**International Academic Institute for Science and Technology**

International Academic Journal of Humanities Vol. 4, No. 2, 2017, pp. 58-68.

ISSN 2454-2245

**International Academic Journal of Humanities**

www.iaiest.com

# Relationship between Organizational Justice and Organizational Citizenship Behavior considering the moderating role of Islamic work ethic

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## Abstract

The purpose of this study is to investigate the relationship between organizational Justice and organizational citizenship behavior considering the moderating role of Islamic work ethic. This is an applied research in which the staff of the Islamic Republic Shipping organization of Iran in Tehran province as the research community and 286 employees were selected as the statistical sample of research. The required data was verified through the questionnaire which it`s content validity and reliability is provided by emphasizing on inner consistency via Cronbach's alpha model and then was analyzed using PLS software. The findings of this study showed that both procedural and distributive justice dimensions have positive and significant relationship with organizational citizenship behavior. In addition, the role of moderating Islamic work ethic has been confirmed in the two above-mentioned relationships.

**Keywords:** Organizational Justice, Organizational Citizenship Behavior, Islamic Work Ethics

## Introduction

In today's competitive world, organizations are constantly looking for new ways to maximize their employees' performance and effort. In order to compete on the global stage and satisfy the needs and expectations of customers and adapt to the changing nature of the occupations, organizations tend to try to select employees that go beyond the role and task assigned to job descriptions. It is obvious that in order to survive in the 21st century, organizations must adapt themselves to the global mentality and change their leadership towards the global competition. Managers of organizations must learn how to manage the changes otherwise; they have no choice but to lose competitive conditions. Obviously, human resources are the only source of eternity which not only is easily accessible, but is also a phenomenon that, if properly managed, will provide the areas for management. In this regard, organizational citizenship behavior (OCB) and organizational justice (OJ) are important issues in organizational science which has attracted much attention from researchers over the past four decades (Carpenter et al., 2014; Podaskoff et al., 2009). This concern can be attributed to the significant contribution of organizational citizenship behavior and organizational justice to organizational success and achievement (Podaskoaf et al., 2014). Because organizational citizenship behavior is a behavior over the assigned duties of the employees which can have positive effects on their participation and thus have a positive impact on the organization's performance. These behaviors are in fact spontaneous behaviors which places employees in a position that voluntarily go beyond their job expectations and job description (Rezayi and Mahmoodi, 2017). Podsakoff believes that good citizenship is a thinking that involves a variety of behaviors that some of its examples are: Accompanying side tasks, volunteering help to other people in their work, professional development in the field of work, obey the organizational regulations even in cases where no one is supervised, efforts to promote the organization and help maintain a positive attitude and endure the difficulties (Podsakoff et al, 2000). On the other hand, organizational justice also refers to mental perceptions and people's feeling of fairness in the organization which derives from staff judgments about the amount of receipts or its fairness, as well as the attitudes and behaviors of individuals, especially the directors of the organization. Concerning the perception of organizational justice must say that this perception is heavily influenced by the senses that individuals have had in their previous experiences in relation to various issues and can it have positive or negative consequences, which are behavioral and functional. Researchers have mentioned different aspects for organizational justice. One of these organizational justice aspects and dimensions is procedural aspect or dimension which refers to fairness in laws, policies, processes and decisions. The other dimension of organizational justice is distributive justice which refers to the existence of fair and equal treatment in the provision of rewards and encouragements for those who are in the same position and are doing the same job (Marzooghi and Heidari, 2016). Researches have shown that there is a positive and significant relationship between employee perception of justice and their citizenship behavior (Chen and Jin, 2014). However, other scholars such as Hasan and Mahd Noor (2008), Tanski (1993) found that justice has no direct effect on organizational citizenship behavior. According to Muhammad, Qiuquib and Omar (2016), considering a third variable in this regard, such as Islamic work ethic, may help to eliminate the contradiction in current literature.

