

Research Article

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE,
PERCEIVED ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL
CITIZENSHIP BEHAVIOR AMONG STAFF PERSONNEL OF YOUTH
AND SPORTS OFFICE IN THE CITIES OF TEHRAN PROVINCE**

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ABSTRACT

The aim of this study is to investigate the relationship between the variables of organizational justice, perceived organizational support and organizational citizenship behavior among staff personnel of Youth and Sports Offices in the cities of Tehran province. Statistical population of the present study consists of official and contractual staff personnel of Youth and Sports Offices in the cities of Tehran province including 162 employees in 2014. A sample size equated to the statistical population including 162 employees who completed three research questionnaires: Organizational Justice Questionnaire of Niehoff & Moorman's (1993) Perceived Organizational Support Questionnaire of Eisenberger *et al.*, (1985) and organizational citizenship behavior Questionnaire of Podsakoff, Mackenzie, Moorman & Fetter's (1990). The research method was descriptive and data were analyzed with the methods of descriptive statistical, correlation coefficient, and one way variance analysis. The results indicated that reliability coefficients of instruments were between 0.95 (for Organizational justice) and 0.91 (for Organizational support) and 0.78 (for citizenship behavior) and it indicated the reliability of the instruments is optimal. The results of the correlation analysis showed there was a significant and positive relationship between components of perceived organizational justice, organizational support and some aspects of organizational citizenship behavior ($p > 0.05$) and ($p > 0.01$). Procedural justice showed the highest correlation with organizational citizenship behavior among the dimensions of organizational justice.

Keywords: *Organizational Justice, Perceived Organizational Support, Organizational Citizenship Behavior, Staff Personnel of Youth and Sports Offices*

INTRODUCTION

Achieving short-term and long-term goals of the organization won't be possible without internal compliance and commitment of the employees to the aims of the organization (Arizi, 2006). Staffs in the organization perform differently and show different behaviors, some of which are outside the scope of their official duties but they are beneficial in solving problems and help to achieve the goals of the organization. Employees' performances which are not involved in their duties indicate the willingness of staff to conduct activities that are not directly within their job description, although they are not directly beneficial for them, they are beneficial for the organization (Orili and Chatman, 1986). Several studies (e.g., Moorman, 1993; Naami and Shokrkon, 2006) have shown that the sort of organization's behavior toward the staff affects on their attitudes and job behaviors. Therefore the factors influencing the attitudes and behavior of employees should be identified. Some of these factors include organizational justice, perceived organizational support and civil organizational behavior. Organizational justice refers to the fact that whether employees feel they are treated as equally? Employees expect their managers to have a fair and equal treatment and policy toward them and regardless of the organizational hierarchy, they feel that they are at the same level and all of them are considered equally important. One of the main concerns of the organizations is the productivity and desired job performance of employees. There are several variables in an organization that can influence the attitudes and behavior of employees. Organizational justice and organizational civil behavior are the concepts were largely entered into research history of Industrial and organizational psychology especially in the last three decades of the twentieth century and

