

The effect of employee perception of organizational justice on organizational citizenship behavior and job satisfaction

Investigating employees of Ahwaz Alborz Insurance Company

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Abstract

Obviously, organizational justice plays an important role in employee's citizenship behavior and their job satisfaction, and ignoring it in an organization may lead to disorientation and other maladaptive impulsivity corruption. This research aims to investigate the effect of employees' perception of organizational justice on organizational citizenship and job satisfaction among the employees of Alborz Insurance Company of Ahwaz Branch. The research community consists of central office staff and representative offices in the city of Ahwaz. Of these, 78 of them were sampled by three questionnaires.

Keywords; employee perception, organizational justice, organizational citizenship behavior, job satisfaction

1-Introduction

The concept of justice at any given time depends considerably on the people's mindset and the definition of it. Justice in an organization not only gives rise to motivation and hope for the continuation of work and the progress of the organization, but also the level of satisfaction It also boosts the staffing of the staff and makes the staff of the organization more committed to doing their jobs with a commitment and a sense of responsibility. Goodarz Chegini, in his 2011 research

and study on organizational justice, found that there was a positive and significant relationship between organizational justice (distributive justice-interactive justice) and organizational citizenship behaviors.

In all societies and organizations, it is commonplace that the consequences of everyday life are associated with justice. Judgment is often understood in the organization and is referred to as organizational justice. (Formatall 2003) According to researches, all components of perception Organizational (distributed-procedural-interactive) with organizational citizenship behaviors has a positive and meaningful relationship (Khosh-madami-Mahdad, 1394) and their research results were consistent with Kolokuit et al. (2001).

Organizational citizenship behavior is in fact a set of individual behaviors that individuals engaged in in an organization perform voluntarily and selflessly in order to achieve the goals of the organization, and the duplication of effort that is being made to improve the provision of services, and in fact these behaviors They are not the main duties of their jobs. And they do so in the direction of friendship and duty. (Ramin Mehr.H. Hadizadeh, O-Ahmadi, 2009)

According to a Green Leaf study conducted in 1993, fair treatment is required that all employees of an organization devote themselves to the time and energy they use to improve the organization's performance. In fact, the organization's fair treatment and organizational justice have an important impact on the organization's citizenship behavior (Ramin Mehr.Hadizadeh-Ahmadi 2009)

Organizational citizenship behavior is influenced by the environmental factors of justice in the organization and, to a degree, on the individual characteristics of the staff. Generally, organizational citizenship behavior appears to be favorable when features such as the conscience of a sense of philanthropy and chivalry are alive. Of course, it is a considerable degree of job satisfaction and the belief in the existence of fairness in the organization and the fair conduct of the superintendent. When such a situation is created, the individual spontaneously and voluntarily engages in his duties and does not solely work on his own motive and purpose, but also Creating motivation and positive energy in other employees.

The job satisfaction of each person depends on the type of supervisor's work on environmental factors and so on. When one does not make progress in his work, he does not have a good payout from the organization. He does not make upgrades in his job, it seems tedious and inexhaustible, and feels that His abilities are wasted. When an employee feels that the supervisor of the

organization does not value her and does not respect her justice, she causes her superiors to be considered incompetent and ignorant of their own, and this does not result in obeying her requests from the supervisor of the organization. It leads to aggression and irregularities. When an employee feels that she is not treated fairly with her, he or she will deal with other employees in unfair and unpleasant competitions, and the sense of altruism in her will disappear and in His job is only to seek excellence.

Hapak defines job satisfaction as a complex, multidimensional concept associated with psychological, physical and social factors. Only a factor can not cause job satisfaction, but a combination of a variety of factors causes a person to feel satisfied at a certain moment in his job and tell himself that he is satisfied with his job and enjoy it. A person with a strong emphasis on various factors such as income, social value of a job, working conditions, and employment products at different times. She easily feels satisfaction with her job

In the late twentieth century, scholars and scholars have done a lot of research and research (Naderi and Tanava-2010-Mahoney-Humez), since justice in the organization has significant components in the organization. The first is afterwards distributive justice that addresses fairness and justice in the distribution of the relevant consequences. The second is following justice in the procedures and decision-making methods used to allocate the consequences, and the third dimension is interactive justice. Being committed to fairness in interpersonal encounters, especially from managers (Employee), 1385-1386, according to the research carried out, these three components interact with one another.

