

## **The Relationship between Distributive and Organizational Procedural Justice, with Organizational Citizenship Behavior with the Mediation of Job Commitment**

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**Abstract.** The fundamental aim of this study was to investigate the relationship between 2 dimensions of organizational justice on Organizational Citizenship Behavior (OCB) with the mediation role of job commitment among Customs employees in Golestan province. The population consisted of 112 employees, for the purpose of achieving the research objectives; a random sampling was used in this study and 92 employees were selected according Morgan table. To collect data, the reliability and validity of the questionnaire have been reported and estimated by the researchers. Then, the questionnaire of organizational justice, job commitment and organizational behavior were used and administered among participants. Organizational justice was investigated in two dimensions including distributive justice, procedural justice. In order to analyze the data, the LISREL software was used. The results of the structural equation showed Path coefficient of the impact of distributive justice on citizenship behavior with the mediation of job commitment is 0.11. In other words, relationship was significant and positive. On the other hand, Path coefficient in the relationship between job commitment and organizational citizenship behavior is reported to be 0/47; furthermore, T, procedural justice on job commitment was estimated 4.38 and 0.10 respectively. Because T was reported to be 0.99, it can be concluded that a significant relationship has not been established. The results also suggested that managers should plan to improve the perception fairness in payments and the laws and regulations by employees. In this way, not only the job commitment will be increased, but also job and voluntary self-conscious behavior will be received by employees.

**Keywords:** Distributive Justice (DJ), Procedural Justice (PJ), Organizational Citizenship Behavior (OCB)

### **1. Introduction.**

Organizational citizenship behavior is a self-conscious and voluntary behavior that one is not officially encouraged because of doing it. However, the behaviors continuously and consistently will improve effectiveness of organizational success, on one hand, and will increase employees' satisfaction, on the other hand. Oregon considers five components for organizational citizenship behavior: fairness, altruism, social customs, working conscience and civility. Researchers showed that people accept a certain level of inequality. In most of their researches, they stated that organizational justice is divided into three dimensions: distributive justice, procedural justice and interactional justice.

There have been done numerous studies on procedural and distributive justice. Most of the researches have been based on the conducted work by Tibet and Walker who discussed various techniques to resolve disputes. Primarily, they emphasized on influence of a person on the made decisions and processes that led to take the decisions. Tibet and Walker named the phenomenon as the effect of process control. Studies on the effect of process control can be the best documented phenomenon on procedural justice that Leventhal continued it. He examined issue of distributive and procedural justice beyond controlling processes. If people recognize the

procedures are used to achieve fair results, they will show a positive reaction; if they feel the procedures are used to achieve unfair results, they will show a negative reaction (Raminmehr et al, 2009, 72-75).

## **2. Organizational Justice.**

Fernandes, quoted by Ganjinia (2006), considers organizational justice as fair treatment of organization with its employees.

## **3. Distributive Justice.**

Distributive justice contains three basic principles:

*Principle of fairness:* it implies that resources and rewards should be distributed based on individuals' participations or units;

*Principle of equality:* it states that resources and rewards should be distributed among units and personnel equally.

*Principle of need:* it is the third principle of distributive justice, which briefly states that resources and rewards should be distributed among units and personnel based on their needs. The principle has no sub-rules (Vodadi, 2010, p. 82).

The perception of distributive justice of an organization at high levels will lead to increase investment of personal resources of staff in the organization.

Therefore, it can be explained that people choose a standard reference based on the formed schema in their mind. According the hypothesis, stable people have fairer understanding of distributive justice in their mind. Scientists believe that high perception of distributive justice in organization will result significant increasing efficiency of organization.

## **4. Procedural Justice.**

Procedural justice is related with fairness of official decision policy.

There are six criteria to evaluate personnel on common fairly procedures of organization; the procedures suggest that judgments should be taken based on accurate data, without prejudice, consistently and continuous actions among people, a mechanism to remove disadvantages, taking into account opinions of groups. Barnett and Clermans (2006), Cloibit, Georgia et al (2001) found that even procedures to assess interviews or process of studying allocation are important because they have indirect effect on perceptions on organization's procedural justice and its future sense of ownership (Sieger et al, 2011, p. 81). The results (Zapata-Filan, 2009) indicated that the perceived organizational justice has a significant relationship with duty performance of employees. If they have a good feeling in organization, they will do their duties effectively and help rising organization.

Researches on institutional equity have been considered as base of human social interaction and they have been thought as decisions taken in organization. They have been defined as the used procedures to decide by managers as well as interpersonal behavior of employees (Kim et al, 2004).

## **5. Organizational Citizenship Behavior.**

Blocky, quoted by Hamdi (2005), defines organizational citizenship behavior as behaviors that are out of range of behaviors in workplace, but they are important to create a favorable social and psychological environment in workplace. They have become as a widespread field of management and organizational studies on past 25 years. Likely, people know how citizenship behavior for specific business situation and try to do it effectively (Bie Rey Guard, 2012).

### **1. Job Commitment.**

French and Savard, quoted by Kaminian, define job commitment as bind with something, loyalty and a state that a person has a powerful positive emotion about something.