Research Article

they were attended because of its impact on employees' attitudes and behavior (Mahdad, 2006). Besides out of duty activities, organizational justice has gone beyond the fields of sociology and social psychology that are considered as its origins in recent years and it has been proposed in application areas such as industrial and organizational psychology, human resource management and organizational behavior (Rezaeian, 2012). Employees' Perceptions of justice done by the organization could affect other variables related to the job (Moorman, 1993). One of the important goals of organizations is achieving efficiency and effectiveness. Organizations try to give their customers better quality products with less cost in different ways. But this crucial issue is not possible without the cooperation of human resources. Therefore organizations tend to facilitate the optimal job behaviors as much as possible. For this purpose it is necessary to identify factors influencing attitudes and behaviors of employees. This awareness and knowledge help authorities of organization to change work environment into suitable place for living the employees through proper planning. In today's world, human resources are basic capitals of organizations. Supposing that access to money or natural resources were considered as the source of wealth and national growth and development in the past, skilled and effective manpower is the wealth of the country and organization today. Thus, in addition to preserve valuable capital of manpower, the way of achieving the goals of the organization will be paved. A fair treatment of employees in the organization provides a healthy work environment and supports the decisions of the organization towards the employees legally and legitimately. Hosseini (2014) in a research entitled "the estimation of the relative contribution of organizational citizenship behavior out of organizational justice among the male athletes" concluded that there is a relationship between organizational justice and organizational citizenship behavior. A correlation was observed between organizational justice dimensions of Interactional justice and organizational citizenship behavior, but there was no significant relationship between the other two dimensions. Iraj and Hamidi (2014) in a study entitled the investigation of relationship between perceiving organizational support and organizational citizenship behavior of employees of youth and sports General Office of Mazandaran province came to this conclusion that there is a positive and significant relationship between perceiving organizational support and citizenship behavior. There is also a positive and significant relationship between the components of altruism, conscientiousness, sportsmanship, civic behavior, courtesy and perceiving organizational support. Erdogan and Andarz (2007) in a study entitled investigation of the relationship between perceived organizational support of supervisors as a moderating variable, the relationship between leader-member exchange with satisfaction and job performance in a group composed of 210 members of staff and 38 supervisors found that the relationship between leader-member exchange with the highest level of job satisfaction is when the perceived organizational support of supervisors is high. The relationship exists between leader - member and job performance only when perceived organizational support of supervisors is high. Vandenberghe *et al.*, (2007) showed in a study of determining the role of perceived organizational support and organizational commitment in the relationship between customers and employees that perceived organizational support is effective in both two individual and partial levels in the dimension of helping behavior on the quality of giving services to the customers.

MATERIALS AND METHODS

Method of Research

The design of the present study in the field of applied researches is descriptive, because the direct manipulation of the independent variable and random substitution hasn't taken place (Sarmad *et al.*, 2012). As the purpose of this study is to determine the relationship between organizational justice, perceived organizational support and organizational citizenship behavior, the methods of descriptive statistics and correlation coefficient were used. The statistical population of the present study included all employees, both male and female (formal, contractual and conventional) staffs of sports and youth offices in the cities of Tehran province and according to the Center of Statistics and information of Offices in the cities of Tehran province, the population consisted of 162 people in 2014. The sample size in this study was considered equal to the population of the study by using census. The sample consisted of all male and

Research Article

female employees (formal, contractual and conventional) of sports and youth offices of the cities in Tehran province (162) in 2014. In the present study, the following data collection tools were used:

1. The questionnaire of organizational justice made by Niehoff and Moorman (1993) and translated into Persian by Shokrkon and Naami (2003).
2. Survey Questionnaire of perceived organizational support that was first made by Eisenberger *et al.*, (1986).
3. The questionnaire of organizational citizenship behavior that was compared with a questionnaire of 24 questions of Podsakf *et al.*, (1990).

The collected data in this study were analyzed by descriptive and analytic methods. Measures of central tendency and dispersion (including mean and standard deviation) were used to provide descriptive information. The normal distribution of data using the Kolmogorov - Smirnov test was evaluated to determine inferential methods. Given the normal distribution of data, the Pearson correlation coefficient was used to determine the relationship between dimensions of variables. One way variance also was used to compare secondary variables of the research.

RESULTS AND DISCUSSION

Findings

Descriptive Findings

Descriptive findings of the research variables are shown in table 1

Table1: Descriptive finding of the research variables

Variable	Mean	Standard Deviation	Range	Minimum	Maximum
perceived organizational support	147/49	23/914	134	86	220
Distributional justice	18/043	6/462	30	5	35
Procedural justice	19/177	5/261	29	6	35
Interactional justice	32/319	11/561	72	8	80
General justice	69/5392	20/146	106	20	126
Altruism	28/76	4/577	18	17	35
Sense of duty	27/685	4/468	20	15	35
Sportsmanship	26/049	4/880	30	5	35
Curtsey	28/114	3/788	17	18	35
Virtue of citizenship	19/014	4/805	44	4	48

