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### **Abstract**

**Purpose** – The purpose of this paper is to examine the relationship between organizational justice and organizational citizenship behavior among 186 experts of Ministry of Economic Affairs and Finance (MEAF) in Iran. **Design/methodology/approach** – The papers develops a research model based on current literature and then test this model in MEAF selected from 18 Ministry, public sector in Iran. Statistics society consists of 186 experts include assistant of general managers in both personnel affairs and welfare and domestic payments department, and also professionals, managers and deputy of personnel affair and department of organization and methods in MEAF. The sample size provided based on "Cohan- Morgan- Korjsay" is 186 experts which has been determined with descriptive methods. For data analyzing we used analysis of Kolmogorov-Smirnov's, analysis of correlation, and analysis of variance test. **Findings** – The results indicate that we found that there is positive relationship between organizational justice and OCB. **Research limitations/implications** – This study could benefit from a large sample from public sector and replication in more Ministries. **Practical implications** – The paper offers practical suggestions to the public sector and management in general on how to manage the organizational justice effects on OCB. **Originality/value** – This paper has tried to provide an inclusive understanding about the relationship between organizational justice and OCB in the MEAF in Iran. Since there was a lack of such research in an Iranian context, this paper can provide theoretical basis for future researches as well as practical implications for managers and the professionals.

**Keyword:** Organizational Justice, Organizational Citizenship Behavior, Iran

### **Introduction**

According to Sloat (1999) governmental organizations are often seen as strong and non-profitable institutions. The organizations are now demanding employees who are "good citizens"--individuals willing to extend themselves to help employers. In order to be competitive, this organizations need to ensure that their employees are sensitive, thoughtful,

and effective when carrying out their work. They need to be encouraged to show their fullest potential. Managers cannot foresee all contingencies or fully anticipate the activities that they may desire or need employees to perform (Katz & Kahn, 1978; Organ, 1988a). Work behavior that goes beyond the reach of organizational measures of job performance holds promise for long-term organizational success (Van Dyne, Graham, & Dienesch,

1994) because they are purported to improve organizational efficiency, effectiveness, productivity, and adaptability (Organ, 1988a). Doing jobs beyond what is required without expecting to be rewarded is referred to in this study as “Organizational Citizenship Behavior” (OCB).

Although there have been many studies of OCB in organizations, no known studies have examined the effects of organizational justice on OCB in governmental organization in Iran. Given this lack of information, attempts are made to answer one question. Does organizational justice influence his or her OCB?

### **Review of Literature**

#### **Organizational Citizenship Behavior**

In recent years, much importance in OCB has been shown. OCB has been said to enhance organizational performance because they lubricate the social machinery of the organization, reduce friction, and increase efficiency (Bateman & Organ, 1983; Smith, Organ, & Near, 1983). OCB represents 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 (Organ, 1988a). Most OCB actions, taken singly, would not make a dent in the overall performance of the organization (Organ, 1988b). The effect will be seen with the aggregate summation of OCB performed across time and across persons in the group, department, and organization. The most critical element is that these behaviors are defined at face value. OCB are behaviors that are clearly observable by peers, supervisors, or researchers.

Organ (1988a) identified five categories of OCB, namely: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue.

Williams and Anderson (1991) suggested that the interpretation of OCB has been troublesome because it has failed to clearly differentiate between OCB and in-role performance (Moorman, Niehoff & Organ, 1993). In-role behaviors involve supporting the technical core of the business in the organizations whereas OCB does not. Contrary to these confusions, we will adopt the perspective taken from the voluminous theoretical and empirical work on OCB which gives the impression that the boundary between in-role and OCB is agreed upon and clearly defined and that OCB is the same for all employees (Niehoff & Moorman, 1993; Organ, 1988a; Podsakoff, MacKenzie, Moorman & Fetter, 1990).

#### **Organizational Justice and Organizational Citizenship Behavior**

Justice perceptions may influence OCB by prompting an employee to define his or her relationship with the organization as one of social exchange. In a social exchange process, employees perceiving fair treatment and trust in managers go beyond formal job requirements and voluntarily perform acts which benefit the organization (Deluga, 1994).

Although organizational justice and organizational citizenship behavior are not completely different and unrelated ideas but have different roots. Organizational justice is able to elicit citizenship behaviors in many cases and citizenship behaviors are the mainstay in many organizations with high organizational justice. In a recent study conducted by Colquitt, Conlon, Wesson, Porter and Ng (2001), a meta-analysis of past justice literature linkage with organizational outcomes were investigated. The results suggest that even though different justice dimensions are moderately to highly relate to each other, they contribute incremental variance explained in fairness perceptions. All the four types of organizational justice–

distributive justice, procedural justice, interpersonal justice, and informational justice—are correlated (Colquitt, 2001), but they are distinct aspects of organizational justice and have been shown to have independent effects (Greenberg, 1993, 1994).

