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The Relationship between Organizational Justice, Organizational Citizenship Behavior, and Organizational Trust: A Case Study of the Employees of the Department of Youth and Sports

Zohreh Meshkati*¹, Bitakandari², Mina Mostahfezian³

- 1 & 2. Department Of physical Education, khorasgan (Isfahan) Branch, Islamic Azad University, Isfahan, Iran
3. Department Of physical Education, Najaf Abad Branch, Islamic Azad University, Isfahan, Iran

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Abstract

Background: The aim of this research was to study the relationship between organizational justice, organizational citizenship behavior, and organizational trust in the Department of Youth and Sports (DYS) in Fars Province, Iran.

Materials and Methods: The population of this correlation research consisted of the employees of DYS of which 120 employees were randomly selected as the sample. Organizational Justice Questionnaire (Niehoff and Moorman, 1993), Organizational Citizenship Behavior Questionnaire (Messer and White, 2006), and Organizational Trust Questionnaire (Ruder, 2003) were used for data collection. The data were analyzed using Pearson correlation coefficient and regression analysis.

Results and Discussions: A significant positive relationship was observed between organizational citizenship behavior and organizational justice ($r = 0.299$), distributive justice ($r = 0.237$), procedural justice ($r = 0.308$), and interactional justice ($r = 0.237$). There was also a significant positive relationship between organizational trust and organizational justice ($r = 0.759$), distributive justice ($r = 0.312$), procedural justice ($r = 0.775$), and interactional justice ($r = 0.718$). There were multiple relationships between the components of organizational justice and organizational citizenship behavior ($r^2 = 0.095$). There were multiple relationships between the components of organizational justice and organizational trust ($r^2 = 0.628$).

Conclusion: Therefore, it is necessary to enhance trust and justice in the organization and hold training courses for employee's to fosterin them the tendency to display voluntary behaviors.

* **Corresponding author at:** Department of Physical Education, khorasgan (Isfahan) Branch, Islamic Azad University, Isfahan, Iran. **E-mail:** zmeshkati@gmail.com Tel: 098 311 535 41 35

Introduction

Today, organizations have a special place in cultural and social structures. Many critical activities are performed in organizations and it is almost impossible to live in the absence of organization. However, effective and efficient organizations are needed to achieve success and progress (Naami, 2012).

Thus, an important issue in organizations is how to motivate employees to work more efficiently. One approach that has received increasing attention is organizational justice theory. Organizational justice has three major components: (1) outcomes—distributive justice, (2) allocation processes—procedural justice, and (3) interpersonal treatment—interactional justice (Rogelberg, 2007). In some classifications procedural and interactional justice are combined into one dimension (Cropanzano et al., 2001).

Organizational justice and its components (i.e. distributive, procedural, and interactional justice) are significant predictors of many variables such as absenteeism, turnover, organizational commitment, and organizational trust. It is well-established in the literature on justice that people have a more positive attitude toward procedures and practices which they believe to be fair (Cropanzano and Baron, 1991). Lipponen et al. (2004) argue that numerous factors affect people's perceptions of justice. According to Cohen-Charash and Spector (2001), when procedures embody certain types of normatively accepted principles, people in the organization will view them as fair. Since the introduction of the concept of justice in organizations, many experts have looked at it as a multidimensional phenomenon.

Lipponen et al. (2004) argue that employee's perceptions of organizational justice are a critical factor influencing various work outcomes. Due to the effect of perceived justice on satisfaction and performance, researchers have tried to explain the factors that shape these perceptions.

Organizational citizenship behavior (OCB) is another factor that is related to and affected by organizational justice. OCB has been defined 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" (Organ, 1988; Schnake, 1991).

However, recent research has acknowledged that OCB may be recognized and rewarded during performance appraisals (Organ, 1997). Organ and Ryan (1995) define OCB as individual contributions in the workplace that go beyond role requirements

and contractually rewarded job achievements, and include such behaviors as punctuality, cooperation, attendance, and not taking too many breaks. These behaviors highlight the importance of OCB in improving the performance of organizations.

Another concept is organizational trust, which plays a critical role in effective teamwork and is closely related to perceived justice and OCB. The concept of trust is used extensively in the literature (Li, 2005). Trust and distrust are important issues in sports organizations. Trust is a positive expectation that another will not through words, actions, or decisions act opportunistically (Robbins, 2005). Trust enables cooperative behavior, reduces conflict, and decreases transaction costs (Rousseau et al., 1998).

Trust is an important predictor of certain organizational outcomes such as OCB (Konovsky and Pugh, 1994; Van Dyne et al., 2000). The significance of trust in leadership has been recognized by researchers for at least four decades with early exploration in books. Over this period of time, the trust that individuals have in their leaders has been an important concept in applied psychology and related disciplines (Dirks and Ferrin, 2002). Today the effectiveness of leadership and management more than ever relies on the ability to gain the trust of followers. In addition, contemporary management practices, such as delegation of power and use of work groups, heavily depend on trust (Robbins, 2005).

