

**INVESTIGATING THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE  
AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN ACADEMIC PUBLIC  
HOSPITALS OF SHIRAZ**<sup>1</sup>Sara Soltani Sarvestani, <sup>2</sup>\*Somayeh Hessam and <sup>3</sup>Abbas Yazdanpanah<sup>1</sup>Department of Healthcare Management, Fars Science and Research Branch, Islamic Azad University, Marvdasht Iran.<sup>2</sup>Assistant Professor, Department of Health Services Administration, Shiraz Branch, Islamic Azad University, Shiraz, Iran.<sup>3</sup>Assistant Professor, Department of Healthcare Management, Marvdasht Branch, Islamic Azad University, Marvdasht Iran.**\*Correspondence for Author: Somayeh Hessam**

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**ABSTRACT**

Organizational citizenship behavior is a collection of voluntary and optional behaviors which are not parts of formal obligations of the person and place personnel on a condition to act completely voluntary beyond the expectations of obligation and description of their jobs. Meantime, perception of employees about rightfulness of payments and equality in organizational procedures and fairness of interpersonal behaviors in organization has an important role in encouragement and development of organizational citizenship behavior. Organizational justice means that we act to employees in which way to feel that they are behaved justly and includes perception of fairness related to payments and equality in organizational approaches and rightness of interpersonal behaviors in organization. Organizational justice can have an important role on development and correction of organizational citizenship behaviors. This study has investigated the effect of organizational justice on organizational citizenship behaviors of employees related to academic and public hospitals of Shiraz. Samples of this investigation were 260 people of employees which were chosen by taxonomic and random sampling and have completed the questionnaires. Results of Pearson correlation coefficients represent that there are relations only between organizational justice and deontology in Faghihi and Namazi hospitals and aspects of altruism, citizenship perfection and politeness with organizational justice have become meaningful only for Namazi hospital. So, to responding the sixth hypothesis, we can only do the meaningfulness of difference test between correlation coefficients of organizational justice and deontology in Namazi and Faghihi hospitals.

**KEYWORDS:****INTRODUCTION**

Organization is a social system that its life is related to a strong link between its constitutive parts. Obeying the organizational justice can lead to the continuity of these parts in themselves. Also, access to aims of organization is extremely related to proper and true functions of personnel. This issue is so important in hospitals and efficiencies of these organizations have protected their links with issues as organizational justice and citizenship behavior (Vatankhah and colleagues, 2010).

Organizational citizenship behavior (OCB) in early of eighties has been proposed by organ (1988) and includes optional behaviors of employees that is not related to their formal obligations and is not directly regarded by formal system of organization's reward, but increases the total effectiveness of organization.

OBC is defined as behaviors helping others, coming to the office very soon or leaving it late, performing the work in level of organization's standards, tolerating unconventional problems of the work and active involvement in all affairs of the organization. (Mardani, 2011).

Meta-analysis investigations about the relation between OCB and effective factors on it have represented the emphasis on 4 categories of the following factors:

1. Personal features of employees  
2. Occupational features  
3. Organizational features  
4. behaviors of leadership (Jamshidi, 2015). It seems that organizational justice has more important role. Organizational justice is a variable which is used on description of justice that is directly related to occupational achievements. In organizational justice it is proposed to behave employees with which

methods to feel that they are treated justly (Rabori, Akhtar, 2014).

When employees consider the reward and payment system of the rights as fair and believe that according to the level of skill, the rights will be paid, their occupational satisfaction. People who believe that policy of people's promotions performs on the basis of justice and equality, they feel more satisfaction in their affairs (Rabori, 2014). Perception of injustice has destructive effects on spirit of collective work, because it dominated the effort of human power and motivation of employees on itself. Injustice and unfair distribution of achievements and outputs of the organization lead to decreasing the spirits of employees and decreasing in their spirits of attempts and activities. Obeying the justice is the secret of survival and stability of development related to organization and employees, so one of the main obligations of management is protection and development of fair behaviors in managers and feeling the justice in personnel. Fair behaviors with people, increase their obligations and double their voluntary attempts in reaching social goals. Totally, justice causes solidarity and injustice causes separation and division between people (Abadi, 2012). Investigations proposed organizational justice as the basis of social and mutual relations of human and have supposed it as goals which are created in organization and approaches which managers use for decision-making in organization and interpersonal behaviors that employees receive (Nadi, 2012).

Generally, fair behavior from organization with personnel leads to their higher obligation than their organization and meta-function citizenship behavior (Zakiani, 2014).