Keynes Berg and colleagues divide job satisfaction into two types. First, the external satisfaction that comes from two sources. One is the feeling of pleasure that man derives from the pursuit of work and activity, as well as the pleasure that comes from observing or fulfilling some of the social responsibilities of personal fulfillment. Other external satisfaction is related to the conditions of employment and the workplace, and each one is changing. Among these factors are the conditions of the work environment, the amount of wages and rewards, and the type of work and relationships existing between the worker and the employer. Meanwhile, inner satisfaction is more stable than external satisfaction (Shafiabadi, 1993, p. 124)

The purpose of this study was to investigate the effect of employees' perception of organizational justice on organizational citizenship and job satisfaction among employees of Alborz Insurance Company of Ahwaz Branch.

2-research methodology

This research is a correlation type. In this plan, only the degree of correlation and relationships between variables are examined. In this research, the researcher attempts to investigate the effectiveness of organizational justice perception and organizational citizenship behavior on the job satisfaction of Alborz insurance employees in Ahvaz city. After obtaining the necessary permits and identifying the members of the sample and coordinating with the officials of the education department, according to the previous planning, the researcher after the establishment of the relationship and the sensitivity of the subjects about the questionnaires and the reasons for their selection in the sample, the necessary explanations by the researcher The questionnaire was completed and the subjects completed the questionnaires. Subjects were asked if they asked the researcher to explain more precisely when completing questionnaires with ambiguity. In the end, the cooperation of the subjects was appreciated and appreciated. To analyze the collected data, SPSS software version twenty four was used. Meanwhile, for all hypotheses, the significance level is considered to be $\alpha = 0.05$.

The following tools are used to measure the variables:

- A. Organizational justice questionnaire Nijouf and Morman 1993
- B) Organizational Citizenship Behavior Questionnaire (SPSS). Sakov et al. 1990
- (C) The Viscosity and Chrome JDI Job Satisfaction Questionnaire

The reliability coefficients of organizational justice questionnaire were calculated using Cronbach's alpha method, which is equal to 0.91 for the whole questionnaire, which indicates the desirable reliability coefficients of the questionnaire (see Table 35).

In this research, the research hypotheses are:

- 1- There is a relationship between organizational citizenship behavior and job satisfaction of employees.
- 2- There is a relationship between organizational citizenship behavior and job satisfaction of employees.

3- There is a relationship between organizational justice and organizational citizenship behavior with job satisfaction of employees.

4- There is a relationship between the components of organizational justice and organizational citizenship behavior with job satisfaction of employees.

3-Analyze the results

Analysis of the first hypothesis: There is a relationship between organizational citizenship behavior and job satisfaction of employees.

Hypothesis 1-1: There is a relationship between organizational justice in the distribution and job satisfaction of employees.

Hypothesis 2.1: There is a relationship between organizational justice in terms of procedural and job satisfaction of employees.

Hypothesis 2-1: There is a relationship between organizational justice in the field of interactivity and job satisfaction of employees.

Table 1- Simple correlation coefficients between organizational justice and job satisfaction of employees

Number Sample (n)	Level Significance (p)	Correlation Coefficient (r)	Statistical index	Criterion variable
			Predictive variable	
78	0/0001	0/56	Organizational Justice	Job Satisfaction
	0/0001	0/46	Distributive justice	
	0/0001	0/46	Procedural justice	
	0/0001	0/53	Interactive justice	

As we see in Table 1, there is a significant positive correlation between organizational justice and job satisfaction of employees ($p = 0.0001$ and $r = 0.56$). Therefore, the first hypothesis is confirmed. In other words, with increased organizational justice, employees have increased their job satisfaction.

Also, there is a significant positive correlation between organizational justice in distributive, procedural and interactive areas with job satisfaction of employees. Therefore, hypotheses 1-1 to 3-1 are confirmed. In other words, the higher the organizational justice behavior in the distributed, procedural and interactive areas of the employee, as their job satisfaction increases.

Analysis of the second hypothesis: There is a relationship between organizational citizenship behavior and job satisfaction of employees.

Hypothesis 1-2: There is a relationship between organizational citizenship behavior in the field of conscientiousness and job satisfaction of employees.

Hypothesis 2-2: There is a relationship between organizational citizenship behavior in the field of adolescence and job satisfaction of employees.

Hypothesis 2-2: There is a relationship between organizational citizenship behavior in the field of civic virtue and job satisfaction of employees.

Hypothesis 2-4: There is a relationship between organizational citizenship behavior in respect to respect and reverence and job satisfaction of employees.

Hypothesis 2-2: There is a relationship between organizational citizenship behavior in the field of altruism and job satisfaction of employees.