In sum, the above variables are determinants of efficiency and effectiveness in any sport organizations. Guangling (2011) examined the relationship between employee's sense of organizational justice and organizational citizenship behavior in private enterprises. The result showed that sense of organizational justice has a positive prediction role on employees' organizational identification, which in turn positively promotes employees' OCB, and organizational identification plays an intermediary role on the relationship between organizational justice and OCB. Similarly, Tanaseet al. (2012) argued that organizational trust is an important predictor of physical and mental health and OCB.

Bohluli et al. (2010) studied the effect of organizational justice on OCB and showed that justice is significantly related to all the dimensions of OCB. Khatibiet al. (2011) studied the components of organizational justice in Iran's Olympics and Paralympics Committee. The results showed that there is a significant relationship between justice in reward allocation justice in task assignment. There was also a significant positive relationship between

procedural justice and justice in reward allocation, and between informational justice and justice in reward allocation and task assignment.

Many studies have investigated organizational justice, organizational citizenship behavior, and organizational trust. These studies almost unanimously support the positive relationship between the components of organizational justice and OCB. Also many studies have reported the positive relationship between organizational justice and organizational trust. However, few studies have examined all these variables together, especially in a sports organization. Thus, the present research examines this relationship in the employees of the Department of Youth and Sports (DYS) in Fars Province, Iran. This research can play a significant role in the development of sports organizations. The findings can help organizations make optimal use of employees' potentials and other resources and achieve their objectives.

Materials and Methods

This correlation research examined the relationship between organizational justice, organizational citizenship behavior, and organizational trust. The population consisted of the employees of the Department of Youth and Sports (DYS) in Fars Province, Iran. From the 250 employees of DYS, 120 employees were randomly selected as the sample.

The data were collected using the Organizational Justice Questionnaire of Niehoff and Moorman (1993), the Organizational Citizenship Behavior Questionnaire of Messer and White (2006), and the

Organizational Trust Questionnaire of Ruder (2003). These instruments were rated on a 5-point Likert scale (5 for "totally agree" and 1 for "totally disagree"). The reliability of these questionnaires was tested in a pilot study, with a Cronbach's alpha of 0.94 for the Organizational Justice Questionnaire, 0.86 for the Organizational Citizenship Behavior Questionnaire, and 0.83 Organizational Trust Questionnaire. The demographic characteristics of the participants (including age, gender, and experience) was also collected. Data were analyzed using descriptive statistics, Kolmogorov-Smirnov test, Pearson correlation coefficient, and regression analysis at the $p \leq 0.05$.

Results and Discussions

Descriptive data show that the majority of the participants were male (73.3% male), single (66.7% single), and educated (40.8% with BSc and 11.7 with MSc and PhD). In terms of experience, 29.1% of the participants had less than 5 years of experience and 19.1% had more than 21 years of experience.

Kolmogorov-Smirnov test was used to examine the normal distribution of the data. Given the obtained Z-statistic, the data are normally distributed ($p > 0.05$). Therefore, Pearson correlation coefficient was used to examine the test between the variables.

Based on the data provided in Table 1, there is a significant relationship between organizational justice and organizational citizenship behavior. There was also a significant relationship between organizational citizenship behavior and distributive, procedural, and interactional justice.

Table 1. Correlation between organizational justice and organizational citizenship behavior

Pearson Correlation	Organizational Citizenship Behavior		
Organizational Justice	r	p	n
	0.299	0.001	120
Distributive Justice	r	p	n
	0.237	0.009	120
Procedural Justice	r	p	n
	0.308	0.001	120
Interactional Justice	r	p	n
	0.237	0.009	120

Based on the data in Table 2, the best predictor of organizational citizenship behavior is procedural justice. The beta coefficient indicates that a unit

increase in procedural justice increases organizational citizenship behavior by 0.308.

Table 2. The results of multiple regression—prediction of organizational citizenship behavior with the components of organizational justice

Model	Variables	Unstandardized Coefficients		Standardized Coefficients	t	p
		B	SE	Beta		
1	Constant	50.45	1.89		26.63	0.001
	Procedural Justice	0.353	0.101	0.308	3.5	0.001

The data in Table 3, there is a significant relationship between organizational trust and

organizational justice, distributive justice, procedural justice, and interactional justice at $p \leq 0.05$.

Table 3. Correlation between organizational justice and organizational trust

Pearson Correlation	Organizational Trust		
	r	p	n
Organizational Justice	0.759	0.001	120
Distributive Justice	0.312	0.001	120
Procedural Justice	0.775	0.001	120
Interactional Justice	0.718	0.001	120

Based on the data in Table 4, the best predictors of organizational trust are procedural and interactional justice. The beta coefficients show that a unit increase

in interactional justice increases organizational trust by 0.554, and a unit increase in procedural justice increase organizational trust by 0.277.