## Literature Review

The theoretical framework of this study is based on the study of Muhammad, Qiuquib and Omar (2016) In which distributive justice and procedural justice are considered as independent variables, the behavior of employees as dependent variable and islamic work ethic as a moderating variable. Therefore, the hypothesis and conceptual model of research in order to answer the main research question is:

- Distributive justice has a positive relationship with the citizenship behavior of the personnel of the Islamic Republic of Iran Shipping Organization in the province of Tehran.

- The procedural justice has a positive relationship with the citizenship behavior of the personnel of the Islamic Republic of Iran Shipping Organization in Tehran province.

- Islamic work ethic, distributive justice, and citizenship behavior modify the staff behaviour of the organization of shipping of the Islamic Republic of Iran in Tehran province.

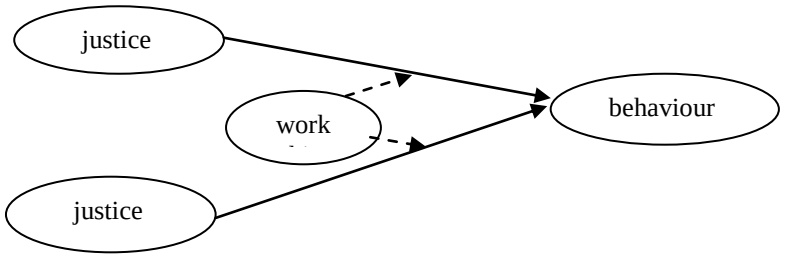



**Figure (1): Conceptual Model of Research**

## Methodology of research

The present study is an applied research and in terms of nature and method which the researcher is trying to investigate the relationship between procedural and distributive justice by considering the moderating role of Islamic work ethic is placed in the descriptive- scrolling research category. The statistical population of this research includes all the staff members of the Islamic Republic of Iran Shipping Organization in Tehran province consisting of 971 people. To sample and determine the sample size and given the limited size of the statistical community the Cochran formula was used. And the sample size was estimated at 275. Finally, 286 questionnaires were distributed and analyzed for final analysis. It is necessary to mention that the questionnaire is a combination of organizational citizenship behavior questionnaire (Lee and Allen, 2002), distributive justice (Price & Mullerz, 1986), procedural justice (Niehoff and Murman, 1993) and Islamic work ethic (Ali, 1992) which it`s questions are divided as below:

**Table (1) Combining questionnaire questions**

| Variable | Number of questions | Variable | Number of questions |
|---|---|---|---|
| Distributive justice | 6 | Organizational Citizenship Behavior | 8 |
| o Procedural justice | 6 | Islamic work ethic | 17 |

To assess the validity of the questionnaire by referring to the content method, First the opinions of professors and experts in management science have been considered and after determining the validity of the questionnaire and applying multiple opinions and Making the necessary reforms, the content validity of the designed questionnaire was approved by the experts. Then, by using the PLS software, the Cronbach's alpha coefficient was calculated as shown in Table (2).

**Table (2) Cronbach's alpha coefficients**

| Variable | Number of questions | alpha coefficients |
|---|---|---|
| Distributive justice | 6 | 0.902 |
| Procedural justice | 6 | 0.899 |
| Organizational Citizenship Behavior | 8 | 0.867 |
| Islamic work ethic | 17 | 0.897 |

Cronbach's alpha coefficients show the desirable reliability of the research questionnaires.

## Research findings

Data collected in descriptive and inferential statistics was presented in this study. in Descriptive statistics the way of statistical sample distribution in terms of demographic variables and main variables of research from mean values, standard deviation, variance and frequency in the inferential statistics, also using the path analysis and the research hypotheses were tested. The descriptive statistics of the research variables are presented in Table (3):

**Table (3) describes the variables of research**

| variable | Number | Average | Standard deviation | Variance |
|---|---|---|---|---|
| Distributive justice | 286 | 5 | 3.98 | 0.457 |
| Procedural justice | 286 | 5 | 3.88 | 0.492 |
| Organizational Citizenship Behavior | 286 | 5 | 4.02 | 0.485 |
| Islamic work ethic | 286 | 5 | 3.79 | 0.434 |

## Analysis of hypotheses

Before entering the the research hypotheses test stage, we must ensure the accuracy of the questions related to the variables of the research, therefore a confirmatory factor analysis is used at this stage. Depending on how much precision the investigator considers to remove the questions , values of criterion are given from 0.5 to 0.7 for factor loadings. In this study, the value of the criterion was considered as 0.6. The results of factor load estimation also showed that all of the above questions measure their variables with high percentage. And structures have a high correlation with their variables. .So no questions were removed from the analysis process. Then, in order to test the model for the existence of moderating relationships, the conceptual model of research was investigated in five levels in the PLS software.

