

The relationship between organizational citizenship rights and organizational justice in the staff of the Ministry of Sports and Youth

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ABSTRACT

Introduction: *The aim of this study was to investigate the relationship between organizational citizenship rights and organizational justice in the staff of the Ministry of Sports and Youth.*

Method: *The research method of the present study was applied-survey. The statistical population of this research consists of all the staff of the Ministry of Sports and Youth, which numbered 480 people in 2022. From this number of statistical samples of the research based on random sampling, 100 employees were formed. A questionnaire was used to assess organizational citizenship rights and a researcher-made questionnaire was used to assess organizational justice. Therefore, first through the technique of factor analysis, the validity of the perception of organizational justice was confirmed, then the relationship between the perception of justice and organizational citizenship rights was measured through path analysis.*

results: *Among the dimensions of justice, transactional justice has a stronger correlation than the other two dimensions and the three dimensions of organizational justice are correlated with each other.*

Conclusion: *The results showed that the relationship between perception of organizational justice and organizational citizenship rights is significant.*

Keywords: *Organizational Citizenship Rights, Distributional Justice, Procedural Justice, Communication Justice.*

Introduction

The completely changing and dominant conditions of organizations, increasing competition and the need for their effectiveness in such conditions, has made their need for a valuable generation of employees, a generation that is referred to as organizational soldiers, more and more obvious. Undoubtedly, these employees are the distinguishing feature of effective organizations from ineffective ones, because they consider the organization as their homeland and to achieve its goals, they act in addition to their official role and do not spare any effort. Today, efforts beyond what is expected are voluntary, beneficial, and useful, in addition to role-playing behaviors or organizational citizenship behaviors. Most managers also want employees who work beyond their job description duties. They are looking for employees who go

beyond expectations, engage in behaviors that are not voluntarily part of their official job duties, and generally have a high level of organizational citizenship behavior. Such role-playing and extra-role behaviors are based on perceptions of reality, not reality itself. In this regard, if individuals' perception of reality is based on fairness and justice, extra-role behaviors or organizational citizenship behaviors will occur. In the last decade of the twentieth century, most of the attention of thinkers and researchers around the axis of organizational justice has been an important concept and the main subject of research in industrial and organizational psychology (Greenberg, 1990: 65). Justice in the organization expresses equality and in terms of moral behavior in an organization (Cropanzo, 1997: 350). Organizational justice has become very important because of its relationship with vital organizational processes such as organizational commitment, citizen orientation, job satisfaction and performance (Colequite, 2002: 232). In addition, the recent literature highlights the relationship between leadership style, decision-making, and organizational justice (Tatum, 2003: 110). Fair behavior is a requirement that all employees who spend their time and energy in an organization expect from the organization. These expectations make leaders more inclined to emphasize fairness. The question is, what happens when managers do not live up to these expectations? Greenberg concluded that managers who violate these norms through unfair behaviors cause their employees to react negatively to the behavior. Thus, the reflection of justice in the behavior of managers creates good conditions for both the organization and employees (Greenberg, 1993: 85). Although the term organizational citizenship behavior was first coined by Bateman and Organ, this concept is derived from Barnard's writings on willingness to collaborate and Katz's studies on spontaneous performance and behaviors that go beyond expectations (KakhaK, 2008:123). Terms used to describe such behaviors in recent decades include pre-social behavior, extra-role behavior, organizational spontaneity, and contextual performance. Although each of these concepts has different origins, they generally refer to the same concept, which in this article is classified as organizational citizenship behavior, and refers to those activities related to the role of individuals in the organization that go beyond expectations of the job and job description, it is done by the individual, and although the organization's formal reward system does not recognize these behaviors, they are effective for the good performance of the organization. Early research into organizational citizenship behavior was more about identifying responsibilities or behaviors of employees but was often overlooked by formal evaluations. Although these behaviors were incompletely measured or sometimes even neglected in traditional job performance appraisals, they were effective in improving organizational effectiveness. Organism believes that organizational citizenship behavior is an individual and voluntary behavior that is not directly designed by formal reward systems in the organization, but nevertheless improves the effectiveness and efficiency of the organization (Appelbaum, 2004: 17; Cohen, 2004: 38). For example, a worker may not need to work overtime and stay at work late, but still stays longer than his or her official working hours in the organization to help improve current affairs and facilitate the organization's workflow, helping others. (Cropanzano, 2000:14). These behaviors go beyond the job description of individuals and are done voluntarily and voluntarily by individuals to improve activities and achieve organizational goals. The definition states that organizational citizenship behavior should be primarily voluntary, ie it is neither a predetermined task nor part of an individual's formal duties. Also, the disadvantages of organizational citizenship behavior have an organizational aspect, that is, these disadvantages are in the interest of the organization, and organizational citizenship behavior has a multifaceted nature; That is, it may manifest itself in different ways. By these definitions, a person as an organizational citizen is expected to work beyond the requirements of his role and beyond official duties, to serve the goals of the organization. In other words, the structure of organizational citizenship behavior seeks to identify, manage and evaluate the extra-role behaviors of employees who work in the organization and as a result of these behaviors, their organizational effectiveness improves. Justice is the highest human value and precious gem in the realization of human rights. The main goal of human beings is to achieve justice. General justice encompasses all virtues, and special justice means giving everyone the right to be worthy (Katozian, 330: 2008). Organizational justice, the study of equality at work (Byrne, 2001: 9 & Cropanzo, 2001:133). Initially, experts such as Adam and Smith proposed the theory of social justice. They argued that the social exchanges that individuals receive should be fair. Researchers then looked at perceived parity in resource allocation decisions, such as the level of payment per person and the allocation