Table 2 - Simple correlation coefficients between organizational citizenship behavior and job satisfaction of employees

Number Sample (n)	Level Significance (p)	Correlation Coefficient r)	Statistical index	Criterion variable
			Predictive variable	
78	0/0001	0/41	Organizational Justice	Job Satisfaction
	0/011	0/28	Compulsory component	
	0/031	0/24	Chivalry component	
	0/038	0/23	Civic Virtue Component	
	0/008	0/30	Component of respect and reverence	
	0/0001	0/40	Component of altruism	

As shown in Table 2, there is a significant positive correlation between organizational citizenship behavior and job satisfaction of employees ($p = 0.0001$ and $r = 0.41$). Therefore, the second hypothesis is confirmed. In other words, with increased organizational citizenship behavior, employees have increased their job satisfaction.

Also, there is a significant positive correlation between organizational citizenship behavior in the fields of duty, joyfulness, civil virtue, respect, reverence and altruism with employee's job satisfaction. Therefore, hypotheses 1-2-5-2 are confirmed. In other words, increase in

organizational citizenship behavior in the fields of duty, chivalry, civil virtue, respect, reverence and altruism of employees have been accompanied by increasing their job satisfaction.

Analysis of the third hypothesis: There is a multi-dimensional relationship between organizational justice and organizational citizenship behavior with job satisfaction.

Table 3- Multiple correlation coefficients of organizational justice and organizational citizenship behavior variables with employee's job satisfaction with simultaneous and step-by-step entry method

p=	t	β	p=	F	R ²	R	Predictive variables	Method
0/0001	4/74	0/47	0/0001	21/48	0/36	0/60	Organizational Justice	entrance
0/017	2/43	0/24					Organizational Citizenship Behavior	
0/0001	5/89	0/56	0/0001	24/80	0/31	0/56	Organizational Justice	Phase ^{'''}
0/0001	4/74	0/47	0/0001	21/68	0/36	0/60	Organizational	
0/017	2/42	0/24					Citizenship Behavior	

As shown in Table 3, regression of prediction of job satisfaction of employees is significant on organizational justice variables and organizational citizenship (P = 0.0001 and F = 21.48). Therefore, the third hypothesis is verified. The organizational justice variable with a beta coefficient of 0.47 and organizational citizenship behavior variable with beta coefficient of 0.24 can positively and significantly predict employee job satisfaction. Also, the value of R2 indicates that 36% of job satisfaction variance is explained by these variables. The results of stepwise regression analysis have shown that organizational justice and organizational citizenship behavior variables predict employees' job satisfaction, respectively.

Analysis of the Fourth Hypothesis: There are multiple relationships between the components of organizational justice and organizational citizenship behavior with employee's job satisfaction.

Table 4- Multiple Correlation Coefficients of Organizational Justice Styles and Organizational Citizenship Behaviors with Employee's Job Satisfaction with Simultaneous and Staged Entry Method

p=	t	β	p=	F	R ²	R	Predictive variables	method
0/235	1/19	0/16	0/0001	4/97	0/36	0/60	Distributive justice	entrance
0/434	0/787	0/12					Procedural justice	
0/142	1/48	0/24					Interactive justice	
0/735	0/340	0/04					loyalty	
0/477	0/715	0/07					Chivalry	
0/817	0/233	0/02					Civic virtue	
0/658	0/444	0/07					Respect and reverence	
0/480	0/710	0/11					Altruism	
0/0001	5/46	0/53					0/0001	
0/0001	4/23	0/46	0/0001	18/01	0/57	0/57	Organizational 2	
0/032	2/17	0/22					Citizenship Behavior in Altruism	

As shown in Table 4, the regression of employees' job satisfaction prediction from the components of organizational justice (distributive, procedural and interactive) and organizational citizenship behavior factors (altruism, duty, chivalry, civic virtue, and respect) And reverence) is significant ($p < 0.0001$ and $F = 97.4$). Therefore, the fourth hypothesis is confirmed. Despite significant multiple correlation, none of the predictive variables could significantly predict employee job satisfaction. Also, the value of R² indicates that 36% of job satisfaction variance is explained by these variables. The results of stepwise regression analysis have shown that organizational justice variables in the field of interactivity and organizational citizenship behavior in altruism are the predictors of job satisfaction of employees, respectively. In addition to investigating the findings of the hypotheses, the researcher has compared the subjects in terms of some of the variables described below.