Table 4. The results of multiple regression—prediction of organizational trust with the components of organizational justice

Model	Variables	Unstandardized Coefficients		Standardized Coefficients	t	p
		B	SE	Beta		
1	Constant	12.12	1.40		8.65	0.001
	Interactional Justice	0.624	0.047	0.775	13.31	0.001
2	Constant	10.51	1.46		7.20	0.001
	Interactional Justice	0.446	0.075	0.554	5.94	0.001
	Procedural Justice	0.369	0.124	0.277	2.97	0.004

Conclusion

The results suggested the significant relationship between organizational justice and organizational citizenship behavior ($p \leq 0.05$). This is consistent with the results of Naderi and Tanva (2009), which showed that employees react to presence or lack of organizational justice in the workplace. One of these reactions is increase or decrease in output. Also according to the results of Mardani and Heidari (2008), organizational justice and its dimensions are predictors of many variables, including absenteeism, turnover, and organizational commitment. If employees perceive unfair treatment in the workplace, they experience negative emotions. As a result, they may choose to decrease their outputs and

contributions, which may lead to reduced display of organizational citizenship behavior.

The results also indicated a significant relationship between distributive justice and OCB ($p \leq 0.05$). This is consistent with the results of Ashjaa (2008), Bohluli et al. (2010), and Naami and Shekarkan (2006). There was also a significant relationship between procedural justice and OCB. This is consistent with the results of Raminmehr et al. (2009) and Rezayian and Rahimi (2008). These studies suggested that procedural justice can affect the display of OCB. Zanabadi and Salehi (2011) argued that there are two mechanisms for the effect of procedural justice on OCB—increased procedural justice increases trust and job satisfaction in employees, thus encouraging them to engage in voluntary behaviors.

The present findings indicate that the correlation coefficient between interactional justice and OCB is 0.237. This is consistent with the results of Raminmehr et al. (2009). An individual's perception of respectful treatment by managers and coworkers has a significant effect on their willingness to display OCB. If employees evaluate the behavior of managers with them and other employees as fair, they will display greater sportsmanship, take fewer breaks, and strive to achieve the organization's goals.

A significant positive relationship was observed between organizational justice and organizational trust ($p \leq 0.05$). This is consistent with the findings of Ashjaa (2008) and Pillai et al. (1999). Organizational justice is associated with favorable behaviors in the workplace. Development and use of fair procedures explicitly demonstrates the importance placed on the rights of the individual employees. Thus, organizational justice is a significant predictor of trust (Pillai et al., 1999). One reason for the interest of researchers and practitioners in the concept of trust is the significant effect of trust on organizational outcomes. Relationship-based and character-based perspectives are two mechanisms through which trust can influence behavior and performance (Dirks and Ferrin, 2002).

Mayer et al. (1995) provided a model which proposes that when followers believe their leaders have integrity, capability, or benevolence, they will more comfortably engage in behaviors that put them at risk. In contrast, the relationship-based perspective is based on principles of social exchange and postulates that individuals who feel that their leader demonstrates care and consideration will reciprocate this sentiment in the form of desired behaviors. Trust is also associated with job-related outcomes such as organizational commitment and job satisfaction. For example, individuals may give extra time to fulfill supervisor requests or may engage in helping behavior such as staying late to help a supervisor or coworker due to a social exchange process involving a supervisor (Settoon, Bennett, & Liden, 1996).

There was a significant relationship between distributive justice and trust in an organization ($p \leq 0.05$). This is consistent with the results of Ashjaa (2008). Distributive justice refers to one's perception of fair allocation of outcomes such as payment or promotion opportunities, and trust is a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another. Perceived injustice among employees can lead to their indifference toward the organization's plans and lack of understanding between the employees and the management.

Given the relationship between procedural justice and organizational trust, it can be argued that use of

fair procedures provides equal opportunities for everyone and can lead to trust among the employees. This finding is consistent with the results of Connell et al. (2003). They found that procedural justice is a significant predictor of trust in managers and turnover intent and commitment were significant outcomes.

Our results showed that there is a significant relationship between interactional justice and organizational trust ($p \leq 0.05$). This is consistent with the findings of Wong et al. (2006). Interactional justice refers to the quality of the interpersonal interaction between individuals. It can be promoted by providing explanations for decisions and delivering the news with sensitivity and respect.

Since in this aspect of organizational justice the focus is on interpersonal relationships and the interaction of managers and employees, it is closely related to organizational trust.

According to the results of regression analysis, the components of organizational justice can predict OCB, and procedural justice had the highest predictive power. This is consistent with the findings of Naami and Shekarkan (2006), Rahimi (2006), and Wong et al. (2006).

Finally, the present findings showed that the components of organizational justice can predict organizational trust, and this is consistent with the results of Rezayian and Rahimi (2008).

Considering the findings of the present research, we can argue that employees' perceptions of justice in interactions, procedures, and reward allocation can influence their display of conscientiousness, altruism, courtesy, sportsmanship, and civic virtue. When organizational citizenship behavior is established in the workplace as a result of justice, the organization will have higher productivity. Therefore, it is necessary to enhance trust and justice in the organization and hold training courses for employees to foster in them the tendency to display voluntary behaviors.

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