Ertuk also investigated the role of organizational justice and trust to the director in increasing organizational citizenship behavior in professors of Turkey University. Results showed that trusts to the director influence on the perception of employees about director's justice (Ertuk, 2007).

Investigations indicate that there is a strong relation between superficial justice feeling and OCB. The reason of this issue is that existence of justice feeling in employees, is indicator of important justice feeling behalf the organization (Hasani, 2012).

Studies indicate that OCB is affected from many variables that we can point to occupational gratification features, social content, trust to managers and organizational justice. Attention to various aspects of OCB can lead to useful results for planning, organizing, increasing performance and better operation (Vatankhah, 2010).

In this investigation we investigate relation and solidarity of OCB and organizational behavior as one of the

principles of professional behavior in academic public hospitals of Shiraz. In this research the effect of organizational justice on five aspects of citizenship behavior is measured.

### Literature review

Studies which have performed in the country indicate that the relations of these two variables, as Jafari and colleague (2015) addressed to evaluation of performance and prioritize of Esfahan municipality areas with the aim of organizational justice and OCB by DEA and TOPSIS in Esfahan municipality. Jamshidi and colleagues (2015) concluded that there are meaningful relations between organizational behavior and personnel's behaviors, managers and OCB and also the variable of organizational justice predicates all variables of personnel's behaviors, managers and OCB and there are meaningful relations between them. In the research of Akhtar Askari Rabori, 2014, it is specified that organizational justice and its aspects have positive and meaningful solidarities with citizenship behavior and its aspects. Study of Damghanian and colleagues (2014) also indicate that distributive and superficial justice has meaningful effect on organizational citizenship behavior. In research of Halime karimi and colleagues, 2013 they found that however in an organization employees be aware of monitoring in organization, equally felt the justice and security and because this belief is reinforced in them that discrimination has not existed in personnel of the organization and salary and benefits of each person accrue to them according to their attempts in organization and naturally their OCB will be also increased.

In the research of Aziz and colleagues in Pakistan (2014) it is specified that teachers had positive concepts about organizational justice and organizational citizenship behavior. Manjo and Manikandan (2013) concluded in their research that organizational citizenship behaviors and organizational justice have mutual and direct effects on working and counterproductive behavior. Dickinson and colleagues (2009) concluded in an investigation that there are positive relations between relation to the above person, organizational obligation and working stress to OCB. Yalmaz and Tesedin (2008) have reached in their research to these findings that there are positive relations between perception of teachers about organizational justice and citizenship behavior.

### METHODOLOGY

The type of this paper was descriptive and solidarity research on the basis of implementation method. Statistical universe included all occupied employees in various groups of nursing, para-clinical, official and support in academic and public hospitals of Shiraz medical sciences which have been chosen among 4055 occupied employees in studied hospitals (Namazi, Shahid Faghihi, Shahid Dast Gheib, Ali Asghar) and 260 people by using proper and randomized categorical sampling. Devices in collecting data were questionnaire

of OCB in five aspects: deontology, altruism, civil scholarship, generosity and politeness and 22 questions and questionnaires of organizational justice with types of superficial, distributive and interactional of 43 questions. These questionnaires were used in an investigation by Shole Zakiani and colleague and in Cronbach's alpha

titles of questionnaire related to OCB were 86.0 and in questionnaire of organizational justice reported 69.0 (Zakiani, 2012).

### Findings

3.14. Description of variables.

**Table 1. The mean and standard deviation of citizenship behavior and its variables**

Citizenship behavior	Politeness	Generosity	Citizenship scholarship	Altruism	Deontology	
3.70	3.65	3.83	3.76	3.58	3.62	Mean
450	0.66	0.55	0.50	0.69	0.56	Standard deviation

**Table 2. The mean and standard deviation of different aspects related to citizenship behaviors**

Organizational Justice	Politeness	Generosity	Citizenship scholarship	Altruism	Deontology	Hospitals
822	0.62±3.55	3.76 ±0.62	0.50±3.72	0.64±3.50	0.53±3.53	Fahimi
780	0.66±3.61	0.51±3.85	0.49±3.78	0.69±3.53	0.56±3.62	Namazi
	0.70±3.98	0.58±3.93	0.48±3.89	0.67±3.94	3.74 ±0.60	Dastgheib
	0.68±3.75	0.57±3.83	0.53±3.66	0.72±3.68	0.57±3.68	Aliasghar

In table 2, the mean and standard deviation of organizational justice have been presented.