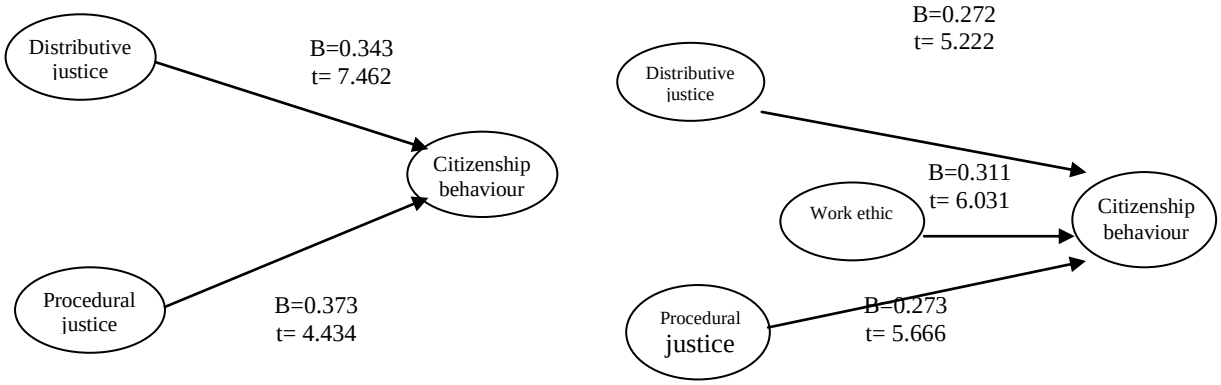



**Figure (1). First Level Model. Model in the state of examining direct relations**

**Figure (2). Second Level Model. entrance of moderating of Islamic Work ethic in model**

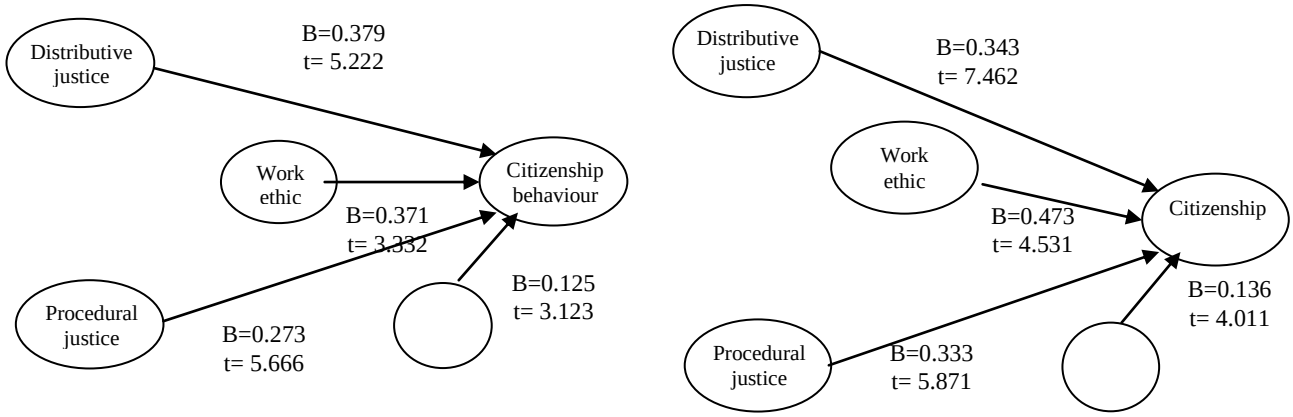


**Figure (3). Second Level odel: Assessing the Moderating Role of Islamic Work Ethics in the Relationship between Distributed Justice and Organizational Citizenship Behavior**