Organizational justice refers to the overall fairness of the organization reward system and the perceived fairness of the actions of individuals responsible for implementing the rewards allocation system (Cropanzano & Greenberg, 1997; Leventhal, 1976). Distributive justice refers to the degree to which rewards are allocated in an equitable manner (Niehoff & Moorman, 1993). The study of procedural justice expanded the study of distributive justice, since findings showed that the distribution of rewards was not always as important as the process by which they were allocated (Lind & Tyler, 1988). Procedural justice refers to the degree to which those affected by allocation decisions perceive them to have been made according to fair methods and guidelines (Folger & Konovsky, 1989; Greenberg, 1990; Thibaut & Walker, 1975). Interpersonal justice is referred to as those social interactions that take place between individuals and others in the organizations. Relationships give people the opportunity to validate correctness of their beliefs and behaviors and to feel accepted (Beugre, 1998). Informational justice, on the other hand, refers to the social determinants of procedural justice and how information regarding decisions is disseminated and explained to others. When people are being informed about procedures, they are likely to perceive they are being fairly treated (Beugre, 1998).

### **Proposed Research Model and Hypotheses**

In light of the above, Figure No. 1 presents a detailed framework for the examination of the relationship between organizational justice and OCB in MEAF of Iran. This study consists of one main hypothesis and four subordinate

ones. The main hypothesis is as follows:

1. There is a significant relationship between organizational justice and OCB.

The subordinate hypotheses include the following:

1. There is a significant relationship between distributive justice and OCB.
2. There is a significant relationship between procedural justice and OCB.
3. There is a significant relationship between informational justice and OCB.
4. There is a significant relationship between interpersonal justice and OCB.

The variables of this study are also organizational justice (distributive justice, procedural justice, informational justice, and interpersonal justice) is the independent variable and OCB is dependent variable.

### **Methodology**

#### **Purpose**

This research is designed to investigate the relationship between organizational justice and OCB in MEAF of Iran. No studies currently exist on the relationship between organizational justice and OCB in MEAF of Iran. The results of this study should help Iranian managers determine whether tight personnel should be expended on organizational justice and OCB or if the finding could be better utilized elsewhere within the Iran.

#### **Sample and Data Collection**

All of the MEAF involved in the study are located in Tehran which is one of large province in Iran and plays a vital role in the social/economic development of the country. A list of all MEAF was compiled from the following sources: personnel affairs and welfare and domestic payments department,

deputy of personnel affair, and department of organization and methods.

The sample size provided based on "Cohan-Morgan- Korjsay" is 186 persons which has been determined with descriptive methods. To analyze the statistical data, descriptive statistics techniques (including: adjusting descriptive tables, mean, standard deviation) and inferential (analysis of correlation, analysis of variance, and Kolmogorov-Smirnov's test) have been used.

### **The Procedure and Measure**

The research instrument is questionnaire, which contained two parts. The first part seeks demographic information. The second part was measured on a five point Likert-type scale, measuring two concepts: organizational justice and OCB.

### **Validity and Reliability**

This research is designed to investigate the relationship between organizational justice and OCB in MEAF of Iran. A quantitative research methodology was applied in the study, specifically to assist in finding answers to the research question. After an examination of the literature and the empirically tested questionnaires available to the researchers, the Niehoff, & Moorman (1993) questionnaire for organizational justice, and Podsakoff et al. (1991) questionnaire for OCB were chosen for use in this research. Niehoff, & Moorman (1993), and Podsakoff et al. (1993) showed that organizational justice and OCB measures were more valid than pointed out in prior research. The Cronbach's alpha for this scale was 0.87.

### **Analysis and Results**

#### **Demographic Characteristics of the Respondents**

In the descriptive analysis, the data obtained from the statistical sample, has been divided

with regard to such indices as gender, education certificate, age, and service age. The results of this analysis are shown in (Table No.1.)

### **Inference Statistics**

#### **Kolmogorov-Smirnov's Test**

In analyzing the inferential data, first the normalization of data with Kolmogorov-Smirnov's test was examined. The results of which are shown in Table No.2. Given the results of table No. 2 and the level of significance, it can be said that obtained sample data from normal distribution has the probability of 95% certainty.