Table 5-Correlation between organizational justice and organizational citizenship behavior

Number Sample (n)	Level Significance (p)	Correlation Coefficient (r)	Statistical index	Criterion variable
			Predictive variable	
78	0/001	0/37	Organizational Justice	Organizational Citizenship Behavior
	0/013	0/28	Distributive justice	
	0/032	0/24	Procedural justice	
	0/0001	0/41	Interactive justice	

As seen in Table 5, there is a significant positive correlation between organizational justice and organizational citizenship behavior ($p = 0.001$ and $r = 0.37$). In other words, organizational citizenship has increased with increasing organizational justice. Also, there is a significant positive correlation between organizational justice in distributed, procedural and interactive areas with organizational citizenship behavior. In other words, the greater the organizational justice in the distributive, procedural and interactive aspects of employees, as their organizational citizenship behavior increases.

Table 6- Multiple Correlation Coefficients of Organizational Justice Styles Variables with Organizational Citizenship Behavior by Simultaneous and Stage Entry

p=	t	β	p=	F	R ²	R	Predictive variables	method
0/444	0/770	0/11	0/002	5/47	0/18	0/42	Distributive justice	entrance»
0/315	1/01	0/16					Procedural justice	
0/0001	2/93	0/47					Interactive justice	
0/0001	3/92	0/41	0/0001	15/36	0/16	0/41	Interactive justice	phase

Table 6 can be seen, regression organizational citizenship behavior of the variable components of organizational justice (distributive, procedural and interactive convention) is significant ($0.002 > p$ and $47/5 = F$). Organizational justice variable in the field of interactive with beta coefficient of

0.47 can positively and significantly predict organizational citizenship behavior of employees. Also, the value of R2 indicates that 18% of the variance of organizational citizenship behavior of employees is explained by the variables mentioned. The results of stepwise regression analysis have shown that the only organizational justice variable in the interactive field predicts organizational citizenship behavior.

Table-7 results of independent t-test for comparing the mean of organizational justice scores, organizational citizenship behavior, and job satisfaction of male and female employees.

Level Significance (p)	t	Degree of freedom	Standard deviation	average	Number	group	variable
0/194	-1/69	76	13/03	60/14	36	women	Organizational Justice
			9/23	64/43	42	men	
0/210	-1/26	76	9/28	83/86	36	women	Organizational Citizenship Behavior
			9/41	86/55	42	men	
0/514	-0/579	76	13/55	129/06	36	women	Job Satisfaction
			11/38	130/69	42	men	

Table 7 shows that there is no significant difference between male and female employees in terms of organizational justice, organizational citizenship behavior and job satisfaction ($p < 0.05$). In other words, male and female employees have an organizational equity, organizational citizenship and job satisfaction almost the same.

Table 8- One-way ANOVA for comparing the mean of organizational justice, organizational citizenship behavior and job satisfaction among different age groups

Level Significant P	the amount of F	Average squares	Degrees of freedom	Sum of squares	Source Dispersion	variable
0/239	1/41	175/80	4	703/21	Intergroup	Organizational Justice
		124/60	73	9096/07	Inside the group	
		–	77	9799/29	whole	
0/795	0/418	37/98	4	151/93	Intergroup	Organizational Citizenship Behavior
		90/88	73	6634/67	Inside the group	
		–	77	6786/61	whole	
0/723	0/518	81/36	4	325/44	Intergroup	Job Satisfaction
		157/16	73	11473/23	Inside the group	
		–	77	11798/67	whole	

As shown in Table 8, there is no significant difference between employees of different age groups in terms of organizational justice, organizational citizenship behavior and job satisfaction ($p < 0.05$). In other words, the employees of different age groups have organizational equality, organizational citizenship behavior and job satisfaction almost the same.

Table 9- One-way ANOVA for comparing the mean of organizational justice, organizational citizenship behavior and job satisfaction of employees with different educational levels

Level Significant P	the amount of F	Average squares	Degree s of freedom	Sum of squares	Source Dispersion	variable
0/286	1/28	161/67	3	485/03	intergroup	Organizational Justice
		125/86	73	9314/26	Inside the group	
		–	77	9799/29	whole	
0/006	4/47	347/10	3	1041/31	Intergroup	Organizational Citizenship Behavior
		77/63	73	5745/30	Inside the group	
		–	77	6786/61	whole	
0/014	3/80	525/75	3	1577/26	Intergroup	Job Satisfaction
		138/12	73	10221/41	Inside the group	
		–	77	11798/67	whole	

Table 9 shows that there is no significant difference between employees with different educational levels in terms of organizational justice ($p < 0.05$ and $F = 1.28$). In other words, employees with a different level of education have almost the same organizational equity.

There is a significant difference between employees with different educational levels in terms of organizational citizenship behavior and job satisfaction ($p < 0.01$). The significance of the variance analysis does not indicate which groups are different, therefore, following the analysis, a follow-up analysis of Scheffe and LSD was carried out, the results of which are presented in Tables 10 and 11.