of funds to a department. Distributional justice was the result of the theory of equality, which involved the allocation or distribution of resources. Subsequent researchers have shown that individuals accept a certain degree of inequality if the procedures on which distribution decisions are made are fair, according to which justice is a procedure for describing our phenomenon (Cropanzano, 1991: 137). Recent studies on organizational justice have emphasized the theory of justice and the consequences of justice. With the development of studies in the field of justice, the emphasis shifted from justice to a result of social justice (equality of procedures and fair treatment of individuals). Some recent studies show that social justice is as important as outcome (distributive) justice and that there is a relationship between managerial performance and employee behavior (Masterson, 2000: 750). In the present study, organizational justice is considered as an independent variable and organizational citizenship rights is considered as a dependent variable; And the main purpose of this study is to explain the correlation between organizational justice and its dimensions (distributive, procedural, interaction) with organizational citizenship rights. Due to the innovation of the present subject and the results of its application in the organization and considering the fact that no such research has been conducted in the Ministry of Sports and Youth of Iran, the necessity of conducting the present research arose. In this study, the variable of organizational justice is considered as an independent variable and the variable of organizational citizenship rights is considered as a dependent variable. Distributive justice, procedural justice and interactive justice are observer variables that are transformed into latent variables (organizational justice) by factor analysis technique (measurement models). Then, the relationship between organizational justice and organizational citizenship rights has been investigated by path analysis technique (structural models).