Inferential Findings

Findings of Kolmogorov - Smirnov test for normal data distribution

Variable	Mean	Standard Deviation	D	Degree of Freedom
Perceived organizational support	147/49	23/914	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	0/629
Distributional justice	18/043	6/462	1/078	0/195
Procedural justice	19/177	5/261	1/128	0/157
Interactional justice	32/319	11/561	1/491	0/093
General justice	69/5392	20/146	0/822	0/508
Altruism	28/76	4/577	1/038	0/065
Sense of duty	27/865	4/498	1/158	0/137
Sportsmanship	26/049	4/880	1/053	0/217
Curtsey	28/114	3/788	1/496	1/073
Virtue of citizenship	19/014	4/805	1/549	0/086

Research Article

The results show that the relationship between distributional justice and altruism equals to 0/25 and it is meaningful at the 0/01 level. Therefore the first hypothesis saying that there is a relationship between distributional justice and altruism is confirmed. Correlation coefficient between distributional justice and sense of duty is 0/04 and it isn't meaningful at 0/05 level and thus the second hypothesis saying that there is a relationship between distributional justice and sense of duty isn't confirmed. Correlation coefficient between distributional justice and sportsmanship is -0/05 and it isn't meaningful at 0/05 level and thus the third hypothesis saying that there is a relationship between distributional justice and sportsmanship isn't confirmed.

Correlation coefficient between distributional justice and curtesy is 0/008 and it isn't meaningful at 0/05 level and thus the fourth hypothesis saying that there is a relationship between distributional justice and curtesy isn't confirmed. Correlation coefficient between distributional justice and virtue of citizenship is 0/19 and it is meaningful at 0/05 level and thus the fifth hypothesis saying that there is a relationship between distributional justice and virtue of citizenship is confirmed.

Correlation coefficient between procedural justice and altruism is 0/31 and it is meaningful at 0/01 level and thus the sixth hypothesis saying that there is a relationship between procedural justice and altruism is confirmed.

Correlation coefficient between procedural justice and sense of duty is 0/22 and it is meaningful at 0/01 level and thus the seventh hypothesis saying that there is a relationship between procedural justice and sense of duty is confirmed. Correlation coefficient between procedural justice and sportsmanship is -0/11 and it isn't meaningful at 0/05 level and thus the eighth hypothesis saying that there is a relationship between procedural justice and sportsmanship isn't confirmed.

Correlation coefficient between procedural justice and curtesy is 0/19 and it is meaningful at 0/05 level and thus the ninth hypothesis saying that there is a relationship between procedural justice and curtesy is confirmed. Correlation coefficient between perceived organizational support and virtue of citizenship is 0/225 and it is meaningful at 0/01 level and thus the tenth hypothesis is confirmed.

Discussion

One of the most important goals of organization is achieving effectiveness and efficiency but this important issue isn't possible without manpower. Therefore organizations tend to provide grounds for facilitating desired job behaviors. So the factors influencing attitudes and behaviors of employees should be identified.

This awareness and knowledge help authorities of organization to change work environment into suitable place for living the employees through proper planning as much as possible. Among the factors that could influence the attitudes and behavior of employees, we can mention organizational justice, perceived organizational support and organizational civic behavior. Organizational justice is important because it is concerned with vital organizational processes such as commitment, being civil, job satisfaction and performance.

Therefore a lot of attention has been paid to organizational justice as an important structure and a matter of considerable research field in organizational psychology in the last decade (Tatum, 2002). Given that perceived organizational support has important subsequences such as productivity and job performance, identification of subsequences and before comings can play a decisive role in improving the health of the job environment, increasing performance and other behaviors and favorable attitudes in organizational environment. Reviewing the theoretical basis of the perceived organizational support shows its importance in organizational environment.

Since organizational civic behavior is one of the factors related to different job attitudes, this variable has been attended by researchers.

Organizational civic behavior consists of voluntary behaviors of employees that are not part of their official duties and it is not directly considered by the formal reward system, but it increases the overall effectiveness of the organization.

This research tries to investigate the possible relationship between organizational justice, perceived organizational support and organizational civic behavior by the approach of identifying the factors

Research Article

affecting favorable organizational environment. In recent years, several studies have been done as separate concepts to investigate organizational citizenship behavior, organizational justice and perceived organizational support but no study has been done to investigate the relationship between these variables in sports departments and organizations.

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