**Figure (4). Second Level Model: A Study on the Moderating Role of Islamic Work Ethics in the Relationship between Procedural Justice and Organizational Citizenship Behavior**

## Fitting the research models

In order to do fitting of the research of models, two R2 and GOF criteria were used which are applied in the least squares method. The researchers introduced three values of 0.19, 0.33 and 0.67 as the criterion value for weak, moderate and strong R2 values, and three values of 0.01, 0.25 and 0.36 as weak, moderate and strong values for GOF. Accordingly, the values obtained for both of these criteria are presented in Table (4):

**Table (4) Research value of the first research model**

| **Variable** | **Coefficient of determination of R2** | | |
|---|---|---|---|
| | **Model (1)** | **Model (2)** | **Model (3)** |
| Distributive justice | --- | --- | --- |
| Procedural justice | --- | --- | --- |
| Islamic work ethic | --- | --- | --- |
| Organizational Citizenship Behavior | 0.859 | 0.873 | 0.861 |
| GOF | 0.603 | 0.621 | 0.619 |

As can be seen, according to the value obtained for the determination coefficient (R2), the quality of the research model can be determined, but for a higher confidence, the general fit model was also calculated which obtaining a value of 0.6 or more, confirms the fitting of the research models.

## Examining the first and second hypotheses

**Table (5) Review of the first and second hypotheses**

| Hypothese | The standardized path coefficient β | The statistics T | Significance | Accept or reject the hypothesis |
|---|---|---|---|---|
| Distributive justice> Organizational Citizenship Behavior | 0.343 | 7.462 | Sig<0.05 | Confirm |
| Procedural Justice> Organizational Citizenship Behavior | 0.373 | 4.434 | Sig<0.05 | Confirm |

first hypothesis: The value of the standard path coefficient between distributive justice and organizational citizenship behavior is 0.343, which indicates the positive effect of distributive justice variable on organizational citizenship behavior. As can be seen, the value of the t statistic is approximately 7.462 which is larger than the 1.96 limit. As a result, you can accept with at least 95% confidence which there is a significant relationship between distributive justice and organizational citizenship behavior.

Second hypothesis: The amount of standard path coefficient between procedural justice and organizational citizenship behavior was 0.373 which shows the positive effect of procedural justice variable on organizational citizenship behavior. And the value of the t statistic is approximately 4.434, which is larger than the boundary value of 1.96, as a result, you can accept with at least 95% confidence that there is a relationship between procedural justice and organizational citizenship behavior.

## Examining of the third hypothesis

**Table (6) Review of the third hypothesis**

| Model | | | β Standard | Statistics T | significance | Hypothesise result |
|---|---|---|---|---|---|---|
| first model | Before entrance of the modifier variable | Distributive justice> Organizational Citizenship Behavior | 0.272 | 7.462 | Sig<0.05 | Confirm |
| | | Islamic Ethic> Organizational Citizenship Behavior | 0.311 | 6.031 | Sig<0.05 | Confirm |
| | After entrance of | Distributive justice> Organizational Citizenship Behavior | 0.379 | 5.222 | Sig<0.05 | Confirm |

| | | | | | | |
|---|---|---|---|---|---|---|
| Second model | the modifier variable | Islamic Ethics> Organizational Citizenship Behavior | 0.371 | 3.332 | Sig<0.05 | Confirm |
| | Interaction | Distributive justice × Islamic work ethic | 0.125 | 3.123 | Sig<0.05 | Confirm |

