implication of the present study is

that the supervisors and managers can directly influence on employees' organizational citizenship behaviors. The perception of fairness and justice originated from distributive justice was based on the supervisors and managers correctly distributed the sources, benefits, and rewards among the employees. The perception of fairness and justice originated from procedural justice was based on the supervisors and managers correctly used the organizational policies and procedures. The perception of fairness and justice originated from interactional justice was based on whether the supervisors and managers correctly interacted with and behaved to their employees. The perception of fairness and justice originated from informational justice was based on whether the supervisors and managers correctly diffused the information and shared the knowledge among employees. The Red Crescent Society is an organization that needed to voluntary and discretionary behaviors such as helping, extra-role, and citizenship behaviors.

Therefore, its managers should attempt to promote these behaviors among their employees and volunteers, and organizational justice is one of the best practices to achieve it. The perceptions of fairness and justice influence on employees to behave as organized citizens.

If the supervisors and managers work to increase the fairness of benefits and outcome distribution, the utilization of policies and procedures, information diffusion, and interaction with employees, it will increase helping, extra-role, and citizenship behaviors exhibition among the employees. It is noticeable that the interactional justice was widely used for promoting employees' OCBs.

A corollary of this implication is that the perceptions of fairness based on interactional justice may be the easiest perceptions to manage, but, other perceptions of fairness may be constrained by forces and powers outside the supervisors and managers' control and may be a function of organization regulations, policies, and procedures.

The OJ, mainly, is placed in the realm of managers' authority, and they must create an environment full of perceived fairness to their employees. The lack of OJ is one of the basic reasons to the apparition of

counterproductive and withdrawal behaviors. Sometimes, this situation forces the employees try to damage organization and decrease the quality and quantity of their work through dysfunctional reactions such as intentional sabotage of machinery, evading their responsibility, robbery, aggressiveness, barratry, malignancy, illegal aggregation and laagering, violence, revengefulness, and the creation of fictitious conflicts.

We recommend to the managers of Red Crescent Society to develop the domain of fairness and justice, and to avoid bias and discrimination in their decision and policy makings, allocating resources, facilities, and rewards, creating work procedures, representing job career, sharing information and knowledge, and interacting and dealing with employees.

The managers must observe ethical standards in relevant decisions to their employees, and encourage them to high performance.

They must pay a particular attention to employees' reports, critiques, and complaints, and establish an Appeals Council to create an appealable context for who perceived unfair behaviors.

In addition, the managers, through the principal and exact tests and interviews, must hire the employees, who do not omit their works within organization and represent OCBs; the employees, who cooperate in the relevant issues and duties to their colleagues along with self-sacrifice, self-devotion, taking responsibility, and generosity. It is counterpoint of the counterproductive behaviors, where the employees do not avoid taking the overloads.

The relationship between OCB and OJ is very important topic, and future research should be concerned with studying the dynamics of it. They should study and detect other dimensions of OCB and concentrate on other dimensions and sub-dimensions of organizational justice that could influence on OCBs.

This study, as other conducted researches in the field of organizational and personal psychology, has some limitations. First, this study only investigated the relationship between OCB and OJ; therefore, in order to test a more completed model, it is suggested to the future researches to consider more

variables in relation to OCB and OJ. The second limitation is the lack of investigation and comparison the findings of this study with other samples. Thus it is suggested to conduct such study within a wide variety of organizations.

Conclusion

Organizational justice has a direct and positive effect on employees' organizational citizenship behavior.

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