Now main issue in this study is whether there is a significant relationship between organizational justice with citizenship behavior by considering mediation role of job commitment among staff of General Administrations of Golestan Customs.

### **2. Hypotheses.**

1. There is a significant relationship between distributive justice with employees' job commitment.

2. There is a significant relationship between procedural justice with employees' job commitment.

3. There is a significant relationship between distributive justice with organizational citizenship behavior by considering mediation role of job commitment among employees.

4. There is a significant relationship between procedural justice with organizational citizenship behavior by considering mediation role of job commitment among employees.

### **3. Analysis.**

In this study, there were distributed 102 questionnaires and 92 questionnaires were gathered. There were added 10% to the sample volume and 92 questionnaires were distributed. There were extracted 92 questionnaires from the collected questionnaires.

The questionnaires were calculated as follows: job commitment with Cronbach's alpha coefficient 0.97 and 7 questions; organizational citizenship behavior with Cronbach's alpha coefficient 0.92 and 8 questions; distributive justice with Cronbach's alpha coefficient 0.93 and 5 questions; and procedural justice with Cronbach's alpha coefficient 0.95 and 6 questions. Considering number KMO (greater than 0.7) and significant number of Bartlett test ( $\text{sig} < 0.05$ ), we can say that the data is suitable for factor analysis and has the required conditions.

#### 4. Hypotheses Test.

The correlation between latent (hidden) variables was confirmed due to significant level ( $\text{sig} < 0.01$  and  $\text{sig} < 0.05$ ). The research hypotheses are examined using software Lisrel. The model was assessed using maximum likelihood ratio; to determine the model fit, there were used chi-square test on degrees of freedom ( $\text{df}2x$ ), comparative fit index (CFI), fitness index (GFI), adjusted index of fitness (AGFI), normed fitness index (NFI), non-normed fitness index (NNFI) and root mean square error of approximation (RMSEA). Results of fit goodness index in structural model indicate the model fitness because  $\text{RMSEA} < 0.05$  represents acceptable fit of structural model. The values of CFI, GFI, AGFI, NFI and NNFI are more than 0.9. The path coefficients and significance between models have been obtained too. As can be seen, path coefficients are significant for three correlations in level of 0.05 ( $t > 1.96$  and  $t < -1.96$ ) and it has not been significant for a relationship.

#### 5. Results.

*H1: There is a significant relationship between distributive justice and job commitment of employees.* There was obtained 0.23 as path coefficient between distributive justice and job commitment. In the relationship, t statistic was 2.29 that its value is higher than significant threshold (1.96). According the mentioned matters, it can be concluded that there is a significant positive relationship between distributive justice and job commitment. Therefore, H2 of the research is confirmed.

*H2: There is a significant relationship between procedural justice and job commitment of employees.* The fitness model shows path coefficient between procedural justice and job commitment is 0.10. Since t-value for this factor is 0.99, it can be concluded that the obtained coefficient is not significant. Therefore, H3 is rejected. In other words, there is no significant relationship between procedural justice and job commitment.

*H3. There is a significant relationship between distributive justice with organizational citizenship behavior by considering mediation role of job commitment among employees.* Path coefficient of the relationship between job commitment and organizational citizenship behavior is 0.47. T-statistic for this coefficient is 4.38. Therefore, there is a significant positive relationship between job commitment and organizational citizenship behavior. On the other hand, the obtained path coefficient and significant number for the relationship between distributive justice and job commitment are 0.23 and 2.29 respectively. As a result, according mediator role of staff job commitment, the obtained path coefficient for the relationship between distributive justice and organizational citizenship behavior is 0.11. Therefore, H5 is confirmed.

*H4. There is a significant relationship between procedural justice with organizational citizenship behavior by considering mediation role of job commitment among employees.* The fitness model shows path coefficient between job commitment and organizational citizenship behavior is 0.47. t-value for this factor is 4.38. Therefore, there is a significant positive relationship between job commitment and organizational citizenship behavior. In the other hand, path coefficient between procedural justice and job commitment is 0.10. Since t-value for this factor is 0.99, it can be concluded that the obtained coefficient is not significant. Therefore, H6 is rejected.

#### 6. Discussion and Interpretation.

H1 confirmed significant positive correlation of distributive justice on job commitment that it is consistent with the obtained results by Chow et al (2013), Sorensen (1985), Ellen and Mir (1990) and Lambert (Lambert & Hoogan, 2009; Lambert et al, 2008; Lambert et al., 2002; Lambert, 2003). The results also showed that perception effect of procedural justice is stronger than distributive justice, which is in line with the conducted researches by Folger and Kenoski (1989) and Sweeny and McFarlin (1993). It also showed that procedural justice is a better predictor of emotional commitment of employees than distributive justice. This finding means that fairness of compensation practices is more effective over fairness of services received in strengthening emotional interest.

H2 confirmed lack of the relationship between procedural justice with job commitment that it is consistent with the obtained results by Chow et al. In this regard, Cohen and Liu (2011) found that commitment has a great effect on organizational citizenship behavior and performance of teachers.