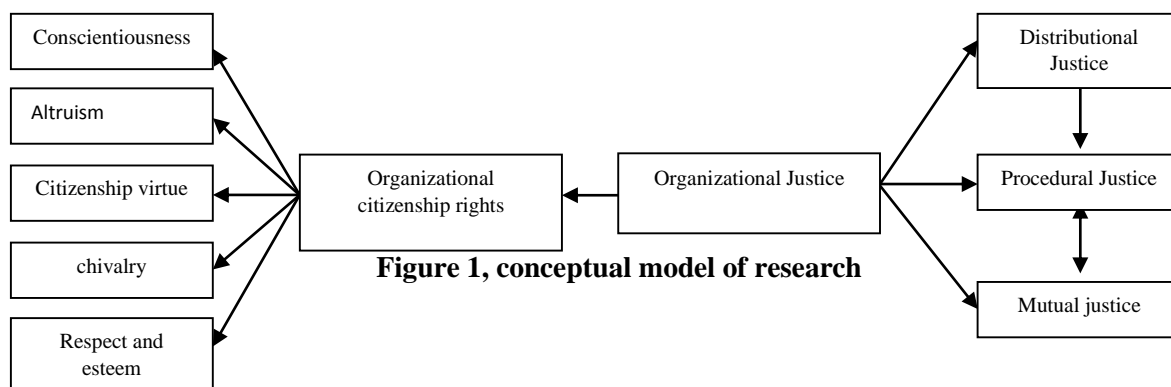


Figure 1, conceptual model of research

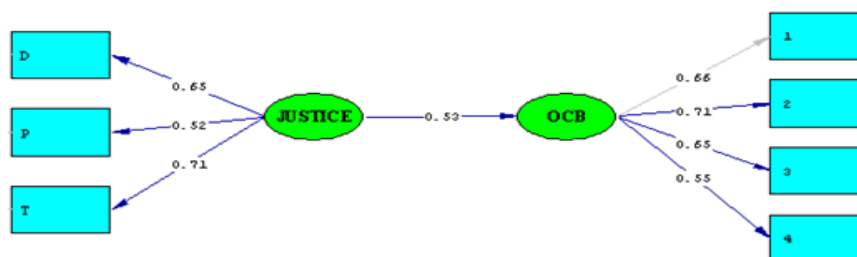
Research methodology

The present research is descriptive in terms of applied purpose and in terms of data collection method and causal in terms of the relationship between research variables. The research method is survey, one of the most important advantages of which is the ability to generalize the results. Research variables include perception of organizational justice as an independent variable and organizational citizenship rights as a dependent variable. In order to examine the relationship between perceptions of organizational justice and organizational citizenship rights, the required information and findings were collected through two types of 22-item questionnaire to measure organizational justice and 27-item questionnaire of Organ and Batman. The Justice Questionnaire is not a standard questionnaire and has been developed by researchers. Organizational citizenship behavior of individuals was measured using an organ questionnaire in five dimensions and on a five-point Likert scale (conscientiousness, altruism, citizenship virtue, chivalry and respect) and this test had 27 questions. The second tool used in this study is the organizational justice questionnaire. The questionnaire consists of 24 questions and is organized in the form of a five-point Likert scale that measures three dimensions of organizational justice. The validity of the Organizational Citizenship Questionnaire was determined and confirmed using the opinions of professors related to the research topic and, as mentioned, the validity of the construct was also measured in factor analysis, which showed that all questions have a high correlation with their latent variable. The factor was higher than 0.7 in all cases). Regarding the reliability of the Cronbach's Organizational Citizenship Questionnaire, it was

calculated for the first 30 questionnaires (0.889), which shows that the questionnaire had sufficient and very good reliability. To check the validity of the organizational justice questionnaire, 4 experts in this field were interviewed who confirmed the accuracy and validity of the questionnaire and also factor analysis (construct validity) was used for the concept of organizational justice, which in total 2 questions due to factor loading. With their latent variable, they were removed from the set of questions and the total number of organizational justice questions reached 22. Also, the pretest method was used to assess the reliability, so that the organizational justice questionnaire was first distributed among 10 people, after a week the same questionnaire was distributed again among people, which found a high correlation in the answers (0.921). The obtained Cronbach's alpha in the final distribution of the questionnaire was 0.87, which indicates the high reliability of the justice questionnaire. Also, Cronbach's alpha dimensions of conscientiousness, altruism, citizenship virtue, chivalry, respect, Distributional justice, procedural justice and interactional justice are 0.88, 0.83, 0.84, 0.73, 0.97, 0.90, 0.89, 0.88 and 0.75. As Cronbach's alpha dimensions show, all dimensions have high reliability. The statistical population of the present study was all staff members of the Ministry of Sports and Youth. Both measuring instruments were first distributed among 100 employees with bachelor's, master's and doctoral degrees. In the present study, due to the ease of access to community members, all members were examined. In this research, the structural equation model has been used, so that the causal relationships between organizational justice and organizational citizenship rights have been measured through standard coefficient and a significant number with LISREL software and based on it, decisions have been made to confirm or reject the hypotheses. In general, first-order and second-order factor analysis (measurement models) as well as path analysis (structural model) have been used. Thus, first the first and second order factor analysis for the concept of organizational justice and the first and second order factor analysis for the concept of organizational citizenship rights to validate the questions were performed and then, through path analysis, the causal relationship between organizational justice and organizational citizenship rights was assessed. In general, LISREL software has three basic applications: 1. Confirmatory factor analysis, 2. Path analysis, 3. Model fitting that all three applications have been used in this research.