To responding first to sixth hypotheses, solidarity analysis was used to describing virility and direction of the relation between variables.

First hypothesis: There is relationship between organizational justice and aspect of deontology of employees in academic and public hospitals of Shiraz.

**Table 3. Correlation of organizational justice and deontology of employees in academic public hospitals of Shiraz**

Organizational justice								Aspect
Aliasghar hospital		Dastgheib hospital		Namazi hospital		Fahimi hospital		
p <sup>€</sup>	r <sup>£</sup>	p <sup>€</sup>	r <sup>£</sup>	p <sup>€</sup>	r <sup>£</sup>	p <sup>€</sup>	r <sup>£</sup>	
.059	.391	.342	.190	.018	.202*	.015	.286*	Deontology

£: Pearson correlation coefficient.

€: Level of meaningfulness.

The results of Pearson correlation coefficient in table 3 represent that there are direct and relative weak relations between organizational justice and deontology in Fahimi and Namazi hospitals, it means that by increasing in each of other two variables the other one will also increase. In other words, increasing in organizational justice leads to promotion in deontology and conversely. Results also

indicated that there isn't meaningful relation between Dastgheib and Aliasghar hospitals.

Second hypothesis: There is relationship between organizational justice and altruism of employees in academic public hospitals of Shiraz.

**Table 4: correlation of organizational justice and altruism of employees in academic and public hospitals of Shiraz**

Organizational Justice								Aspect
Aliasghar		Dastgheib		Namazi		Fahimi		
p <sup>€</sup>	r <sup>£</sup>	p <sup>€</sup>	r <sup>£</sup>	p <sup>€</sup>	r <sup>£</sup>	p <sup>€</sup>	r <sup>£</sup>	
.725	-.076	.537	.124	.001	.282**	.113	.188	Altruism

£: Pearson correlation coefficient.

€: level of meaningfulness.

Results of Pearson correlation coefficient and level of meaningfulness in table 4 represent there is no relation

between organizational justice and altruism in neither academic and public hospitals of Shiraz.

Third hypothesis: there is relationship between organizational justice and citizenship scholarship of employees in academic and public hospitals of Shiraz.

**Table 5. correlation of organizational justice and citizenship scholarship of employees in academic and public hospitals of Shiraz**

Organizational justice								Aspect
Aliasghar		Dastgheib		Namazi		Fahimi		
p€	r£	p€	r£	p€	r£	p€	r£	
.429	.169	.604	-.104	.034	.181*	.654	-.054	Citizenship scholarship

£: Pearson correlation coefficient.

€: level of meaningfulness.

Results of Pearson correlation coefficient and level of meaningfulness in table 5 represent that only in Namazi hospital, there is direct and relative weak relation between organizational justice and altruism.

Forth hypothesis: there is a relationship between organizational justice and generosity of employees in academic and public hospitals of Shiraz.

**Table 6: correlation of organizational justice and generosity of employees in academic public hospitals of Shiraz**

Organizational justice								Aspect
Aliasghar		Dastgheib		Namazi		Fahimi		
p€	r£	p€	r£	p€	r£	p€	r£	
.265	.237	.227	.240	.521	.055	.168	.164	Generosity

£: Pearson correlation coefficient.

€: level of meaningfulness.

Results of Pearson correlation coefficient and level of meaningfulness represent that there isn't a relationship between organizational justice and generosity in none of employees of academic and public hospitals in Shiraz.

Fifth hypothesis: there is a relation between organizational justice and reverence of employees related to academic public hospitals of Shiraz.

**Table 7: correlation of organizational justice and politeness of employees in academic and public hospitals of Shiraz**

Organizational justice								Aspect
Aliasghar		Dastgheib		Namazi		Fahimi		
p€	r£	p€	r£	p€	r£	p€	r£	
.949	.014	.577	.112	.000	.312**	.074	.212	Politeness

£: Pearson correlation coefficient.

€: Level of meaningfulness.

Results of Pearson correlation coefficient and level of meaningfulness in table 7 represent that only in Namazi hospital, there is a direct and relative relation between organizational justice and altruism.

coefficients of organizational justice and deontology in Namazi and Fahimi hospitals.

Sixth hypothesis: there is a meaningful relation between rate of organizational justice and each aspects of citizenship behavior of employees in academic and public hospitals of Shiraz.