Table 10- Scheffe's post-test results for comparing the mean of organizational citizenship behavior scores of employees with different educational levels

4	3	2	1	average	groups	
—	* (p=0/012)	—		99/00	diploma	1
—	—			88/83	a.a	2
—				83/29	B.A	3
				86/35	M.A	

table 10 shows that there is a significant difference between the staff with diploma education and staff with undergraduate level in terms of organizational citizenship behavior. In other words, according to averages, employees with higher education degrees have higher organizational citizenship behavior than those with undergraduate level of education. There is no significant difference between the rest of the cases.

Table 11-The results of LSD follow-up test for comparing the mean of job satisfaction scores of employees with different educational levels

4	3	2	1	average	groups	
* (p=0/009)	* (p=0/010)	—		144/75	diploma	1
* (p=0/039)	* (p=0/044)			139/00	A.A	2
—				128/58	B.A	3
				127/50	M.A	

As it is seen in Table 11, there is a significant difference in terms of job satisfaction between staff with graduate education and staff with undergraduate and postgraduate degrees. In other words, according to the average, employees with higher education degree have higher job satisfaction than those with undergraduate and postgraduate education. Also, there is a significant difference

in the level of job satisfaction between employees with college education level and staff with undergraduate and postgraduate education. In other words, according to averages, employees with higher education level have higher job satisfaction than those with undergraduate and postgraduate education. There is no significant difference between the rest of the cases.

Table 12 - One-way ANOVA for comparing the mean of organizational justice, organizational citizenship behavior and job satisfaction of employees with different service record

Level Significant P	the amount of F	Average squares	Degree s of freedom	Sum of squares	Source Dispersion	variable
0/006	4/52	506/28	3	1518/84	Intergroup	Organizational Justice
		111/89	73	8280/44	Inside the group	
		—	77	9799/29	whole	
0/723	0/443	39/94	3	119/81	Intergroup	Organizational Citizenship Behavior
		90/09	73	6666/79	Inside the group	
		—	77	6786/61	whole	
0/189	1/63	244/18	3	732/56	Intergroup	Job Satisfaction
		149/54	73	11066/11	Inside the group	
		—	77	11798/67	whole	

Table 12 shows that there is no significant difference between employees with different service history in terms of organizational citizenship behavior and job satisfaction ($p < 0.05$). In other words, employees with a different service record have an almost identical organizational citizenship behavior and job satisfaction.

There is a significant difference between employees with a history of service in terms of organizational justice ($p < 0.006$ and $F = 5.24$). The significance of variance analysis does not

indicate which groups are different, therefore, a follow-up analysis of Scheffe was performed, the results of which are presented in Table 13.

Table 13- Scheffe's post-test results for comparing the mean of organizational justice scores of employees with different service record

4	3	2	1	average	groups	
*	—	—		66/45	5 To1	1
(p=0/006)						
*	—			62/36	10 to 6	2
(p=0/037)						
*				62/84	15 to 11	3
(p=0/043)						
				48/33	years old up 16	

Table 13 shows that there is a significant difference in the sense of organizational justice between employees with 16 years of service experience and those with a service record of 1-5, 6-10, and 11-15 years old. In other words, according to the averages, employees with a service record of 16 years and older have a lower sense of organizational justice than employees with a job experience of 1 to 5, 6 to 10 and 11 to 15 years of age. There is no significant difference between the rest of the cases.

4-Conclusion

According to the results of the research, there is a significant positive relationship between organizational justice in distributive, procedural and interactive areas with job satisfaction of the staff. In other words, the higher the organizational justice behavior in the distributed, procedural and interactive areas of the employee, as their job satisfaction increases.

The results of the research showed that there is a significant positive relationship between organizational citizenship behavior and job satisfaction of employees. In other words, with increasing organizational citizenship behavior, the employees have increased their job satisfaction.

Also, there is a significant positive relationship between organizational citizenship behavior in the areas of duty, chivalry, civic virtue, respect, reverence and altruism with employees' job

satisfaction. In other words, increasing organizational citizenship behavior in the fields of duty, chivalry, virtue Civic, respect, reverence and altruism of employees have been accompanied by increasing their job satisfaction.

Regression prediction of job satisfaction is significant among organizational justice and organizational citizenship variables. Organizational justice variable and organizational citizenship behavior variable can positively and significantly predict employee job satisfaction.

The job satisfaction of employees is significant from the variables of organizational justice (distributive, procedural and interactive) components, and organizational citizenship behavior components (altruism, duty, adolescence, civic virtue, and respect and reverence). Nevertheless, there is a significant correlation between multiplicity , None of the predictor variables could significantly predict employee job satisfaction.

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