The third hypothesis: In order to investigate the role of moderator in PLS software, we first need to examine the direct path of two independent and moderator variables with dependent variable, without considering the interaction or moderator. Then in the second step, the interaction of the independent variable × modifier was added to the model. If the interaction is meaningful, moderation can be accepted and observe changes in moderation. As shown in Figures 2 and 3 and Table 6 the interaction at the confidence level of 95% was significant and confirmed. Therefore, changes to the model before and after moderation can be made. In the first model, the magnitude and severity of the effect of the variable of distributive justice on organizational citizenship behavior was 0.272 and the intensity of the effect of Islamic ethic on organizational citizenship behavior was 0.311. In the second model, in order to investigate the moderating role of the variable of Islamic work ethic, the interaction of distributive justice × Islamic work ethic was introduced into the model. The effect of two variables was increased to 0.379 and 0.371, respectively. Meanwhile, the impact of the interaction is estimated at 0.125. With regard to increasing the path coefficient between the variable of distributive justice and organizational citizenship behavior, it can be concluded that Islamic work ethic can strengthen the relationship between distributive justice and organizational citizenship behavior. As a result, the hypothesis of the moderating role of Islamic work ethic in relation to distributive justice and organizational citizenship behavior is accepted.

## Examining of the fourth hypothesis

**Table 7: Review of the fourth hypothesis**

| **Model** | | **path** | **β Standard** | **Statistics T** | **significance** | **Hypothesise result** |
|---|---|---|---|---|---|---|
| First Model | Before entrance of the modifier variable | Procedural Justice> Organizational Citizenship Behavior | 0.273 | 5.666 | Sig<0.05 | Confirm |
| Second Model | | Islamic Ethics> Organizational Citizenship Behavior | 0.311 | 6.031 | Sig<0.05 | Confirm |
| | After entrance of | Procedural Justice> Organizational | 0.333 | 5.871 | Sig<0.05 | Confirm |

| | | | | | | |
|---|---|---|---|---|---|---|
| | the modifier variable | Citizenship Behavior | | | | |
| | | Islamic Ethics> Organizational Citizenship Behavior | 0.473 | 4.531 | Sig<0.05 | Confirm |
| | Interaction | Procedural Justice of Islamic Work ethic | 0.136 | 4.011 | Sig<0.05 | Confirm |

Fourth hypothesis: As shown in Figures (2) and (4) and Table (7), the interaction was significant and confirmed at 95% confidence level. Therefore, modifications to the model before and after moderation can be done. In the first model, the magnitude and severity of the effect of the procedural justice variable on organizational citizenship behavior was 0.273 and the intensity of the effect of Islamic ethics on organizational citizenship behavior was 0.311. In the third level model, which is for investigating the role of the moderating variable of Islamic work ethic, the interactive effect of procedural justice in Islamic work ethics was introduced into the model and the effect of two variables increased to 0.333 and 0.473, respectively. Also, the impact of the interaction is estimated at 0.136. Considering the increase of the path coefficient between the procedural justice and organizational citizenship behavior, it can be concluded that Islamic work ethic can strengthen the relationship between procedural justice and organizational citizenship behavior. As a result, the hypothesis of moderating role of Islamic work ethic in relation to procedural justice and organizational citizenship behavior is accepted.

## Conclusion and Recommendations

- Considering the confirmation of the first hypothesis of the study based on the relationship between distributive justice and organizational citizenship behavior, it is suggested that, in order to equate rewards to the members of the organization, to design a performance-based compensation system; to re-design the occupations so that the duties and responsibilities of the people will be paid by establishing the relationship between the courses taught and the rights of the people appropriate to them, the necessary measures should be considered.

- Considering the confirmation of the second hypothesis of the research that the relationship between procedural justice and organizational citizenship behavior is verified, it is recommended that for the employees' satisfaction and in order to maintain and establish procedural justice, set more clarity in organizational guidelines and procedures. To provide. And in the implementation and enforcement of laws in organizations more than the past, consider justice to increase trust among employees, because sometimes injustice perceptions in procedures can cause employee`s anger and appearance of malicious behaviors in the organization more than the unreasonable consequences.

- Considering the confirmation of the third and fourth hypotheses of the study confirming the role of moderating Islamic work ethic on the relationship between distribution justice and procedural justice with organizational citizenship behavior, it is recommended that by enhancing work ethic and its principals in the organization, decrease discrimination, injustice, dissatisfaction on one hand and by increasing organizational morale and commitment create satisfaction among employees on the other hand, enhance the growth of human beings, growth of organizations and the progress of society.

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