Results of Pearson correlation coefficient in the first to fifth hypotheses represent that there is a relationship only between organizational justice and deontology in Fahimi and Namazi hospitals and aspects of altruism, citizenship scholarship and politeness with organizational justice only became meaningful for Namazi hospital, so to responding the sixth hypothesis, only we can do the meaningfulness test of difference between correlations

**Table 8: correlation coefficients of organizational justice and deontology of employees in Fahimi and Namazi hospitals**

Organizational justice										
Namazi				Fahimi				Aspect		
$z_2$	$z_2$	p€	r€	Numbers	$z_1$	$z_1$	p€		r€	Numbers
	.208	0.02	.202*	137		.293	.015	.286*	72	Deontology

According to numbers of table 8, we have:

According to the rate of received  $Z(\text{obs})$  which is between -1.96 and +1.96, we conclude that there isn't meaningful analytical difference between two correlation coefficients, so the sixth hypothesis is failed.

## DISCUSSION

Escaping justice is an improper issue in society, so unstable structure of inequality should be reformed from the basis. Organizational justice in work indicates the emphasis of organization to the employees. In this situation, employees are obliged to the organization and a mutual covenant is created between employees and organization that leads to OCB. If employees feel that there is organizational justice in their workplace, they motivate to increase their participations in organization by doing helpful behaviors as OCB (Vatankhah, 2010).

Studies show that OCB is affected from many variables that we can point to occupational satisfaction features, social content, trust to managers and organizational justice. Attention to various aspects of OCB of employees and detecting its exact aspects, has useful results in planning, organizing, increasing efficiency and high performance. The importance of obeying organizational justice is in that if employees feel inequality, they will change to the potential sources of discontents in organization and it will cause irreparable issues (Vatankhah, 2010).

In determining the condition of variables related to the society, there are relations between organizational justice and deontology aspects. Results of Pearson correlation coefficient represent that there is direct and relative weak relation between organizational justice and deontology in Fahimi and Namazi hospitals, it means that by increasing each of two variables the other one also increases. In other words increasing organizational justice leads to deontology and conversely. Results indicated that there are not meaningful relations between these two variables in Dastgheib and Aliasghar hospitals.

Direct relations of this study are in line with results related to studies of Askari Rabori and colleagues (2014), Zakiani and colleague (2012), Mahboob Eshrat Abadi and colleagues (2012), Hasani and colleague (2011), Vatankhah and colleagues (2010), Bohlouli Zeinab and colleagues (2010), Farhadi Nia and colleague (2010), Mardani Hamoule and colleague (2008), Aziz and colleagues (2014), Yalmaz and Tesedin (2008).

In determining the condition between organizational justice on generosity of employees, results of Pearson correlation coefficient and level of meaningfulness in

their tables indicate that there are not any relations in none of academic and public hospitals of Shiraz between organizational justice and generosity.

These findings are in line with findings of Nader Bohlouli Zeinab and colleagues (2010). In determining the condition between organizational justice on the aspect of respecting employees, results of Pearson correlation coefficient and level of meaningfulness in table 13-4 indicate that there is only direct and relative weak relation in Namazi hospital between organizational justice and respecting (politeness). There aren't any relations in Shahid Faghihi, Aliasghar and Shahid Dastgheib hospitals.

In determining the condition between rate of organizational justice on each of aspects related to citizenship behavior, results of Pearson correlation coefficient in the first to fifth hypotheses indicate that only there is relation between organizational justice and deontology in Fahimi and Namazi hospitals and aspects of altruism, citizenship scholarship and politeness only became meaningful in Namazi hospital, so to responding the sixth hypothesis, we can only do the meaningful test of difference between correlations coefficients of organizational justice and deontology in Namazi and Fahimi hospitals.

According to the received amount which is between -1.96 and +1.96, we conclude that there aren't any meaningful statistical differences between two coefficients of correlation. So the sixth hypothesis will be refused.

These findings are not in line with results related to studies of Askari Rabori and colleagues (2014), Zakiani and colleague (2012), Mahboob Eshrat Abadi and colleagues (2012), Hasani and colleague (2011), Vatankhah and colleagues (2010), Bohlouli Zeinab and colleagues (2010), Farhadi Nia and colleague (2010), Mardani Hamoule and colleague (2008), Aziz and colleagues (2014), Yalmaz and Tesedin (2008).

## CONCLUSION

Results of Pearson correlation coefficient indicate that there is relation only between organizational justice and deontology in Faghihi and Namazi hospitals and aspects of altruism, citizenship scholarship, politeness and



organizational justice became meaningful only for Namazi hospital, so to responding the sixth hypothesis we can only perform the meaningful test of difference between coefficients of correlations related to organizational justice and deontology in Namazi and Faghihi hospitals.

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