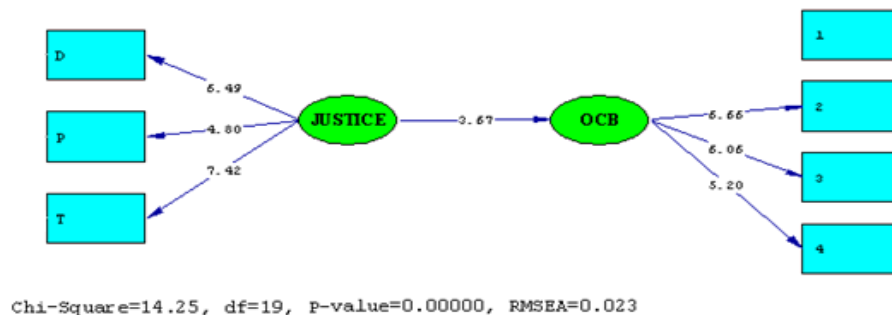
Results

Out of 100 respondents, 73 were male respondents and 27 were female respondents. Among the people, 75 had a bachelor's degree, 19 had a master's degree and 6 had a doctorate. Of these, 3 were under 30 years old, 53 were between 30-40 years old, 38 were between 40-50 years old and 6 were over 50 years old. After ensuring the accuracy of the measurement models, the main hypotheses of the research were tested, or in other words, the relationship between the perception of justice and citizenship rights and the dimensions of organizational justice were measured. Significance coefficients (significance number) are discussed.



Chi-Square=14.25, df=19, P-value=0.00000, RMSEA=0.023

Structural Equation Modeling (Standard Estimation)
 Structural Equation Modeling (Significant Number)



Model in significant number mode (factor analysis)
 Model in standard estimation mode (factor analysis)

To examine the relationship between the variables of the model (organizational justice, Distributional justice, procedural justice, interactional justice and organizational citizenship rights), multivariate analysis or multiple regression has been used. In this regard, the model of structural equations and specifically, Structural models have been used. It should be noted that standard coefficients and significant numbers are used to confirm or reject the hypotheses. As shown in Table 1, the effect of organizational justice and all three dimensions on organizational citizenship rights is significant and the relationship between the perception of organizational justice and organizational citizenship rights is direct, or in other words if the perception of justice in the study organization improves. Organizational citizenship behaviors will also improve on average, or if any of the dimensions of organizational justice improves, the individual's perception of other dimensions of justice will improve relatively much. The amount of paths related to Hypothesis 1 is measured by structural models with path analysis and the value of hypotheses is measured by confirmatory factor measurement or analysis models and their calculation is based on the data obtained from the questionnaire.

Table 1: Results of structural equation modeling (path analysis)

Hypothesis	Meaningful numbers	Standard coefficient	Direction
1	3.60	0.52	Organizational citizenship rights → Organizational Justice
1-1	5.43	0.66	Organizational citizenship rights → Distributional Justice
1-2	4.55	0.51	Organizational citizenship rights → Procedural Justice
1-3	6.74	0.70	Organizational citizenship rights → Mutual justice
2-1	4.55	0.53	Procedural Justice → Distributional Justice
2-2	5.36	0.69	Mutual justice → Distributional Justice
2-3	5.50	0.61	Mutual justice → Procedural Justice

The indicators of good fit of the model are (2 X, df, P value and RMSEA). The best suitable indicator in LISREL software is df / 2 X (chi-square to the degree of freedom) that the smaller the 3, the better the model fits. The RMSEA index is the mean square of the model errors. This index is based on model errors. The allowable limit of this value is 0.8, ie it is acceptable if it is below 0.8, it is very good if it is below 0.5.

Table 2: Structural model fit indices

Indicators	K2	Degrees of freedom	Mean square of model errors
Indicator values	13.11	19	0.022

The values obtained in the table above show that the conceptual model of the research fits well and the hypothesis about causal relationships or the effect of perception of organizational justice on organizational

citizenship rights has been confirmed. Due to the fact that the mean square error of the model (0.022) is less than 0.8 and also the chi-square to the degree of freedom (0.74) is less than 3, so the model has a high fit and proportion and shows it. That the regulated relations of the variables were based on the theoretical framework of logical research.