#### **Pearson's Correlations Test**

In order to test any of the hypotheses, first the opinions of the statistical community were explored through calculating Pearson's coefficient correlation and then to be sure of the response, the test of meaningfulness of the coefficient of correlation was utilized for any of the hypotheses. Also, analysis of variance was used to compare the difference of average between several different groups in a community, and finally hypotheses were ranked in order of their average. Regarding the results of the Table No. 3 and the values of coefficient of correlation, it can be noticed that there is a correlation and a significant relation between the variables of organizational Justice and OCB. Thus, all the hypotheses are confirmed. On the other hand, the probability 0.01 in significance level (sig.) indicates that the coefficient of correlation between two variables in every hypothesis is significant.

#### **One- Way ANOVA Test**

One-way ANOVA survey has been done in order to focus on the relation between the organizational Justice dimensions and the ages of the personnel and the results in Table No. 4 have been obtained. As it's seen in the table, a

reasonable relation has been found between the organizational Justice dimensions, OCB, ages and sex, educational level, and age service of the personnel.

### **Conclusion**

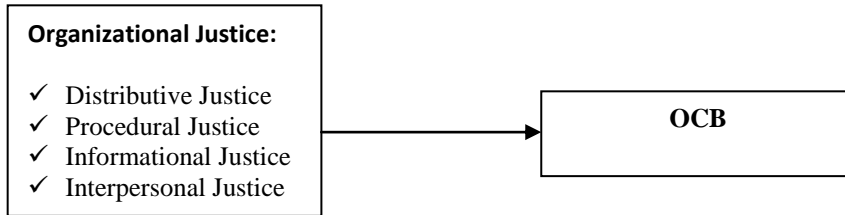
To sum up, one main hypothesis and four subordinate ones, using descriptive and inferential statistics procedures were analyzed in this research. Given the obtained results with the 99% probability, the primary hypothesis was confirmed, on the basis that there is a significant relationship between organizational Justice and OCB. The results obtained from the first, second, third, and fourth subordinate hypothesis indicate its confirmation and that there is a significant relationship between its variables. In fact, the 99% probability shows a significant relationship between the variables of hypothesizes. Above findings were all consistent with the other studies (Colquitt, 2001, and Greenberg, 1993, 1994).

### **Limitations**

Some limitations of the research need to be recognized. The sample is relatively small (186), comparable to others studies that have looked at the managers level within the public sector within the Iranian context, as such it is representative and the findings presented are general to a wider population of in the MEAF in Iran.

### **Future Research**

This study confirms the applicability of professionals related issues in developing countries such as Iran. Owing to this, there is a possibility of bias playing role in the outcome of the study. Therefore, this study can be emphasized in other Ministries particularly the public sector within the Iranian context. One major implication emerging from this study is the challenge of finding ways of valuing contributions of the services organizations.



**Figure No-1** Proposed Research Model

**Table No-1** Demographic Characteristics of the Respondents

Gender	Males 117 (63%)			Females 69 (37%)	
Education Certificate	Diplomas 13 (7%)	Post diplomas 15 (8.1%)		Bachelor 109 (58.6%)	Master & PhD. 32 (17.2%)
Age	25-30 yrs old 42 (22.6%)	30-35 yrs old 42 (22.6%)		35-40 yrs old 37 (19.9%)	Above 40 yrs old 53 (28.5%)
Service Age	1-5 yrs old 47 (26.2%)	5-10 yrs old 43 (24.1%)	10-15 yrs old 39 (21%)	15-20 yrs old 29 (14.6%)	Above 20 yrs old 26 (13%)

**Table No- 2** Kolmogorov-Smirnov's Test

Variables	Kolmogorov-Smirnov's (Z)	Level of Significance
Organizational Justice	0.774	0.587
OCB	0.658	0.658

**Table No-3** Pearson’s Correlations Test

		Organizational Justice (Main Hypothesis)	Distributive Justice (1 <sup>st</sup> subordinate Hypothesis)	Procedural Justice (2nd subordinate Hypothesis)	Informational Justice (3rd subordinate Hypothesis)	Interpersonal Justice (4rd subordinate Hypothesis)
<b>O C B</b>	<b>Correlation Coefficient (r)</b>	0.234	0.154	0.165	0.179	0.181
	<b>Level of Significance</b>	0.001	0.036	0.024	0.015	0.014
	<b>Some</b>	186	186	186	186	186

**Table No- 4** One- Way ANOVA Test

<b>Variables</b>		<b>F</b>	<b>P</b>	<b>Variables</b>		<b>F</b>	<b>P</b>
<b>Sex</b>	Organizational Justice	0.103	0.74	<b>Age</b>	Organizational Justice	3.179	0.025
	OCB	0.348	0.56		OCB	4.137	0.007
<b>Educational level</b>	Organizational Justice	1.949	0.105	<b>Age Service</b>	Organizational Justice	2.163	0.075
	OCB	0.097	0.983		OCB	1.793	0.132

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