H3 confirmed the relationship between distributive justice with mediation of job commitment on citizenship behavior that can be explained using theory of equality of Adams. Accordingly, if employees' services are not compensated, it is likely that they will show fewer organizational citizenship behaviors because they are voluntary behaviors and outside job necessities. People avoid voluntary behaviors to response understanding unfairness. They can match ratio of the perceived fairness on basis of job commitment. Accordingly, people job commitment in organization may be increased or reduced by considering their understanding of rewards (distributive justice). Cho et al (2013) confirmed such a relationship. Also among

aspects of organizational justice, distributive justice and procedural justice have significant positive impact on organizational commitment that it supports the obtained results by Beton Kurt et al (2005), Wiswoswaran et al (2002), Samad (2006) and Kumar et al (2009; quoted by Mortazavi, 2000). Since procedural justice is controlled by organization and cannot allocated for a certain person, the conducted efforts by organization for procedural justice will increase long-term relationship between staff with organization in the future.

In H4, there is no relationship between procedural justice with mediation of job commitment on citizenship behavior. It is consistent with the conducted researches by Chou et al (2013), while it is not consistent with the obtained results by Moorman (1991), Ganjinia et al (2009), Siegr et al (2011), which in his study on family companies confirmed that the perceived justice (distributed-procedural) has a strong positive relationship with affective commitment and job satisfaction. The results are not consistent with the obtained results by Moradi Chaleshtari et al (2011). They showed a significant relationship between procedural justice, organizational citizenship behavior and organizational practices. When employees understand organizational processes fairly, they will spend less time for their complaints about minor issues, don't consider working problems as large, have a positive image on their organization and help their colleagues.

## 7. Conclusion and Recommendations.

### *H1*

Confirming a significant positive relationship between distributive justice and job commitment (sub-hypothesis 1) suggests that when employees trust to the distribution of resources and rewards, they will do more actions in organization and more participate in work values, which they are aspects of job commitment, therefore, it is recommended that:

- Managers consider more accurate planning to motivate staff through fair allocation of financial rewards and providing medical facilities;
- Training time management and evaluation of staff time and considering their considered time and satisfying employees on organizational receivables and understanding fair of organization.
- Responsibilities and job consequences are consistent with the required job. In this way, they have more understanding on distributive justice to be interested and job satisfaction.

### *H2*

Confirming lack of a significant positive relationship between procedural justice and job commitment (sub-hypothesis 2) show that when employees understand organizational processes fairly, they will spend less time for their complaints about minor issues, don't consider working problems as large, have a positive image on their organization and help their colleagues, therefore, it is recommended that:

- Seeks to ensure that managers are aware of personnel concerns on organizational decisions;
- Honesty and sense of responsibility of managers to staff work life is controversial because they are commitments for their assessment of procedural justice;
- Managers should show their concern about job choices of employees and discuss with them to take decisions and employees accept the taken decisions as which managers' explanations can be revisable in staff thought default and convince them;
- Managers are obliged to respond and provide clarification for staff and avoid command and communicated procedures inexplicably to increase their desire and passion to do job and enthusiastic staff to respond their career demands that will result to more job commitment.

### *H3*

According the received results from confirming the relationship between distributive justice on job commitment and its significant positive relationship with organizational citizenship behavior, it is recommended to managers that:

Hold training courses to meet different dimensions of organizational citizenship behavior of employees and managers;

Create systematic methods for service compensation and fairly payment system to create distributive justice in organization and consider consequences such as promotion, compensation and performance evaluation (distributive justice);

Indicators of perception of distributive justice i. e. fairness of payments, fairness of applying punishments and fair distribution of rewards such as job responsibilities and career consequences;

Try to more participate employees in decision-making process (procedural justice) on allocation of rewards..., so that rules, regulations and procedures of doing the matter are clearly explained and procedures for allocating rights and benefits to all personnel are implied equally. Decisions are made for each employee without any discrimination. Trust will lead to develop citizen behavior. In workplace, confidence in supervisors will result to cohesion, empathy and cooperation. By evaluating average the written criteria in aspect of perception of procedural justice, it is identified that the same procedures related to facility, rewards and punishment are fair criteria for promotion and fair work practices.

Try to get comments and encouraging staff to prevent organizational problems and programs to improve organizational effectiveness.

**H4**

Due to lack of procedural justice on job commitment in organization and consequently citizenship behavior (sub-hypothesis 5), it is suggested that upgrades are done in a society based on competency and work procedures are based on rules and laws. Decisions are made clearly so that be tangible and understandable for all staff and the regulation and rules and procedures are explained for all staff that it can be executed through in-service training or question and answer sessions with managers. Processes of doing works, convenience, rewards, punishments, upgrades and dry and soulless bureaucracy in reduced administrative and procedural relationships rather than the rules. Procedural justice is source of satisfaction and positive evaluation of people on organization and they follow their individual and short-term interests with interests of a group or organization. Promotion criteria and allocation procedures of wages and benefits are clearly defined and decisions are taken away from any discrimination and individuals show more citizenship behaviors.

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