Discussion and Conclusion

The main purpose of this study is to investigate the effect of perception of organizational justice on organizational citizenship rights and to investigate the relationship between the dimensions of organizational justice. The results showed that all three dimensions of organizational justice (Distributive justice, procedural justice and interaction justice) according to the model of path analysis have a positive and significant effect on organizational citizenship rights and also the dimensions of organizational justice have a positive and significant relationship with each other. Are. Positive and meaningful relationship of three dimensions of organizational justice (distributive, procedural and interaction) is very important in the organization; Because the existence of one of the dimensions of organizational justice makes employees have a positive view of other dimensions of organizational justice; And consider other aspects of justice as fair, which in turn leads to improved organizational citizenship rights and the provision of behavior beyond the job description and without eyes. In the following, the research hypotheses will be discussed and analyzed in detail, and finally, in line with the research results, suggestions for improving the situation will be provided. The main hypothesis of a study that there is a positive and significant relationship between the perception of justice and organizational citizenship rights among employees was confirmed. In general, it can be concluded that employees of organizational justice and its dimensions have an effect on organizational citizenship behaviors. According to the hypothesis test, the existence of Distributive justice causes organizational citizenship behaviors, that is, people's perception and judgment of the fair distribution of results such as payment levels or promotion opportunities cause people to work beyond their job description without receiving rewards from the organization. And the organization does not pay them in return. In general, if the perception of employee justice improves, the citizenship rights of individuals will also improve on average. Employees also consider procedural justice with organizational citizenship rights to have a positive and significant effect, ie in the opinion of employees, the administration of justice requires the adoption of fair procedures; That is, regardless of whether the basis and content of the law should be fair, the process by which justice is to result must also be fair. In order for individuals to demonstrate organizational citizenship behaviors, observing justice and fairness in the procedure must provide an equal opportunity for everyone to win. In other words, individuals remain in the organization according to a fair perception of procedural justice and take steps towards greater productivity of the organization. A person's perception of polite and respectful behavior of managers and employees has a positive and significant effect on the occurrence of organizational citizenship rights, that is, if employees evaluate managers' behavior with the individual and with other employees fairly and justly, they show more chivalry and They stay in the organization longer than the allotted time and make great efforts to achieve organizational goals. The results of the present study showed that the three dimensions of organizational justice also have a relatively high relationship. For example, if a person's perception of fair distribution of results is fair, the procedures leading to the distribution of results are also fair; And if his perception of the distribution of results is fair, it will moderately lead to a fairer perception of organizational practices and vice versa. That is, if a person perceives the organizational procedures and distribution of results fairly, his perception of the fair distribution of results will still improve to a moderate extent. If a person's perception of the fairness of the distribution of results is fair, he or she is more likely to evaluate the behavior of his or her managers and supervisors as fair, and vice versa. Much research has been done on procedural and Distributive justice. Much of the research has relied on the work of Tibet and Walker, who have explored various dispute resolution techniques in the context of employee reactions. Tibet and Walker's initial emphasis was on the extent to which an individual was involved in the decisions made and the processes that led to those decisions. The opportunity to provide information relevant to a decision can enhance judgment about fairness in decision-making processes. Tibet and Walker called this phenomenon the effect of process control. The effect of process control may be the best documented phenomenon in the field of procedural

justice research (Lind, 1990: 995. Research continued by Lontal. He explored the issue of distributive and procedural justice beyond process control. The procedures used to achieve the results are fair. They respond positively, and if they feel the procedures used are unfair, they react negatively. In addition to distributive and procedural justice, the third form of justice expresses the quality of interpersonal behavior. (Bies, 1987: 210) This dimension of organizational justice is called interpersonal justice, which includes the interpersonal aspect of procedural justice, which is separate from the procedural and distributive dimensions. (Skarlicki, 1997: 438) The study of justice is an interaction on how the representatives of the organization treat those who are the subject of their powers, decisions and actions.

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